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THE CABINET

Wednesday, 13th November, 2019 at 7.15 pm in the Restaurant, 2nd Floor, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors: Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader of the Council), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Mary Maguire (Cabinet Member for Finance & Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing & Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

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.

Mustafa Cetinkaya (Associate Cabinet Member – Non Voting), Ahmet Hasan (Associate Cabinet Member – Non Voting) and Claire Stewart (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.

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. QUARTERLY REVENUE MONITORING (INCLUDING HRA) 2019/20 QUARTER 2 (Pages 1 - 44)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5016)**

(Report No.125)
(7.20 – 7.25 pm)

4. QUARTERLY CAPITAL MONITORING 2019/20 QUARTER 2 (Pages 45 - 56)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5015)**

(Report No.126)
(7.25 – 7.30 pm)

5. ANNUAL TREASURY MANAGEMENT - MID YEAR REVIEW 2019/20 (Pages 57 - 64)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 4992)**

(Report No.127)
(7.30 – 7.35 pm)

6. SUCCESSOR JOINT HEALTH AND WELLBEING STRATEGY (Pages 65 - 110)

A report from the Executive Director – People is attached. **(Key decision – reference number 4852)**

(Report No.128)
(7.35 – 7.40 pm)

7. CHILDREN'S SOCIAL CARE INCREASING DEMAND AND PRESSURES (Pages 111 - 116)

A report from the Executive Director – People is attached. **(Key decision – reference number 5014)**

(Report No.129)
(7.40 – 7.45 pm)

8. UPDATE STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES
(Pages 117 - 136)

A report from the Executive Director – People and Executive Director - Resources is attached. **(Key decision – reference number 4893)**

(Report No.130)

(7.45 – 7.50 pm)

9. LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION 2020/21 (Pages 137 - 150)

A report from the Executive Director – Place is attached. **(Key decision – reference number 5001)**

(Report No.131)

(7.50 – 7.55 pm)

10. DOCKLESS BIKE BYELAW - DELEGATION OF POWERS TO LONDON COUNCILS (Pages 151 - 156)

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

(Report No.132)

(7.55 – 8.00 pm)

11. MERIDIAN WATER LAND ACQUISITION (Pages 157 - 168)

A report from the Executive Director – Place is attached. (Report No.135, agenda part two also refers). **(Key decision – reference number 4984)**

(Report No.133)

(8.00 – 8.05 pm)

12. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 169 - 174)

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

13. DATE OF NEXT MEETING

Date of the next meeting of the Cabinet is to be confirmed.

14. 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 two agenda)

MUNICIPAL YEAR 2019/2020 REPORT NO. 125**MEETING TITLE AND DATE:**

Cabinet
13th November 2019

REPORT OF:

Acting Executive Director
of Resources

Agenda – Part: 1**Item: 3**

Subject: Revenue Monitoring 2019/20:
Quarter 2 (September 2019)

Wards: ALL

Key Decision No: 5016

Cabinet Member Consulted: Cllr Mary
Maguire

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY

- 1.1. This report sets out the Council's revenue budget monitoring position based on information to the end of September 2019.
- 1.2. After the application of capital receipts for transformation purposes of £3.2m; the revenue budget forecast reflects an outturn position of £5.7m overspend for 2019/20 which will be funded using the Council's reserves. This is an increase of £1.8m on the £3.9m reported as at Quarter 1.
- 1.3. Since 2010, the Council has saved £178m; for 2019/20 a further £13.1m saving and income were agreed and £0.3m of income and £3.1m 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 income totalling £0.6m is considered at risk of delivery.
- 1.4. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £4.24m. With the £0.38m surplus brought forward from 2018/19, the cumulative forecast deficit at year end is £3.86m and will be the first call on the 2020/21 grant allocation and therefore reduce the funding available for next year's allocation.
- 1.5. The Housing Revenue Account is forecasting an overspend position of £0.1m for 2019/20 outturn.

2. RECOMMENDATIONS

- 2.1. Cabinet is recommended to note:
- i. The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.11).
 - ii. The £5.7m overspend revenue outturn projection and the use of £3.2m of capital receipts to support organisation transformation.
 - iii. That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2019/20 and implement savings.
 - iv. £1.5m of the overspend in respect of IWE being met from Contingency as set out in paragraphs 5.9.
 - v. The position of the Dedicated Schools Grant (DSG) as set out in section 5.50
 - vi. The position of the Housing Revenue Account (HRA) as set out in section 7.
- 2.2. That Cabinet recommend:
- i. Council to approve the update to the planned flexible use of capital receipts for 2019/20 (paragraph 5.46 and Appendix I).

3. BACKGROUND

- 3.1. On 27 February 2019, the Council's 2019/20 budget was set by Council. This budget was set in the challenging context of a reduction in core funding of £6.3m in 2019/20; following previous funding reductions of £93m since 2010.
- 3.2. New savings of £10.7m and new income generation of £2.4m were agreed for 2019/20. Savings and income agreed from previous years totalled £3.4m, of which £3.1m relates to savings and £0.3m to income. As part of the aim to place the budget in a more resilient position, in 2019/20 £2.5m of growth was included to offset prior year budget pressures. However, there still remained £4.2m of 2018/19 pressures. where officers continued to work on reducing these pressures and are included in Appendix H, Savings and Income Monitor, 2018/19 budget savings carried forward.
- 3.3. Enfield, reflecting the national picture, continues to experience rising cost pressures from SEN transport, families with no recourse to public funds, and cost and demographic pressures in social care as well as the ongoing risk associated with Temporary Accommodation. Over the last few years the adult social care precept and flexible homelessness grant have contributed in part to relieving these cost pressures.
- 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.

- 3.5. A 75% London Pilot Pool for 2019/20 was announced as part of the Local Government Finance Settlement in December 2018 and the Budget includes this within its assumptions.
- 3.6. Local authority financial management has become headline news since 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 17 July 2019, the Council services overspent by £13.4m offset by underspends of £9.0m in corporate expenses and £1.2m additional government grants to give a net overspend of £3.2m, with £3.7m of capital receipts being utilised. During 2018/19 the Council's risk reserves increased and this is due to planned contributions to risk and smoothing reserves, whilst service specific reserves have reduced.
- 3.8. In setting the budget for 2019/20 the Corporate Budgets were reviewed and where capacity was identified it has been utilised to address the significant pressures within the service departments budgets and this was reflected in the Budget Report for 2019/20.
- 3.9. In this context, managing the Council's budget position continues to be 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.
- 3.10. 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.
- 3.11. The pressures outlined in this report are being taken into account in setting the 2020/21 Budget. The Chancellor of the Exchequer made a Spending Announcement on 4 September which was on the whole more positive than anticipated, the detail to be confirmed in the Local Government Settlement later in the year. General grant is set to increase in line with September CPI, the first rise in ten years, other grants within Spending Power have been protected and there's a further Social Care grant which will benefit Enfield to the tune of £5.4m. Given the pressures on the Dedicated Schools Grant later in this report there's the prospect of a 14% increase in the High Needs Block. On the negative side, there will be no multi year settlement, fair funding and the business rates reset are delayed and there will be no Business Rates Pooling for 2020/21 albeit that pooling on a non pilot basis is still possible.

- 3.12. There is continued uncertainty with Brexit and a potential General Election.
- 3.13. The next report to Cabinet will be the 2019/20 Quarter Three Revenue Outturn report which provide an update on the monitoring position based on information as at the end of December 2019.

4.0 September 2019 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 £5.7m; after the planned application of £3.2m 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	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£m	£m	£m	£m	£m	£m
Chief Executive's	8.0	2.4	10.4	10.4	0.0	0.0
People	118.2	(4.4)	113.8	120.2	(0.3)	6.1
Place	25.5	10.4	35.9	37.5	(0.6)	1.0
Resources	39.4	(0.2)	39.2	44.2	(2.3)	2.7
Service Net Costs	191.1	8.2	199.3	212.3	(3.2)	9.8
Corporate Expenses	36.9	(8.2)	28.7	27.6	0.0	(1.1)
Contingency	3.0	0.0	3.0	0.0	0.0	(3.0)
Net Expenditure	231.0	(0.0)	231.0	239.9	(3.2)	5.7
Net Expenditure financed by:						
Business Rates	(97.6)	0.0	(97.6)	(97.6)	0.0	0.0
Collection Fund	(1.3)	0.0	(1.3)	(1.3)	0.0	0.0
Other non-ringed fenced Government Grants	(3.8)	0.0	(3.8)	(3.8)	0.0	0.0
Council Tax	(127.3)	0.0	(127.3)	(127.3)	0.0	0.0

Reserves	(1.0)	0.0	(1.0)	(1.0)	0.0	0.0
General Fund	(231.0)	0.0	(231.0)	(231.0)	0.0	0.0
Corporate Financing						
Total Under/Overspend	0.0	(0.0)	0.0	8.9	(3.2)	5.7

- 4.3 Management actions are ongoing to continue to address these budget pressures. Management action taken to reduce costs includes reconvening the Pressures Challenge Board to review the most significant pressures being reported, the first of which has focused on the IT service. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2019/20 but also to identify whether there will be an ongoing pressure that will need to be taken in to account in the 2020/21 budget setting process.
- 4.4 The overspend has been driven by the following key factors:
- continuing budget pressures in Adult's and Children's Social Care, specifically Learning Disabilities, Older People Services and IWE, SEN Transport, No Recourse to Public Funds and Housing Related Support. These were recognised and addressed as part of the 2019/20 budget but demand continues and is greater than that estimated for.
 - £0.9m of income generation and £0.5m of savings are considered at high risk of not being realised (Appendix G, Table 7), due to change of circumstances or optimism bias in terms of the level or speed of delivery. and relates to decisions taken in financial years prior and remained in the budget for the services to manage in 2019/20.
- 4.5 The overall forecast position has deteriorated by £1.8m with the following being the main contributory reasons:
- Continuing pressure in Adult Social Care and Children's Social Care, has seen a further increase of £0.2m in the Learning Disabilities and Older People services and an increase of £0.6m across In-house fostering, adoption and external child care placements where there have been an additional six secure remand cases for example. However, the department has successfully secured an additional £0.5m from the Better Care Fund following negotiations with the Clinical Commissioning Group.
 - The provision of SEN transport has continued to experience demand pressures. There has already been a 8.4% increase in demand since April 2019, compared to an increase of 6.3% seen in 2018/19 and this along with fuel and inflation pressures have led to a £0.4m increase in the forecast overspend.

- An increase of £1.1m is reported in IT due to difficulties in recruiting to vacant posts, slippage in the delivery of schemes aimed at delivering savings and £0.3m prior year income generation proposal that is now not considered achievable. A new pressure of £0.5m is now reported relating to historical procurement savings that cannot be allocated to specific contract reviews activity.
- The Q2 review of corporate expenses is forecasting a £1.1m underspend specifically within the levies and contingent items budgets.

4.6 A service by service detailed analysis of this can be seen in section 5 and Appendices B to F.

4.7 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.

4.8 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 Dedicated Schools Grant (DSG) and Housing Revenue Account (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)

5.2 The department continues to report a neutral position for Quarter 2 (budget of £10.4m) with no material variances greater than £50k being reported. The most significant variance reported in the 2018/19 outturn was the pressure experienced in level of income from land charges being achieved, this was addressed and additional budget allocated through the 2019/20 budget to mitigate the pressure.

5.3 People (Appendix C)

5.4 The department is forecasting a £6.1m overspend (budget of £113.8m), which is an increase of £0.9m from the Quarter 1 reported position.

5.5 Adult Social Care (ASC)

5.6 £3.9m relates to Adult Social Care. Financial modelling was undertaken based on activity and cost of service trends in ASC as part of the budget setting process leading to an additional £6.0m being

added to fund demographic and inflationary pressures with £1.0m in savings and £4.2m of Government funding being identified to contribute towards the growth. However, as reported in Quarter 1 indications are that ASC continues to have significant pressures and these have increased in the last quarter. These continue to relate to services for adults with Learning Disabilities and older people. The Quarter 2 forecasts indicate the pressure is circa £3.0m for 2019/20, an increase of £0.1m on the Quarter 1 forecast. The department continues to recognize the risk around continuing health care reviews, that the CCG are undertaking and this could result in a further cost pressure to the Council.

- 5.7** A review of income from service users' contributions to care continues and will ensure that all financial assessments are carried out and income recorded and collected appropriately.
- 5.8** The Better Care Fund allocations for 2019/20 have been received and following negotiations with the Clinical Commissioning Group (CCG) a further £0.548m has been agreed and as anticipated in Quarter 1 this will contribute towards managing the reported overspend and is reflected in the Quarter 2 forecasts.
- 5.9** The budget pressure in the wholly owned Council company Independence & Well Being Ltd continues, though it does remain static at £1.5m. An increase in demand for services for people with very complex needs continues this year, together with the company's responsibility as the Council's provider of last resort has meant an increased need for more front line delivery staff, including qualified nursing staff where vacancies had previously been held to manage budget pressures. The pressure in 2019/20 will be funded from the Council's contingency fund.
- 5.10 Education and Children's & Families**
- 5.11** In 2019/20, £3.5m was added to fund demographic and inflationary pressures with £1.3m in savings and £1.1m of Government funding being identified to contribute towards the growth. The total overspend forecast for these services has increased by £1.2m to a forecast £1.9m overspend.
- 5.12** Demand in Special Guardianship Allowances continues to grow and additional budget was allocated in 2019/20 budget to reflect this. Current forecasts indicate that at current demand and due to delays in the Court orders there will be an underspend of £0.2m. However, this area continues to be considered high risk and a small change in demand could reverse this forecast.
- 5.13** The external child care placements are now forecast to be £0.1m overspent because of an increase in remand cases and parent and child assessment placements.
- 5.14** Unaccompanied Asylum Seeking Children (UASC) is forecasting a net £0.3m underspend where we are experiencing significant pressure in former UASC 18+ cases due to 27 unfunded cases where appeal rights have been exhausted. However, this is mitigated by a positive

forecast in the UASC budget where additional Home Office funding has relieved the pressure on the budget.

- 5.15** The In house fostering allowances budget is forecasting a £0.4m overspend and is as result of a significant increase in the number of friends and family carers and delays in Court hearings for Special Guardianship Orders.
- 5.16** An overspend of £0.2m is forecast across the Children In Need social work teams and Family Support Group service mainly due to the need to cover vacant posts and provide cover for maternity and sickness with agency staff.
- 5.17** The adoption service is forecasting a £0.2m overspend because of one off costs associated with the transition to the Regional Adoption Agency and difficulties finding local adoption placements leading to the need to use external adoption agencies which has a greater cost.
- 5.18** Unachievable savings of £0.6m generating additional income in the Schools Traded Services remains in the departmental budgets to be managed in 2019/20.
- 5.19** **Use of capital receipts:** Included in the forecast is £0.3m relating to the Edge of Care transformation project. This project commissions a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision. It was agreed through the 2019/20 Budget Report that the cost of this project is funded through the Flexible Use of Capital Receipts.
- 5.20** 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.
- 5.21** There has been an in-year investment of £0.375m to enable the Council to deliver the Ofsted improvement plan as reported to Cabinet in June which will be met from the Council's Risk Reserve for 2019/20 and will be considered as part of the MTFP for the longer term. This will sustain and assure good practice, achieve consistency by maintaining caseloads at a reasonable level, increase quality assurance processes and continue to deliver practice improvement and coaching interventions to targeted key staff.
- 5.22** Furthermore, moving from agency staffing to permanent staffing in Child Protection and Family Support will stabilise reasonable workloads and encourage social workers to stay in Enfield thus reducing staff turnover.
- 5.23** As per Ofsted recommendations, the investment will deliver improvement in the following areas:
- decision making and quality of plans for children in need
 - the response to children missing from home
 - the response to children in private fostering
 - providing health information for care leavers.
- 5.24** The above investment has resulted in significant practice

improvement and quality assurance. However, Children's Social Care has been unable to keep caseloads at a reasonable level as demand has continued to rise over the last six months. The increase in activity has been due to continued complex needs, ending of the Edge of Care service and significant practice changes within the service.

5.25 Further in-year investment is required, this amounts to £0.125m in year which will be funded by the Risk Reserve and a permanent investment of £0.375m will be considered as part of the MTFP for the longer term.

5.26 The investment will increase the number of social workers creating a new team (six social workers) in the child protection service which will stabilise reasonable workloads and encourage social workers to stay in Enfield thus maintain the positive trend in reducing vacancies, agency workers and staff turnover.

5.27 Housing Related Support

5.28 The Housing Related Support schemes (Supporting People) budget is forecast to overspend by £0.2m. Previous years highlighted a far greater problem where the pace of implementing a challenging decommissioning programme could not keep pace with the expected budget reductions. However, following the Pressures Challenge Board review of Housing Related Support undertaken in 2018/19, it was identified that the full year effect of the programme would reduce the pressure to £0.5m in 2019/20 and that further savings could reduce this by a further £0.25m. Therefore £0.25m was allocated in 2019/20 through the MTFP with the remaining £0.25m for the service to manage. It is now considered by the department that all recommissioning and decommissioning activity will be concluded by December 2019. £8m of savings will have been achieved in this area and reducing this area of activity and spend any further would create cost pressures elsewhere across Social Care and the wider Council.

5.29 Further details are provided in Appendix C.

5.30 Place (Appendix D)

5.31 The Place department is forecasting an overspend position of £1.0m (budget of £35.9m). This is an increase of £0.1m compared to the £0.9m reported in Quarter 1.

5.32 The Passenger Transport (Home to School/SEN Service) continues to forecast a pressure for 2019/20 and this pressure has increased in the last quarter. £2.0m was added to the budget for 2019/20 following the Budget Pressures review undertaken in setting the 2019/20 budget. The £2.0m was considered at the time sufficient to manage the then 2018/19 forecast overspend. However, by the final outturn the overspend had increased to £2.2m and the number of children transported has continued to grow during the first two quarters of this financial year. This growth along with the loss of an external contractor, increasing fuel costs, inflationary pressures and the one off cost of routing software licence is resulting in a £0.9m forecast overspend.

- 5.33** The forecast overspend relating to the Dry Recycling Contract and the budgeted income from the onward selling of the recycling materials has seen a minor improvement where the forecast has reduced from £0.330m to £0.246m for Quarter 2. This position has been deteriorating over the last few quarters and is due to the decreasing commodity prices i.e. income generated from recyclable materials where LBE receive a share of the income, there is also a slight increase in the levels of contamination in dry recycling material and the corresponding increase in the number of rejected loads.
- 5.34** Strategic Property Services continue to report a £0.2m overspend due to the external costs of property assets valuations that was previously undertaken by an external contractor. This was funded by capacity created by a vacant post in previous years which is no longer available.
- 5.35** New pressures have emerged in Quarter 2 relating to rent reviews of assets in the Operational Property portfolio. The first is for St. Andrews Court and resulted in an additional £0.120m for 2019/20. The second asset is Morson Road depot and the rent review negotiations are continuing but the outcome could present a significant future budget risk which will be reported once the negotiations are concluded.
- 5.36** Meanwhile Use income relating to Meridian Water was agreed as part of the savings and income proposals for 2019/20. A £0.1m under achievement is currently forecast because the cost of security is eroding the total income generated which itself is subject to lease agreements.
- 5.37** Though Housing General Fund services are not reporting a pressure at the end of September (Quarter 2) monitor it should be noted that the challenging levels of demand continues to put pressure on the budget and this is predominantly being managed and mitigated by the progress of savings and income generating projects agreed in the 2019/20 budget. In addition, £3.0m is forecast to be applied from the total £7.1m received for the Flexible Homelessness Support Grant.
- 5.38** These are the most significant variances and several areas are forecasting a favourable variance. Further details are provided in Appendix D.
- 5.39** **Use of capital receipts:** There are no changes to the two items relating to Place projects. It was agreed that both the revenue and capital mobilisation costs associated with implementing the new waste changes would be funded from the Flexible Use of Capital receipts. The revenue element being £0.572m and reflected in this report. A more minor overspend of £0.03m relates to the last two months (April and May 2019) of the EDGE transport contract. In previous years this has been funded by the flexible use of capital receipts and the is proposed to continue for 2019/20. There are sufficient capital receipts forecast to be received in 2019/20 to cover these additional commitments.
- 5.40** **Resources (Appendix E)**

- 5.41** The Resources department is forecasting an overspend of £2.7m (budget £39.2m) after the planned use of capital receipts is applied to fund transformational related expenditure. This represents an increase of £1.9m from quarter 1.
- 5.42** The most significant variance of £1.6m now relates to the IT services and is due to several contributory factors. Firstly, difficulties in recruiting to a high volume of vacant posts has led to forecast £0.3m overspend because the service has continued to rely on more expensive work packages arrangements and contracting of a data protection service. A further £0.3m relates to prior year income targets relating to the commercialisation of network assets and infrastructure which are now considered to be unachievable. This item will be added to the proposals to be managed within the Medium Term Financial Strategy for 2020/21. £0.3m has been incurred to deal with remedial unplanned additional security requirements and £0.7m because of slippage to planned projects aimed at achieving IT savings in 2019/20 e.g. delays to the start date of the IT infrastructure project and Housing CX project. It is anticipated that the flexible use of capital receipts is applied to these transformational costs because the projects are being implemented to improve services at a reduced cost. Contractual inflation pressures also account for £0.07m of the overspend and future years contract inflation is proposed to be included in the budget in 2020/21 via the Medium Term Financial Plan.
- 5.43** A pressure of £0.5m is being reported in Procurement and this relates to Council wide savings targets that were set in 2018/19 and whilst savings have been achieved, this pressure represents the balance where it has not been possible to allocate to specific procurement activity.
- 5.44** An overspend of £0.5m continues to be forecast relating to the cost of former employees, specifically the capital cost of early retirement. This cost is met by the General Fund over 5 years and though significant in 2019/20, assuming no further additions this pressure will reduce to circa £0.2m in 2020/21.
- 5.45** The Schools Catering services continue to forecast an overspend for 2019/20 and this has increased to £0.3m. There is a new entrant in the school catering market, and the service have experienced a reduction in the schools purchasing the service.
- 5.46** **Use of capital receipts:** It was agreed in the 2019/20 Budget Report that £1.5m will be used to fund the transformational element of the Procurement and Commissioning hub. In addition to this the Transformation team are restructuring and dependent on the timing of recruitment and based on projects supported, a short term call on further capital receipts will be required in 2019/20 and is likely to continue into 2020/21 is now estimated to be circa £0.4m. IT related transformational activities of £0.5m have also been added this quarter and reflects the work required to implement IT projects which aim to achieve savings within the service e.g. the infrastructure project.

5.47 Corporate Items (Including Contingency & Contingent Items) General Fund

5.48 Corporate expenses include 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. Corporate items also include levy payments and treasury management costs, which are made up of interest payments on council borrowing and receipts on investments and the Council maintains a general budget contingency of £3.0m. This will be used to offset the IWE overspend in 2019/20 on a one off basis with the pressure being addressed though the MTFP in the longer term. At this stage in the year there is also a £1.1m forecast underspend in the levies and contingent items budgets.

5.49 Proposed Flexible Use of Capital Receipts (Appendix I)

5.50 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. £3.256m is forecast to be applied in 2019/20 of which £1.8m has already been agreed in the Council Budget report for 2019/20 to fund the Procurement & Commissioning co-managed service and Edge of Care Contract. Since the Budget Report four further items listed in the table below have been proposed to be funded by the flexible use of capital receipts but will require Council approval. The table below illustrates where the funding is applied to:

5.51 Table 2: Planned and Proposed Flexible Use of Capital Receipts

Service Area	£m
Edge of Care (Children's)	0.320
Procurement & Commissioning co-managed service	1.457
Transformation Team	0.377
EDGE transport contract	0.030
Mobilisation costs associated with the implementation of waste service changes	0.572
IT	0.500
Total	3.256

5.52 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.

5.53 Dedicated Schools Grant (DSG) Budgets (Appendix F)

- 5.54** For 2019/20 Enfield received a total Dedicated Schools Grant allocation of £334.187m and the funding is allocated across four blocks; £259.009m for the Schools Block, £2.925m for the Central Schools Services Block, £25.410m for Early Years and £46.843m for the High Needs Block.
- 5.55** During 2018/19, due to receipt of additional High Needs funding and underspends on the Schools and Early Years Blocks, there was a net underspend which resulted in a net DSG surplus of £0.38m brought forward to 2019/20. This was expected to be a short term position as the budget setting process had already highlighted pressures in several high needs budgets that were likely to result in overspends. 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.
- 5.56** The in-year forecast outturn position is a deficit of £4.24m. This is due to a projected overspend of £4.95m in the High Needs Block offset by an underspend of £0.71m in the Schools Block due to reduced rates liability for schools converting to academies and projected underspends in the growth fund and school appeals service. The main pressures in the High Needs Block relate to increased costs for out borough placements due to additional pupils, full year effect of pupils starting in 2018/19 and the Education budget picking up the full cost of complex care pupils who have turned 18 (costs previously split between education, health and social care). Since quarter 1 further pressures have emerged in the number of post 16 students attending college with high needs support, an additional 55 places created at West Lea special school and additional staffing in both the Special Education Needs and Education Psychology Services required to meet increasing levels of demand. The 2018/19 included some contingency within the out borough placements budgets, but this was not possible in 2019/20, due to budget constraints, so any additional costs immediately result in overspends.
- 5.57** Therefore, the cumulative forecast deficit at year end is £3.86m and will be the first call on the 2020/21 grant allocation and therefore reduce the funding available for next year's allocation. The Government has recently announced indicative DSG allocations for 2020/21 which included an increase of circa £7m for the High Needs block and although this is welcomed, increasing levels of demand and the full year impact of this year's new placements will mean that the DSG will continue to experience financial pressure.

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 a score is given in relation the value of saving or income and the likelihood of delivery, these are then multiplied together and the total score provides the following risk ratings:
- Blue - Banked i.e. fully achieved
 - Green - On track
 - Amber - At risk of delivery
 - Red - Undeliverable
- 6.2** The savings include those that are new for 2019/20 plus the full year effect of previous decisions and savings/income from 2018/19 or before that continue to have an adverse impact on the current year budget. These last items were considered in the budget setting process for 2019/20 and decided that they will remain with the service departments to managed during this financial year. Where these items continue to cause a pressure that can't be managed they will be addressed in the 2020/21 budget setting process along with new emerging pressures.
- 6.3** Of the £20.6m departmental savings, £14.7m is expected to be fully delivered at this stage. This consists of £10.0m which has been fully achieved and a further £4.7m which are on track for delivery. This includes £3.4m of corporate savings that are expected to be fully delivered.
- 6.4** However, £4.4m and £1.4m 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. The red saving relates to income generation, specifically related to the Schools Traded Services where the risks of delivery include timing and speed of implementation and change in market conditions e.g. school funding reductions placing pressure on schools' budgets and therefore reducing opportunities.
- 6.5** 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 Quarter 2 shows a forecasted £0.1m overspend for 2019/20.
- 7.2** The Repairs and Maintenance budget is reporting an underspend of £0.1m. This is partly due to a decrease in void works due to a reduced number of properties needing works and partly due to increased capitalisation of boiler replacements. The implementation of in-sourcing the responsive repairs service this year is expected to be within agreed budget levels
- 7.3** The estimated void rate for 2019/20 for rents from shops, garages and community halls was expected to be 60% whilst current projections show that that the void rate is now 74%. The increase in void rate has

reduced the level of income expected to be received this year by £0.2m.

7.4 Fire safety works continue to be prioritised this year.

8 ALTERNATIVE OPTIONS CONSIDERED

8.1 Not applicable to this report.

9 REASONS FOR RECOMMENDATIONS

9.1 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

10.1.1 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.

10.1.2 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 acts as a 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

10.2.1 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

10.3.1 Not applicable in this report.

11 KEY RISKS

11.1 There are several 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.

11.2 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

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

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

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**

13.1 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.

13.2 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.

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

14. PERFORMANCE MANAGEMENT IMPLICATIONS

- 14.1 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

- 15.1 Not applicable in this report.

16. HUMAN RESOURCES IMPLICATIONS

- 16.1 Not applicable in this report.

17. PUBLIC HEALTH IMPLICATIONS

- 17.1 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 3: Summary performance overview

Financial Indicator	Status @ Q2	Key Highlights
Income & Expenditure Position – General Fund Year end forecast variances		Year-end variances of £5.7m 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 £1.4 considered a high risk rated/ undeliverable and a further £4.4m that are at risk of delivery. These are reflected in the reported overspend for Quarter 2 2019/20.
Income & Expenditure Position – HRA		The HRA is projecting a £0.1m overspend position at year-end outturn.
Income & Expenditure Position – DSG		The DSG is forecasting a £4.2m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £3.8m and will be the first call on the 2020/21 grant allocation.
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 2019/20.

Appendix B

Chief Executives	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
Other minor variances less than £50k	10,367	0	0	0
Chief Executive's Department Total	10,367	0	0	0

Appendix C

People Department	Current Net Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
<p>Adult Social Care Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.</p>				
<p>Strategy & Resources These services include, grants to voluntary organisations, Safe Guarding and Service Development. The projected underspend is within Safeguarding Adults, deprivation of liberty safeguards (dols) where more efficient use of existing resources has delivered an underspend this year. however, with an increasing number of dols year on year, this will support delivery of more activity within existing resources.</p>	4,868	(95)	0	(95)
<p>Mental Health The service is currently projecting a zero variance.</p>	5,952	0	0	0
<p>Learning Disabilities The service continues to project an overspend position because of managing demand led services. There are 25 transition cases in 2019/20. Savings will continue to be made in year however, demand for services continues to rise because of demographics.</p>	21,470	1,786	0	1,786
<p>Older People and Physical Disabilities (the Customer Pathway) The service is projecting care purchasing overspends due to 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.</p>	29,581	1,231	0	1,231
<p>IWE This includes the management fee to IWE plus client income at Bridgewood House.</p>	10,718	1,500	0	1,500

<p>IWE continue to experience significant cost pressures which is forecast to lead to a £1.5m overspend, due to increasing demand and the company being the Council's provider of last resort. This has resulted in increased staffing needs at Bridgewood and elsewhere.</p> <p>The breakdown of the overspend is:</p> <ul style="list-style-type: none"> • Staffing costs of running Bridgewood - £1.0m • Company Management staffing costs - £0.3m • Other staffing costs i.e. pay award, enhanced pay - £0.4m • There is also an over achievement of income of £0.2m <p>The above overspend total of £1.5m will be monitored closely in the current financial year.</p>				
<p>Better Care Fund (BCF) Additional BCF monies agreed with the CCG</p>	0	(548)	0	(548)
Adult Social Care Sub total	72,589	3,874	0	3,874
<p>Public Health The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2019/20 is now £16.38m, this reflects a reduction in grant of £444k. There is a risk that demand led sexual health services could result in additional pressures.</p>	(4,423)	0	0	0
Public Health Sub total	(4,351)	0	0	0
<p>Housing Related Support All recommissioning/decommissioning activity will be concluded by December 2019. £8m of savings will have been achieved in this area. Reducing this area of activity and spend any further would create cost pressures elsewhere across Social Care and the wider Council</p>	2,469	257	0	257
Housing Related Support Sub total	2,469	257	0	257
Education				
<p>Enhanced Pensions Projected underspend on enhanced pension budgets based on current monthly trend</p>	1,942	(68)	0	(68)

Traded Services Traded Services additional income targets for 2017/18 (£230k) and 2018/19 (£417k) will not be achieved due to contraction of school budgets. This was partly managed in the 2019/20 budget setting process but remained with services to manage in year.	(615)	615	0	615
Other Minor Education Variances	3,747	0	0	0
Education Sub Total	5,074	547	0	547
Children's & Families				
Children In Need – Social Work team The forecast overspend is due to agency staff covering vacant posts and providing maternity cover within the service.	3,821	637	0	637
Children In Need – Family Support Group The forecast overspend is due to agency staff covering for sickness and vacant posts.	2,409	118	0	118
Special Guardianship Allowances The area received a growth of £660K in the 2018/19 budget and £710K this year. Since April 2019 22 SGOs have been granted and projection includes 37 planned SGO cases (approximately a 30% increase on 2018/19).	2,337	(191)	0	(191)
In House Fostering Allowances The area is overspent mainly due to a significant increase in the number of Friends and Family carers and rate increase for second child placement and delays in Court hearings for Special Guardianship Orders.	2,395	368	0	368
Adoption Overspend is mainly due to inter-agency fees and Regional Adoption Agency pressures.	1,413	173	0	173
Support costs for Looked After Children (excluding accommodation costs) Previous indications were that this was an area of declining activity however, demand for the service has increased during 2019/20.	348	75	0	75
UASC Underspend is due to the Home Office funding exceeding the cost.	279	(795)	0	(795)
Former UASC 18+ Overspend due to the 27 unfunded clients	719	523	0	523

(appeal rights exhausted).				
External Child Care Placements The area received a growth of £970K in 2019/20 and, based on information currently available, the area is projected to be overspent due to six secure remand cases and parent & child assessment placements.	6,090	100	0	100
Edge of Care As agreed in the 2019/20 Budget Report the Edge of Care costs will be funded from the flexible use of capital receipts. The forecast includes the contract costs plus £80k payment by results payment for the first cohort.	0	320	320	0
Other Children's & Families Minor Variance	18,350	374	0	374
Children's & Families Sub total	38,161	1,702	320	1,382
People Total	113,870	6,380	320	6,160

Appendix D

Place	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
Development Management The projected favourable variance of £85k is mainly due to salary under spend created by vacant posts awaiting recruitment.	988	(85)	0	(85)
Traffic & Transportation £100k favourable variance, due to additional income from applications for Traffic Orders (such as increased utility works).	165	(100)	0	(100)
Regulatory Services £70k favourable variance, due to additional income from Enforcement (FPNs).	2,215	(70)	0	(70)
Health and Safety Team £140k favourable variance is forecast, due to staffing under spend created by vacant posts.	485	(140)	0	(140)
Cemeteries £60k adverse variance is reported due to delays resulting from the original contractor going into administration and a new contractor being appointed. The delay pushes back when it is anticipated that the income the will be received from the additional burial plots being created from the Edmonton Expansion Programme.	(1,305)	60	0	60
Waste Client The over spend is mainly due to the increased costs for Dry Recycling (2019/20 Q1 was £310k compared to 2018/19 Q4 £275k and Q3 £247K and Q2 £219k). 1) Commodity prices deteriorating which impacts on level of income expected from onward selling of materials 2) Small increase in rejections 3) Increase in contamination levels	2,299	246	0	246

<p>Waste Operations The forecast additional cost is the planned revenue mobilisation costs associated with the implementation of the waste changes. This was agreed at Cabinet on the 13th February 2019, which also stated that the costs would be funded by the flexible use of capital receipts.</p>	5,970	572	572	0
<p>Parks Operations Due to efficiencies generated from the Cemeteries In House Contract and other operational costs</p>	2,289	(70)	0	(70)
<p>Passenger Transport Service (Home to School/SEN) £508k of the cost pressure is directly attributable to increase in demand. The child numbers are going up (based on the 2018/19 average costs). From April 2018/19 to September 2019/20 the total number of out of Borough, in Borough and Personal Travel Budget placements have gone up by 95, 13 and 11 respectively.</p> <p>The 2019/20 budget was based on the forecast at December 2019 and since then further demand increased the requirement by a further £200k by the start of 2019/20.</p> <p>Fuel cost increase is estimated at £33k. RPI (Annual Contractual Inflation Uplift) £50k. One off IT Costs (Mission Routing Software Year Licence) £30k.</p> <p>The loss of a major contractor), which meant the Council has had to use the second highest bidder (using the reserve auction transport tender) which increased the cost by £120k</p>	6,324	941	0	941
<p>Strategic Property Services (SPS) The overspend is due to external costs of property assets valuation</p>	422	150	0	150

(capital accounting).				
Operational Property An adverse variance is projected due to the rent reviews for Morson Road Depot and St. Andrews Court. The Council is currently negotiating the rent review for Morson Road however the outcome represents a significant budget risk but has yet to be concluded yet, whilst the St. Andrews review has been agreed at £120k and reflects the overspend reported in Q2.	4,050	120	0	120
Economic Development The £150k favourable variance is due to vacant posts and staff recharges to Regeneration capital schemes and Housing Estates.	500	(150)	0	(150)
Meridian Water Meanwhile Use Income The over spend is due to security costs, eroding the income projections. Estimated income is £1,085k for 2019/20. But is subject to lease agreements.	(1,190)	105	0	105
Leisure & Culture Services £65k adverse variance is reported due to a forecasted shortfall in income.	127	65	0	65
Other Minor variances below £50k £30k required to fund Edge Contract costs for April and May 2019	12,524	(12)	30	(42)
Place Total	35,864	1,632	602	1,030

Appendix E

Resources	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
<p>Cost of former Employees All cost of former employees have now been centralised from across the Resources Department, where as these would previously have caused smaller pressures within each of the services budget. The pressure is due to the capital cost of early retirement, whilst in year redundancy costs will be funded from the Corporate Redundancy reserve.</p>	706	494	0	494
<p>Income & Collection There is a forecast overspend of £0.275m due to staffing costs. This will be reviewed and service are also looking at options to increase service income to help mitigate the current pressure.</p>	566	275	0	275
<p>Procurement & Commissioning The forecast outturn reflects the agreement to fund the cost of the EY Contract from flexible use of capital receipts as reported in the 2019/20 Budget Report and previously agreed Council wide procurement savings targets of £0.5m that remain unallocated to specific services.</p>	752	1,970	1,457	513
<p>Catering Service The forecast overspend is because of schools no longer buying into the service.</p>	(173)	263	0	263

<p>ICT & Transformation</p> <p>Although the transformation team are not forecasting a variance, a restructure of the team was agreed to be part funded by the flexible use of capital receipts reflecting the transformational activities undertaken by the team. This was originally estimated at £0.2m but will depend on recruitment and the level of project activity and this requirement has now increased to £0.377m.</p> <p>ICT services are forecasting a £1.6m overspend as at Q2, this is due to:</p> <ul style="list-style-type: none"> • Contractual inflation pressures totalling £0.075m, this is proposed to be built in to the budget for 2020/21 as part of the MTFS proposals • £0.3m for remedial unplanned additional security requirements • £0.7m because of slippage in planned projects leading to ICT savings being not fully delivered in 2019/20, e.g. delays to the start date of the infrastructure project and Housing CX. • £0.3m relating to income associated with commercialising Network assets is not considered unachievable • £0.3m caused by difficulties in recruiting to vacant posts, following four recruitment cycles, this has led to the continued reliance on more expensive work packages or via short term contracting of a data protection service. 	12,184	1,992	877	1,115
Other minor variances	25,160	12	0	12
Resources Total	39,195	5,006	2,344	2,672

Dedicated Schools Grant 2019/20	Budget Variation £000
<p>High Needs Block Forecast overspend is due to:</p> <ul style="list-style-type: none"> • Increased cost of out borough placements because of additional pupil numbers • Full year effect of pupils starting in 2018/19 • Education service picking up the full cost of complex care pupils who have turned 18 (costs previously split with Health and Children's Social Care). • Additional 55 places provided at West Lea Special School • Post 16 students attending college and required high needs support. • Additional staffing required in Special Education Needs and Educational Psychology Service teams to meet increased levels of demand. 	4,945
<p>Schools Block Underspend is due to reduced rates liability for schools converting to academies and forecasted underspends in the growth fund and Appeals service.</p>	(708)
DSG Net Total Variance	4,237

Appendix G

Table 4: Savings by Department

Savings	CEx	People	Place	Resources	Corporate	Grand Total
FYE	(327)	(945)	(1,172)	(177)	(500)	(3,120)
New 2019/20	(556)	(3,178)	(3,056)	(120)	(2,944)	(9,854)
Previous years		(250)		(1,530)		(1,780)
Savings Total	(883)	(4,373)	(4,228)	(1,827)	(3,444)	(14,754)

Table 5: Income by Department

Income	CEx	People	Place	Resources	Corporate	Grand Total
FYE			(250)			(250)
New 2019/20	(247)	(225)	(2,182)	(573)		(3,227)
Previous years		(897)	(1,050)	(450)		(2,397)
Income Total	(247)	(1,122)	(3,482)	(1,023)		(5,874)

Table 6: Total Savings & Income by Department

Total	CEx	People	Place	Resources	Corporate	Grand Total
FYE	(327)	(945)	(1,422)	(177)	(500)	(3,370)
New 2019/20	(803)	(3,403)	(5,238)	(693)	(2,944)	(13,081)
Previous years	0	(1,147)	(1,050)	(1,980)	0	(4,177)
Total	(1,130)	(5,495)	(7,710)	(2,850)	(3,444)	(20,628)

Table 7: Risk Status of Total Savings & Income by

Department

Total	CEx	People	Place	Resources	Corporate	Grand Total
Blue	0	(1,856)	(4,988)	(235)	(2,944)	(10,023)
Green	(1,129)	(2,003)	(338)	(754)	(500)	(4,724)
Amber	0	(1,043)	(2,384)	(1,031)	0	(4,458)
Red	0	(593)	0	(830)	0	(1,423)
Total	(1,129)	(5,495)	(7,710)	(2,850)	(3,444)	(20,628)

Savings and Income Monitor 2019/20
Appendix H

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018- 19 £'000	Budget Impact 2019-20 £'000
CEx	CEx	FYE	Savings	Organisational Review Savings	3.5		(327)
CEx	CEx	New 2019/20	Income	Legal Team - increased recharges to HRA and capital projects	2.5		(200)
CEx	CEx	New 2019/20	Savings	Voluntary & Community Sector Commissioning	2.5		(200)
CEx	CEx	New 2019/20	Savings	Communications - reduced production of 'Enjoy Enfield'	1.5		(100)
CEx	CEx	New 2019/20	Savings	Communications: Meridian Water media and marketing support	1.5		(84)
CEx	CEx	New 2019/20	Savings	Communications - 'Our Enfield' becoming digital	1.5		(80)
CEx	CEx	New 2019/20	Savings	Internal Audit - move to shared management function with a neighbouring borough	1.5		(50)
CEx	CEx	New 2019/20	Income	Review of Recharges to HRA - CEX Service Centres	1.5		(47)

CEx	CEx	New 2019/20	Savings	Internal Audit - replace bought in provision with in-house	1.5		(42)
CEx Total						0	(1,129)

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Corporate	Corporate	New 2019/20	Savings	Reduce Interest Budgets	0.0		(1,744)
Corporate	Corporate	New 2019/20	Savings	Corporate Budgets - reduce interest charges budget	0.0		(1,200)
Corporate	Corporate	FYE	Savings	Reduction in TA contingency	3.5		(500)
Corporate Total						0	(3,444)

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
People	ASC	New 2019/20	Savings	Contract management - management of annual contract uplift to service providers	3.5		(450)
People	ASC	FYE	Savings	Organisational Review Savings	2.5		(250)

People	ASC	New 2019/20	Income	Increased Income from Fees and Charges	2.5		(150)
People	ASC	New 2019/20	Savings	Physical Disability Clients - provision of adapted accommodation	2.5		(105)
People	ASC	New 2019/20	Savings	Reduction in funding to Voluntary and Community Sector	0.0		(100)
People	ASC	New 2019/20	Savings	Direct Payments - moving service users to e-cards	1.5		(50)
People	ASC	New 2019/20	Savings	Healthcare reviews	1.5		(50)
People	ASC	New 2019/20	Savings	Assistive Technology	0.0		(50)
People	ASC	New 2019/20	Savings	Reduction in placements from hospital	1.5		(37)
People	ASC	New 2019/20	Savings	Reardon Court - Extra Care	3.0		0
People	ASC	Previous years	Savings	Housing Related Support - Supporting People	7.5	(250)	0
People	ASC	Previous years	Income	Additional income (Attendance Allowance)	7.5	(250)	0
People	C & F	New 2019/20	Income	Looked After Children - replace core funding with grant funding streams	4.5		(75)
People	C & F	FYE	Savings	Joint Service for Disabled Children-staffing restructure	1.5		(65)
People	C & F	New 2019/20	Savings	Staffing Underspend	0.0		(16)
People	C & F	FYE	Savings	Independent Reviewing efficiencies	4.5		0
People	C & F	FYE	Savings	Organisational Review Savings	0.0		17
People	Education	FYE	Savings	EPS / CAMHS Service	2.5		(220)
People	Education	FYE	Savings	Organisational Review Savings	0.0		(181)
People	EI&P	New 2019/20	Savings	CCTV - use of capital funding to purchase equipment	0.0		(400)
People	EI&P	FYE	Savings	Organisational Review Savings	5.0		(125)

People	EI&P	FYE	Savings	Organisational Review Savings	0.0		(84)
People	EI&P	New 2019/20	Savings	Children's Services - reduction in Operational Support staffing	0.0		(50)
People	EI&P	FYE	Savings	Service Development Review	0.0		(37)
People	EI&P	New 2019/20	Savings	Youth Offending Unit - reduce the use of sessional workers and running costs	0.0		(20)
People	PH	New 2019/20	Savings	Public Health Underspends	0.0		(865)
People	PH	New 2019/20	Savings	Sexual Health (Recommissioning)	3.5		(300)
People	PH	New 2019/20	Savings	Public Health Restructure	7.5		(240)
People	PH	New 2019/20	Savings	Stop Smoking Service	2.5		(130)
People	PH	New 2019/20	Savings	Substance Misuse (Contract Management)	1.5		(100)
People	PH	New 2019/20	Savings	Healthy Schools	0.0		(70)
People	PH	New 2019/20	Savings	0-19 Service (Recommissioning)	7.0		(60)
People	PH	New 2019/20	Savings	PH funding for Domestic Violence Prevention Post	4.5		(43)
People	PH	New 2019/20	Savings	NHS Health Checks	1.5		(30)
People	PH	New 2019/20	Savings	PH funding for Domestic Violence IRIS project	3.0		(12)
People	Education/Commercial Services	Previous years	Income	Traded Services	10.5	(593)	0
People	Education/Commercial Services	Previous years	Income	Traded Services	3.0	(54)	0
People Total						(1,147)	(4,348)

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Place	All	FYE	Savings	Management actions to contain pressure	0.0		(446)
Place	All	FYE	Income	Increase income across R&E	0.0		(250)
Place	Commercial	New 2019/20	Savings	Energy Saving Initiatives	0.0		(150)
Place	Commercial	Previous years	Income	Leisure services	7.0	(600)	0
Place	Env & Ops	New 2019/20	Income	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	3.5		(338)
Place	Env & Ops	New 2019/20	Income	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	7.0		(304)
Place	Env & Ops	FYE	Savings	Changes to Parking Measures	0.0		(300)
Place	Env & Ops	FYE	Savings	Organisational Review Savings	0.0		(295)
Place	Env & Ops	New 2019/20	Savings	Remodelling Regulatory Services	0.0		(250)
Place	Env & Ops	New 2019/20	Savings	LED Street Lighting	5.0		(250)
Place	Env & Ops	New 2019/20	Savings	New Waste Collection Proposals	5.0		0
Place	Env & Ops	New 2019/20	Savings	Parks - Remodelling the Service	0.0		(100)
Place	Env & Ops	New 2019/20	Income	Growth of the Commercial Waste Services	0.0		(50)
Place	Env & Ops	New 2019/20	Income	General Cemeteries operations income - sales of mausolea and vaulted graves	0.0		(50)

Place	Env & Ops	New 2019/20	Income	Highways recharges to capital and other external and internal funded projects	0.0	(50)
Place	Env & Ops	New 2019/20	Income	Review of Parking Strategy across borough and council owned car parks	0.0	(50)
Place	Env & Ops	New 2019/20	Savings	Traffic and Transportation - restructure of service	0.0	(45)
Place	Env & Ops	New 2019/20	Savings	Stop School Crossing Patrols	0.0	(34)
Place	Env & Ops	New 2019/20	Income	Growth in customer base of the Pest Control Service	0.0	(25)
Place	Env & Ops	New 2019/20	Income	Additional Traffic & Transportation income from recharges to capital	0.0	(25)
Place	Housing	New 2019/20	Savings	Temporary Accommodation Reduction Strategy	0.0	(1,132)
Place	Housing	New 2019/20	Savings	Temporary Accommodation - Future Years	3.0	0
Place	Housing	New 2019/20	Savings	Use of HRA Decants	0.0	(975)
Place	Housing	FYE	Savings	Organisational Review Savings	0.0	(131)
Place	Housing	New 2019/20	Savings	Review of Recharges to HRA - Place Service Centres	0.0	(46)
Place	Mer Water	New 2019/20	Income	Meridian Water Meanwhile Use income	5.0	(1,190)
Place	Planning	New 2019/20	Savings	Planning Policy - reduction in the Local Plan consultancy budget	0.0	(50)
Place	Planning	New 2019/20	Savings	Capitalisation of Urban Design team's time on MW Project	0.0	(24)
Place	Planning	New 2019/20	Income	Building Control Income	3.0	0
Place	Property	New 2019/20	Income	Parks Assets Income through marketing of assets	0.0	(60)

Place	Property	New 2019/20	Income	Additional Filming income	4.5		(40)
Place	Property	New 2019/20	Income	Market Rentals for Council Properties	4.5		0
Place	Property	Previous years	Income	Property - Commercial property	0.0	(450)	0
Place Total						(1,050)	(6,660)

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Resources	Commercial	New 2019/20	Savings	Operational Support Team - saving from restructure of team	0.0		(120)
Resources	Commercial	FYE	Savings	Organisational Review Savings	0.0		(65)
Resources	Commercial	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	1.5		(19)
Resources	Commercial	Previous years	Savings	Procurement - Procurement Forward Plan	10.5	(530)	0
Resources	Commercial	Previous years	Income	Procurement - Contracts review	2.5	(150)	0
Resources	Customer Experience & Change	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	2.5		(187)
Resources	Customer Experience & Change	New 2019/20	Income	Customer Services/Access Centres - increased support and recharge to HRA	2.5		(162)

Resources	Customer Experience & Change	New 2019/20	Income	Library Service - increased income target	3.0		(75)
Resources	Customer Experience & Change	FYE	Savings	Organisational Review Savings	3.0		59
Resources	Customer Experience & Change	Previous years	Savings	IT Contracts	5.0	(1,000)	0
Resources	Customer Experience & Change	Previous years	Income	Commercialisation of IT (Assets & Infrastructure)	10.5	(300)	0
Resources	Finance	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	2.5		(120)
Resources	Finance	FYE	Savings	Organisation Review	1.5		(90)
Resources	Finance	FYE	Savings	Organisation Review	4.5		(31)
Resources	Finance	FYE	Savings	Efficiencies following implementation of time-saving financial software.	0.0		(50)
Resources	Finance	New 2019/20	Income	Increase Finance Recharges to Pension Fund	1.5		(10)
Resources	Finance	New 2019/20	Savings	Payments Programme - new system allowing efficiencies in Exchequer	1.5		0
Resources Total						(1,980)	(870)

Grand Total						(4,177)	(16,451)
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Flexible Use of Capital Receipts Strategy: Update to Planned Use 2019/20

Appendix I

2019/20 Estimated Cost of Start-Up Initiatives to be funded:	2019/20 £	Planned Savings and Demand Reductions
People <ul style="list-style-type: none"> • Edge of Care (Children's) 	320k	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.
Resources <ul style="list-style-type: none"> • Procurement and Commissioning co-managed service contract 	1,457k	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.
<ul style="list-style-type: none"> • IT Service 	500k	The service is implementing changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered.
<ul style="list-style-type: none"> • Transformation Team 	377k	The Transformation Service manages a diverse Portfolio of Programmes, designing, planning and managing activity on behalf of Directors across the council, hiring and managing specialist IT and other resources, as required for each individual project. The projects listed below are those relating to revenue projects: <ul style="list-style-type: none"> • Build the Change Programme <ul style="list-style-type: none"> ○ Intranet Project ○ Collaboration (Sharepoint) ○ New Device roll out

		<ul style="list-style-type: none"> ○ Asset Management System replacement ○ Flexible Working Project ○ Operational Buildings Review ○ Property Strategy and Development Project ● Customer Experience Programme <ul style="list-style-type: none"> ○ Customer Journey Project 3A – Recruitment and onboarding ○ Customer Journey Project 3B – Planning Applications ○ Learning & Development, Workforce and Culture Change ○ Libraries Hub Access Centre ○ Customer Insight and Performance Monitoring ○ Customer Experience ICT Experience <ul style="list-style-type: none"> ▪ ININ re-procurement ▪ Enterprise telephony ▪ Website and Enfield Connected software upgrades (Evolve) ▪ Bartec Integration for the waste service and its customers
Place <ul style="list-style-type: none"> ● EDGE Transport Contract 	30k	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.
<ul style="list-style-type: none"> ● Mobilisation costs associated with the implementation of waste service changes 	572k	The changes being implemented will revise the waste and recycling collection system for kerbside properties with a wheeled bin. The changes are:

		<ul style="list-style-type: none"> • 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. <p>The total net savings over the 5-year business plan will be £7.5m from Waste Services, where the financial savings from the agreed option was 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%.</p>
Total	3,256k	

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MUNICIPAL YEAR 2019/2020 REPORT NO.**126****MEETING TITLE AND DATE:**Cabinet - 13th NovemberCouncil - 20th November**REPORT OF:**Executive Director of
Resources**Agenda – Part:1****Item: 4****Subject:** Capital Programme Monitor
Second Quarter (September) 2019**Wards:** All**Key Decision No:5015****Cabinet Member consulted:****Contact:** Matt Bowmer**Tel:** 0208 379 5580**E-mail:** Matt.Bowmer@enfield.gov.uk**1. EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to inform Members of the position up to the end of September 2019 regarding the Council's Capital Programme (2019/20 to 2022/23) considering the latest information for all capital schemes including the funding arrangements.
- 1.2 The report shows that the overall expenditure for the approved programme is projected to be £111m for the General Fund, £96m for HRA and £17m for Enfield Companies for 2019/20.
- 1.3 The report sets out the estimated capital spending plans for 2019/20 to 2022/23 including the proposed arrangements for funding and confirms that the revenue financing costs for the approved 2019/20 to 2022/23 programme are provided for within current budgets.

2 RECOMMENDATIONS

Cabinet to recommend that Council,

- 2.1 Notes the additions to the Capital Programme set out in Table 3 in paragraph 4.18 and approves the addition of the following to the approved Capital Programme:
- i. A further investment of £30m to fund Phase 2A of the Energitik business plan to 2024.
 - ii. This is made up of a £5m grant and £9.761m loan from the Heat Network Investment Project.
 - iii. £0.239m further borrowing by the Council
 - iv. Match funding requirement of £15m to be sought through MEEF
- 2.2 Agrees the proposed reductions set out in Table 4 in paragraph 4.20.
- 2.3 Agrees the revised five-year approved programme totalling £964m as set out in Appendix A.

3. BACKGROUND

- 3.1 The Council's Capital Programme is continually reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. The Council continually strives to maximise external grants and contributions to fund projects wherever possible and therefore minimise the need to borrow.
- 3.2 This is the second report on the Capital Strategy (2019/20) and Four-Year Capital Programme (2019/20 to 2022/23) as approved by Council on the 27th February 2019. This is reporting the position at the end of the second quarter.

4. 2019/20 CAPITAL PROGRAMME BUDGET

- 4.1 The full capital programme is detailed in Appendix A and is a four-year programme with the budgets shown inclusive of carry forwards from 2018/19.
- 4.2 The approved capital budget for the current financial year 2019/20 is summarised in Table 1 below and this provides the latest position reflecting updated project expenditure profiles as advised by programme managers.

Table 1 Current Year Capital Programme

	2019/20 Budget at Q1	Reprofil- ing	Growth	Propose d Reducti ons	Forecast (Q2) 2019/20	Actuals at end of Septemb er	Spend against Q2 Forecast
	£'000	£'000	£'000	£'000	£'000	£'000	%
Resources	12,429	(3,000)	0	0	9,429	814	8.64%
People	16,996	(1,312)	0	0	15,684	4,604	29.36%
Place	81,591	(7,177)	456	(19,029)	55,841	12,483	22.35%
Place - Meridian Water	33,147	(2,948)	0	0	30,200	7,364	24.38%
General Fund exc. Companies	144,163	(14,436)	456	(19,029)	111,154	25,266	22.73%
Energetik	3,915	0	0	0	3,915	1,170	29.89%
Housing Gateway Ltd	20,279	(8,142)	2,200	(1,401)	12,936	0	0.00%
Total General Fund inc. Companies	168,357	(22,578)	2,656	(20,430)	128,005	26,436	20.65%
Place - HRA	116,714	(21,350)	800	0	96,164	22,784	23.69%
Total Capital Programme	285,071	(43,928)	3,456	(20,430)	224,169	49,220	21.96%

- 4.2.1 The low spend in the Resources directorate is due to the timing salaries' capitalisation for staff working on various ICT transformation projects. The annual cost of this is estimated at £1.6m and so this will be adjusted for in the Q3 monitor.
- 4.2.2 Overall, the low spend of 21.96% compared to the forecast position is due to many projects being in the design and procurement stage. Spend is expected to accelerate in the final two quarters of the year.
- 4.2.3 Teams will be challenged to meet forecast spend or for budgets to be reprofiled to future years to reflect spending plans in the Q3 monitor update.

4.3 Reprofiting

4.4 These are changes regarding the forecast timing of expenditure from the approved programme between financial years with no reported increase or decrease in budget requirement. Unless otherwise reported below these movements have minimal impact on the overall delivery of the project. Where service delivery may be impacted, this will be reported quarterly to members.

4.5 Table 2 summarises the budget reprofiling in Q2, with explanations below the table for the significant items.

Table 2 Budget Reprofiting

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Funding Source
IT Investment	(3,000)	3,000	0	0	0	General Resources
RESOURCES	(3,000)	3,000	0	0	0	
School Expansions	(453)	453	0	0	0	External Grant (ESFA)
Schools' Future Programme	(359)	359	0	0	0	External Grant (ESFA)
Mental Health and Wellbeing Centre	(500)	500	0	0	0	External Grant (BCF)
PEOPLE	(1,312)	1,312	0	0	0	
Corporate Property Investment Programme	450	(450)	0	0	0	General Resources
Genotin Road (Metaswitch)	3,251	(3,251)	0	0	0	General Resources
LED Street Lighting	(779)	779	0	0	0	General Resources & SALIX
Meridian Water	(2,948)	2,948	0	0	0	General Resources
Montagu Industrial Estate	(3,296)	3,296	0	0	0	General Resources
Town Centre Regeneration	(6,511)	2,500	2,000	2,011	0	General Resources
Tennis Courts Works	(292)	292	0	0	0	General Resources
PLACE	(10,124)	6,113	2,000	2,011	0	
Major Works	(6,448)	6,448	(6,495)	5,070	1,425	Earmarked Reserves
Estate Renewals	(14,902)	14,902	0	0	0	Various
HRA	(21,350)	21,350	(6,495)	5,070	1,425	
Housing Gateway Ltd	(8,142)	8,142	0	0	0	General Resources
COMPANIES	(8,142)	8,142	0	0	0	
TOTAL Budget Reprofiling	(43,928)	39,917	(4,495)	7,081	1,425	

4.6 REPROFITING AND SCHEMES OUTPUTS

4.7 IT Investment

Reprofiling £3m of unallocated £5m ICT Fund, this position will be reviewed during the next monitor.

4.8 Education

Aylands school demolition has been postponed to 2020/21 due to awaiting tenders for the New Build Works, hence the reprofiling of £453k.

Garfield School Caretaker House scheme was cancelled due to budgetary pressures. £359k will be put towards funding future schools' projects.

4.9 Mental Health and Wellbeing

Grant received continues to be earmarked for plans to build a mental health and wellbeing centre in the Borough in the future.

The council is currently in the process of locating a building for the centre. £500k remains assigned for 2019/20 to facilitate any potential work that might be required in preparing the building.

4.10 Corporate Property Investment Programme

This new programme starts with design and architectural activities for this year, to be followed by construction works in 2020/21. The programme is currently seeking further funding of £6.5m.

4.11 Genotin Road

£3.2m of the scheme budget has been brought forward to 2019/20 to meet accelerated spend. Construction works on the new building is underway and work completed to date include groundworks, basement construction and retaining walls. Installation of utility services has also started.

4.12 LED Street Lighting

This programme is planned to be delivered in two phases. The reprofiling reflects phase 2 works to be carried out in 2020/21.

4.13 Meridian Water

£2.9m has been reprofiled to 2020/21 in keeping with the programme of Meridian Works. Procurement is ongoing to find a contractor to begin the enabling works, refurbishment and extension of the VOSA building. Following the agreed timescales with GLA, preconstruction works are due to start in January. A further £100k has been reprofiled to reflect minor delays anticipated on the Socio-Economic Strategy.

4.14 Montagu Industrial Estate

Probable acquisitions for the year have been identified and estimated to cost around £8.1m hence the reprofiling of £3m. These acquisitions include the planned purchases of Georgiou Business Park, Hoffman's House and 4-5 Princes Road.

4.15 Town Centre Regeneration

The focus has been on developing the Action Plan for the five key town centres in the current financial year. The projects will be developed either as direct investment or match bids for external funding such as the Good Growth Fund with spend now anticipated in 2020/21 and 2021/22.

4.16 Tennis Court Works

The Tennis Courts works at Firs Farm are complete. The outstanding budget has been approved for works on Broomfield Park due to start next year.

4.17 Refer to section 5 for HRA.

4.18 Refer to section 6 for Companies.

4.19 Growth

4.20 There are several additions to the 2019/20 Approved Capital Programme which are summarised in Table 3. These are newly approved schemes and additions to existing programmes since the Q1 Capital monitor.

Table 3 Additional Items

	2019/20 £'000	Future Years £'000	Total Growth £'000	Funding Sources	Notes
Flood Alleviation	426	0	426	Various Grants	N/A
Highways & Street Scene	30	0	30	External Grants	N/A
Meridian Water	0	286,275	286,275	General Resources & HIF Grant (MHCLG)	KD4469
Tennis Court Works	0	250	250	External Grants (LMCT & Sports England)	KD4614
PLACE	456	286,525	286,981		
Major Works	0	30,626	30,626	Revenue Contribution & Earmarked Reserves	KD4741
Minor Works	0	3,800	3,800	Earmarked Reserves	KD4741
Estate Renewals	800	68,088	68,888	External & Revenue Contributions	KD4741
HRA	800	102,515	103,315		
Housing Gateway Ltd	2,200	0	2,200	General Resources & HRA	N/A
Energetik	0	30,000	30,000	HNIP Grant & Loan and General Resources	KD4642
COMPANIES	2,200	30,000	32,200		
TOTAL Growth	3,456	419,040	422,496		

4.21 Flood Alleviation

- 4.22 Resources have been brought forward for the Turkey Brook and Haselbury flood alleviation schemes.
- 4.23 Meridian Water
- 4.24 Cabinet approved a new capital budget for this programme for the period up to 2021/22 in October 2019 (KD4469). This will support the delivery of the first batch of homes to be delivered on the Meridian Water programme. The report (KD 4469) will be taken to full Council meeting on 20th November for approval.
- 4.25 HRA
- 4.26 in February 2019, Council approved, the new 5-year HRA capital programme (KD4741). The additional amount of £102.5M, represents years 4 and 5 of the approved programme, not reported in the Q1 report.
- 4.27 Energitik
- 4.28 Cabinet approved a further investment of £30m in September 2019 (KD4642) to fund phase 2a of the Energitik business plan to 2024. Half of the investment is sourced from the Heat Network Investment Project.
- 4.29 **Proposed Reductions**
- 4.30 Table 4 details the removal of budgets from the Capital Programme.

Table 4 Reductions

	2019-20 £'000	Total Reductions £'000
Bury Street West Depot	(19,029)	(19,029)
PLACE	(19,029)	(19,029)

4.31 Bury Street West Depot

The land is being purchased by the HRA from the General Fund (appropriation) to be redeveloped. This programme is therefore no longer required within the General Fund.

4.32 Financing General Fund Capital Expenditure

Table 5 General Fund Capital Expenditure Financing

	2019/20		2020/21	2021/22	2022/23	Total Funding £'000
	General Fund	Companies	General Fund (inc. Companies)	General Fund (inc. Companies)	General Fund (inc. Companies)	
	£'000	£'000	£'000	£'000	£'000	
Capital Grants & External Contributions	27,219	0	20,745	9,977	2,578	60,520
Revenue Contributions	0	0	0	0	0	0
Capital Receipts	1,304	0	455	0	0	1,759
Earmarked & Reserves	411	0	1,860	0	0	2,270
Borrowing Funded by Deferred Capital Receipts	30,200	16,851	211,297	149,467	0	407,815
General Borrowing	52,021	0	33,111	14,420	8,526	108,077
Total Funding	111,155	16,851	267,468	173,864	11,105	580,441
2019/20 Total	128,005					

5 HOUSING REVENUE ACCOUNT

5.1 Table 6 summarises the 5-year programme, with sections 5.1 and 5.2 highlighting key projected outputs.

Table 6 HRA Capital Programme

	2019/20	2020/21	2021/22	2022/23	2023/24	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Major Works	7,833	16,299	15,571	25,351	11,770	76,825
Major Works: Borough Wide Decent Homes	9,700	7,218	0	0	0	16,918
Major Works: Cambridge Road West	1,000	3,575	0	0	0	4,575
Major Works: New Southgate	1,700	0	0	0	0	1,700
Major Works: Upper Edmonton	1,000	3,173	0	0	0	4,173
Major Works: Waltham Cross	1,500	0	0	0	0	1,500
Minor Works	4,567	1,150	1,150	1,150	1,150	9,167
Minor Works: Aids & Adaptations	1,350	500	500	500	500	3,350
Minor Works: Fire and Health & Safety	5,350	200	200	200	200	6,150
Minor Works: Structural Repairs	600	50	50	50	50	800
Estate Renewals	892	0	0	0	0	892
Estate Renewals: Alma Towers	11,290	18,394	4,078	0	0	33,763
Estate Renewals: Bury Street	3,500	0	0	0	0	3,500
Estate Renewals: Development Prog. (including RTB and GLA)	26,383	42,889	31,631	31,767	32,864	165,534
Estate Renewals: Ladderswood	360	2,401	0	0	0	2,761
Estate Renewals: New Avenue	5,358	333	301	0	0	5,992
Estate Renewals: Small Sites 1	4,895	0	0	0	0	4,895
Estate Renewals: Small Sites 2	8,885	22,506	6,567	1,746	1,712	41,415
Total HRA	96,164	118,689	60,048	60,764	48,246	383,911

5.2 Major and Minor Works

- i. Borough Wide Decent Homes Programme - This includes core decent homes catch up works in Council properties including kitchens, bathrooms, rewires, heating and insulation works. These works will improve levels of decent homes compliance. Tenders have been received for these works and are now in the evaluation stages. It is anticipated that circa 7,000 homes will receive these decent homes works over the next 5 years.
- ii. Upper Edmonton Externals - These major works consist of both external works and communal area works to 21 blocks within the Borough.
- iii. Waltham Cross Houses - This scheme consists of decent homes works to 71 street properties. The works include roofing, window, kitchen and bathroom renewals and rewiring.
- iv. New Southgate Externals - These major works consist of both external works and communal area works to 24 blocks within the Borough. These works are due to finish at the end of the financial year and included pitched and flat roof covering replacement, window and door replacements and upgraded door entry systems.
- v. Fire improvement works - Bliss, Purcell and Walbrook have all had their cladding removed and the Council is in the process of procuring contractors to undertake the replacement and associated works.
- vi. Other Projects - Smaller projects within the programme include lift replacements, health and safety works, aids and adaptations and boiler replacements.

5.3 Estate Renewals & Development

5.4 The Estate Renewal budgets have been re-profiled to reflect the accurate position for all projects. The main movements in the projects are due to the following:

- i. Alma - Phase 1, the first block comprising of 43 affordable homes was handed over in August 2019, all homes are now occupied. The next block is due to handover by the end of the year and will deliver 26 affordable homes.
- ii. New Avenue - The construction of Phase 1 has made good progress, with 127 units being delivered in early 2020. The 18 remaining leaseholder properties left to buy back on the estate will complete in early 2020.
- iii. Ladderswood - Phase 1 consists of 23 affordable units and 17 private units which were handed over during October 2017. These properties are being managed by One Housing and are now all in occupation. Phases 2 and 3 are progressing well. Utility and ground works have been completed to form the basement car park. These phases will deliver 114 private units, 21 affordable homes, 85 bed hotel and 6 commercial units.

- iv. Small Sites - The construction of the 6 remaining sites has progressed well. 2 of the sites at Parsonage Lane and Holtwhites Hill (19 units in total) completed, with the remaining 4 sites at Tudor Crescent, Lavender Hill, Forty Hill and Jasper Close (54 units in total) all due for Practical Completion by the end of the year. The affordable rented units are in the process of being let and estate agents have been appointed to market the shared equity units for the Council at Jasper Close and individual sales are continuing at Forty Hill and Parsonage Lane. EIL have been dealing with the due diligence requests from the portfolio purchaser of the blocks at Holtwhites Hill, Tudor Crescent and Lavender Hill. The Council is on target to remain within the additional budget agreed in January 2019 to complete and finish all construction works.
- v. Bury Street – It has been agreed that this site (land) will be appropriated from the GF to the HRA at a certified market value of £3.5m. It is intended that this site will develop 25 affordable and 25 private sale units. These costs are included in the GLA programme.

Table 7 HRA Capital Financing

HRA	Grants & External Contributions	Revenue Contributions	Capital Receipts	Earmarked Reserves	Borrowing	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Major Works	0	7,941	7,883	65,167	24,700	105,691
Minor Works		13,317	100	700	5,350	19,467
Estate Renewals	10,608	8,561	68,444	15,190	155,950	258,753
	10,608	29,819	76,427	81,058	186,000	383,911

5.5 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 programme is made up of several small site schemes and is expected to deliver 150 new homes within the Borough.

5.6 In February 2019, Cabinet approved the bid for the Building Council Homes for Londoners. The target for 2019/20 was start on site for 103 homes. The schemes will include acquired land, HRA in-fill sites, conversions, street property and Section 106 acquisitions. Overall the programme will deliver 386 new home start on site, March 2020

6 COMPANIES

6.1 Energitik

6.1.1 Further investment of £30m has been approved by cabinet (KD 4642) to fund phase 2a of the Energitik business plan to 2024.

6.1.2 A bid of £15m was made to HNIP for a £5m Grant and £10m of low-cost debt. The Council would then match fund through an application to borrow £15m from MEEF (Mayor's Energy Efficiency fund)

- 6.1.3 The Council has been successful in being awarded a £5m grant and a loan of £9.761m from HNIP. It is proposed that the Council makes up the balance of £0.239m and then makes an application of £15m to MEEF.
- 6.1.4 The Council's match-funding requirement is on the condition of Energitik securing a Heat Supply Agreement with the NLWA.
- 6.2 Housing Gateway Ltd
 - 6.2.1 The loan available for HGL has had to be adjusted. A £2.2m grant was approved (KD3790) for HGL to be funded from the affordable housing programme budget from the 2015/16 capital programme.
 - 6.2.2 This has now been recognised in the 2019/20 capital programme.
 - 6.2.3 £8.1m of the 2019/20 budget has been re-profiled to future years due to difficulties in finding suitable properties to purchase in the current year.

7 ALTERNATIVE OPTIONS CONSIDERED

- 7.1 No alternative options were considered.

8 REASONS FOR RECOMMENDATIONS

- 8.1 To update the programme for carry forwards from 2018/19 along with amendments to the Programme for additions and deletions since Council approval in February and also to inform members of the current forecast position at the end of the first quarter of the financial year. Additionally, to bring to the attention of members the significant award of £156m of HIF grant.

9 COMMENTS FROM OTHER DEPARTMENTS

9.1 Financial Implications

- 9.2 As the Section 151 Officer, the Executive Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The quarterly capital monitoring is part of this review process. If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

9.3 Legal Implications

- 9.4 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."

9.5 Property Implications

- 9.6 This report has been written in consultation with Property Services and therefore any relevant implications are included within the body of the report. Capital investment in the Council's property assets to ensure compliance and support income growth is supported by the Council's Strategic Asset Management Plan. Any type of property transactions related to this report will follow the Council's usual processes,

complying with the Property Procedure Rules and being in line with the Strategic Asset Management Plan and Corporate Landlord Policy.

10 KEY RISKS

10.1 All the key risks relating to the quarter are included within the main report.

11 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

a. Good homes in well-connected neighbourhoods

The Capital Programme is designed to address the deliver the Councils priorities and all projects are considered in the context of these priorities.

b. Sustain strong and healthy communities

The Capital Programme is designed to address the deliver the Councils priorities and all projects are considered in the context of these priorities.

c. Build our local economy to create a thriving place

The Capital Programme is designed to address the deliver the Councils priorities and all projects are considered in the context of these priorities.

12 EQUALITIES IMPACT IMPLICATIONS

Not applicable to this report.

13 PERFORMANCE AND DATA IMPLICATIONS

13.1 The report provides clear evidence of sound financial management, efficient use of resources.

14 HEALTH AND SAFETY IMPLICATIONS

14.1 Not applicable to this report

15 HUMAN RESOURCES IMPLICATIONS

15.1 Not applicable to this report.

16 PUBLIC HEALTH IMPLICATIONS

16.1 The underlying schemes which this report refers, all contribute to the overall public health objectives of the borough

17 BACKGROUND PAPERS

None.

APPENDIX A – Approved Capital Programme (Detailed)

APPENDIX A - Approved Capital Programme	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES						
Commercial						
Forty Hall	68	0	0	0	0	68
Total Commercial	68	0	0	0	0	68
Customer Experience & Change						
IT Investment	8,876	3,002	0	0	0	11,878
Libraries	485	0	0	0	0	485
Total Customer Experience & Change	9,361	3,002	0	0	0	12,363
Total RESOURCES	9,429	3,002	0	0	0	12,431
PEOPLE						
Adult Social Care						
Extra Care Housing: Reardon Court	1,318	6,999	12,420	6,515	0	27,252
Mental Health and Wellbeing Centre	0	2,500	0	0	0	2,500
Total Adult Social Care	1,318	9,499	12,420	6,515	0	29,752
Education						
School Expansions	8,609	453	0	0	0	9,062
Schools Maintenance	2,715	0	0	0	0	2,715
Schools' Future Programme	742	14,683	9,977	2,578	0	27,981
Schools Devolved Capital	2,000	0	0	0	0	2,000
Total Education	14,066	15,136	9,977	2,578	0	41,758
Strategic Commissioning						
Community Safety	300	0	0	0	0	300
Total Strategic Commissioning	300	0	0	0	0	300
Total PEOPLE	15,684	24,635	22,397	9,093	0	71,810
PLACE						
Environment & Operations						
Alley Gating	100	0	0	0	0	100
Highways:						
Flood Alleviation	979	0	0	0	0	979
LED Street Lighting	1,140	5,236	0	0	0	6,375
Highways & Street Scene	7,022	0	0	0	0	7,022
Parks:						
Edmonton Cemetery	1,327	0	0	0	0	1,327
Southgate Cemetery	1,116	0	0	0	0	1,116
Play Areas	41	0	0	0	0	41
Tennis Courts Works	0	542	0	0	0	542
Waste, Recycling & Fleet:						
Changes to Waste & Recycling Collections	1,434	455	0	0	0	1,889
Vehicle Replacement Programme	411	1,860	0	0	0	2,270
Traffic & Transportation:						
TFL: Local Implementation Plans	2,356	0	0	0	0	2,356
TFL: Cycle Enfield	6,060	0	0	0	0	6,060
TFL: Angel Walk	720	0	0	0	0	720
Total Environment & Operations	22,706	8,093	0	0	0	30,079
Meridian Water						
Meridian Water	30,200	140,212	149,467	0	0	319,879
Total Meridian Water	30,200	140,212	149,467	0	0	319,879
Property & Economy						
Broomfield House	266	0	0	0	0	266
Corporate Capital Condition Programme (prev. BIP)	2,174	0	0	0	0	2,174
Corporate Property Investment Programme	1,250	650	0	0	0	1,900
Edmonton Cemetery Chapel Conversion	108	0	0	0	0	108
Electric Quarter	3,424	4,746	0	0	0	8,171
Genotin Road (Metaswitch)	15,500	9,249	0	0	0	24,749
Montagu Industrial Estate	8,150	3,296	0	0	0	11,446
Town Centre Regeneration	250	2,500	2,000	2,011	0	6,761
Total Property & Economy	31,122	20,441	2,000	2,011	0	55,575
Housing & Regeneration						
Assessment Services:						
Housing Adaptations (DFG)	2,001	0	0	0	0	2,001
Housing Assistance	12	0	0	0	0	12
Total Assessment Services	2,013	0	0	0	0	2,013
Total PLACE exc. HRA	86,041	168,746	151,467	2,011	0	408,265
Total GENERAL FUND exc. COMPANIES	111,155	196,383	173,864	11,104	0	492,506
COMPANIES (CEX)						
Energetik	3,915	32,121	0	0	0	36,036
Housing Gateway Ltd	12,936	38,964	0	0	0	51,900
Total COMPANIES	16,851	71,085	0	0	0	87,936
Total GENERAL FUND inc. COMPANIES	128,005	267,468	173,864	11,104	0	580,441
Housing Revenue Account:						
Major Works	22,733	30,265	15,571	25,351	11,770	105,691
Minor Works	11,867	1,900	1,900	1,900	1,900	19,467
Estate Renewals	61,564	86,524	42,577	33,513	34,576	258,753
Total HRA	96,164	118,689	60,048	60,764	48,246	383,911
Total PLACE inc. HRA	182,205	287,435	211,515	62,775	48,246	792,176
APPROVED CAPITAL PROGRAMME	224,169	386,157	233,912	71,868	48,246	964,352

MUNICIPAL YEAR 2019/20 REPORT NO. 127**MEETING TITLE AND DATE:**

Cabinet: 13th November 2019
Council: 20th November 2019

REPORT OF:

Executive Director of Resources

Contact officer and telephone no:

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Agenda – Part: 1**Item: 5****Subject:**

ANNUAL TREASURY MANAGEMENT MID YEAR REVIEW 2019/20

KD: 4992**Wards: All****Cabinet Member consulted:****Cllr Maguire****1. EXECUTIVE SUMMARY**

- 1.1. This report reviews the activities of the Council's Treasury Management function over the half year period ended 30 September 2019.
- 1.2. Over the reporting period, all treasury management (TM) activities have been carried out in accordance with the approved limits and the prudential indicators (PI) set out in the Council's Treasury Management Strategy statement.
- 1.3. It is worth noting that the HM Treasury increased PWLB rate by 100 basis points (1%) to 180 basis points (1.8%). Please see more information on this as set in section 7.4 to 7.6.
- 1.4. The key points of the report are highlighted below:

		See section
Debt Outstanding at 30th September 2019	£917m - an increase of £72m Since 1 April 2019. £120m long-term PWLB borrowing was raised for the financial year 2018/19.	5
Average interest on total debt outstanding	The average interest rate reduced by 0.5% to 2.9%. This was due to some high coupon loans maturing during the year.	5
Investments & Net Borrowing	Investments stood at £72.1m for the reporting period. Net Borrowing has increased by £35m to £845.1m, this is expected to increase to £1,050m by year end as part of the Council's capital programme funding strategy.	5 & 6
Interest earned on investments	£185k – (excluding interest receipts from loans made by the council). Given low level of cash deposits the total receipts for the year will be around £250k, this should be in line with 2019/20 forecast.	6
Compliance with Treasury Management prudential indicators	No breaches	7
Debt Re-scheduling	None undertaken.	8

2. RECOMMENDATIONS

2.1. Cabinet is asked to:

- i. Note and comment on the contents of the report
- ii. Recommend that Council considers the 2019/20 Mid-Year Treasury position.

3. BACKGROUND

- 3.1. The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve treasury management half yearly and annual reports.
- 3.2. The Council's Treasury Management Strategy for 2019/20 was approved at a meeting of the Council on 27 February 2019. 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.

4. ECONOMIC BACKGROUND

- 4.1. The Bank of England maintained Bank Rate at 0.75% and in its August Inflation Report noted the deterioration in global activity and sentiment and confirmed that monetary policy decisions related to Brexit could be in either direction depending on whether or not a deal is ultimately reached by 31st October.
- 4.2. Tensions continued between the US and China with no trade agreement in sight and both countries imposing further tariffs on each other's goods. The US Federal Reserve cut its target Federal Funds rates by 0.25% in September to a range of 1.75% - 2%, a pre-emptive move to maintain economic growth amid escalating concerns over the trade war and a weaker economic environment leading to more pronounced global slowdown.
- 4.3. Gilt yields remained volatile over the period on the back of ongoing economic and political uncertainty. From a yield of 0.63% at the end of June, the 5-year benchmark gilt yield fell to 0.32% by the end of September. There were falls in the 10-year and 20-year gilts over the same period, with the former dropping from 0.83% to 0.55% and the latter falling from 1.35% to 0.88%. 1 month, 3 month and 12 month LIBID (London Interbank Bid) rates averaged 0.65%, 0.75% and 1.00% respectively over the period.

5. BORROWING IN 2019/20

- 5.1. The 2019/20 Treasury Management Strategy sets out an operational borrowing limit of £1,275m for the year. As at 30th September there is still a potential for the Authority to borrow up to a further £350 million to meet the capital programme requirement. In practice this is likely to be around an additional £100m of borrowing. This matter is being closely monitored through the Council's cash flow model.
- 5.2. The chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

- 5.3. On the 30th September 2019 the Authority held £917m of loans, (an increase of £72m since 1st April 2019), as part of its strategy for funding the Council's capital programmes.
- 5.4. During this period the Authority borrowed £120m of which £48m was used to replace maturing debt. £72m was applied to fund new capital expenditure.
- 5.5. The Council has 90 loans spread over 50 years with the average maturity being 27 years. The maturity profile allows the Council to spread the risk of high interest rates when debt matures in any one year. The average of interest for the period was 2.9%.
- 5.6. Outstanding loans as at 30th September are summarised in Table 1 below.

Table 1: Treasury Management Borrowing Summary				
Type of Loan	1st April 2019	New Borrowing	Repaid Borrowing	30th Sept 2019
	£000's	£000's	£000's	£000's
PWLB	673,846	120,000	(2,133)	791,713
European Investment Bank	8,921	-	(158)	8,763
LEEF	3,999	-	(318)	3,681
Local Authority	158,000	-	(45,000)	113,000
SALIX	67	-	(34)	33
Total**	844,833	120,000	(47,643)	917,190

*Total includes loans to LBE companies as shown in table 2 below

Table 2 Loans made by LB of Enfield to its companies'				
Loans made to LBE Companies	1st April 2019	New Borrowing	Repaid Borrowing	30th Sept 2019
	£000's	£000's	£000's	£000's
HGL	114,852	-	(1,448)	113,404
Energetik	8,873	1,170	(86)	9,957
EIL	12,236		(285)	11,951
EEA	750	-	-	750
Total	136,711	1,170	(1,819)	136,062

6. TREASURY INVESTMENT ACTIVITY

- 6.1. Total cash balances over the first half of the year varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rates collection, capital expenditure, DWP payments and housing benefit payments.
- 6.2. During a six-month period, the Authority's investment balance ranged between £0m and £150 million due to timing differences between income and expenditure. The investment position during the half year is shown in table 3.

Table 3: Investments held by LB of Enfield				
Counter parties	1st April 2019	Cumulative Sums Invested	Cumulative Repaid sums	30th Sept. 2019
	£000's	£000's	£000's	£000's
Money Market Funds				
Goldman Sachs	-	46,000	(46,000)	-
Aberdeen	-	18,500	(8,000)	10,500
CCLA PSDF	-	35,000	(20,000)	15,000
Federated	10,000	85,000	(80,000)	15,000
Invesco	-	64,000	(50,000)	14,000
Call Accounts				
HSBC	12,700	130,000	(133,100)	9,600
Handelsbanken	15,000			15,000
	37,700	378,500	(337,100)	79,100

6.3. Given the continued low interest environment in comparison to cost of borrowing, it is still appropriate to maintain low levels of deposit and to use them as internal borrowing.

6.4. Further, given the relevant low level of cash held and with low interest environment deposits been held with daily access. It not planned to change this strategy over the second half of the year

7. COMPLIANCE WITH TREASURY MANAGEMENT INDICATORS

7.1. Borrowing Prudential Indicators

7.2. Within the prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. For example, the operational borrowing limit set by the Council, determines the external debt levels which are not normally expected to be exceeded, whereas the authorised borrowing limit represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs Council to approve any increase.

7.3. Throughout the period to the 30th September 2019 the total loan debt was kept within the limits approved by the Council against an authorised limit of £1,400 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure, for whatever reason, to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to Council.

7.4. 9 October 2019, HM Treasury increase the Public Works Loan Board (PWLB) rate by 100 basis points (1%), the new margin above gilts is now 180 basis points (1.8%) for certainty rate loans. Early repayment rate margins are unchanged. The sharp increase to the PWLB borrowing rate was due to the pace at which councils had been borrowing from the facility during the summer for their capital projects, housing and regeneration schemes; £2.0bn was taken in August and £1.6bn in September.

- 7.5. With the PWLB only £2.3bn away from its £85bn statutory limit for liabilities, the decision to extend the cap by £10bn to £95bn was taken at the same time as the rate rise since the HM Treasury was worried the extra money could be drawdown within or less than a year, which would leave them with another decision on whether to raise the cap again. HM Treasury also said, “they are restoring interest rates to levels available in 2018” and the “restoration of normal PWLB lending rates.
- 7.6. This policy change has far reaching consequences for our current treasury management activity as the Council has a large funding requirement and we could experience a significant increase in interest costs. The margin of 180 basis points (1.8%) appears very expensive for most authorities and, in general borrowing at this rate should be avoided. This increase in PWLB rate meant we would have to revise our budget estimates for 2019/20.
- 7.7. Compliance with the authorised limit and operational boundary for external debt is demonstrated in the table below.

Table 4: Debt Limits

	30 Sept 2019 Actual	2019/20 Operational Boundary	2019/20 Authorised Limit	Complied?
	£m	£m	£m	£m
Borrowing	917	1,200	1,300	Yes
PFI and Finance Leases	45	75	100	Yes
Total Debt	962	1,275	1,400	

- 7.8. The Council’s Treasury Management Strategy permits up to 30% of its debt to mature in one year (equivalent to £242 million as at 30 September 2019). This limit was not breached. The actual position as at 30 September 2019 was £121m (13%), which includes the short-term loans from Local Authorities (LAs), repayment of other loans which will be due within a year and principal payments of all other loans which will be paid in 2019/20.

Table 5

Profile Maturing Debt	Debt Outstanding as at 31 March 2019	Debt Outstanding as at 30 September 2019
Years	(£m)	(£m)
Under 1 year	164.6	117.0
1- 5	67.1	67.1
6-10	85.0	85.0
11-15	151.8	151.8
16-25	67.6	187.6
26-30	58.5	58.5
31-40	141.4	141.4
41+	108.8	108.8
Total	844.8	917.2

Investment Prudential Indicators

- 7.9. **Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring and ensuring that it only invest deposits with financial institutions.

Credit rating	30.9.19 Actual	2019/20 Target	Complied?
Portfolio average credit	AA-	A-	Yes

7.10. There have been no breaches of investments in the period ended 30th September 2019. Any breach would be report to the Director of Finance.

Table 6: Investment Limits	30.9.19 Actual	2019/20 Max Limit to any one counterparty	Complied?
	£000	£000	
Any single organisation, except the UK Government	15,000	15,000	Yes

7.11. The Authority measures and manages its exposures to treasury management risks using the following indicators.

8. DEBT RESTRUCTURING

8.1. Debt restructuring normally involves prematurely replacing existing debt (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the conversion of fixed rate interest loans to variable rate loans and vice versa.

8.2. No rescheduling was done during the year as the PWLB new borrowing rates and premature repayment rates made rescheduling unviable. The Council will continue to actively seek opportunities to re-structure debt, if viable.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1. None. This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

10. REASONS FOR RECOMMENDATIONS

10.1. To inform the Council of Treasury Management performance in the financial year 2019/20.

11. COMMENTS OF OTHER DEPARTMENTS

11.1. Financial Implications

11.2. Financial implications are set out in the body of the report.

11.3. Legal Implications

11.4. This report sets out the lawful basis for the recommendation to approve the 2019/20 Treasury Half Year Report. The Council has duties within an existing legal and regulatory framework to produce an annual Treasury Management review of activities and the actual prudential and Treasury indicators for 2019/20.

11.5. Key Risks

11.6. Extending the maximum period of deposits will increase the level of risk of default. This fact must be considered against the backdrop that investments will still be restricted to countries outside the UK with a sovereign rating of AAA and that deposits will be made only with financial institutions with a high credit rating.

12. IMPACT ON COUNCIL PRIORITIES

Good homes in well-connected neighbourhoods

Build our Economy to create a thriving place

Sustain Strong and healthy Communities

12.1. The Treasury Strategy indirectly contributes to the Council's ability to address the values set out within the Council's priorities

13. PERFORMANCE MANAGEMENT IMPLICATIONS

13.1. 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.

14. PUBLIC HEALTH IMPLICATIONS

14.1. The Council's Treasury Management indirectly contributes to the delivery of Public Health priorities in the Borough.

15. EQUALITIES IMPACT IMPLICATIONS

15.1. 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.

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MUNICIPAL YEAR 2019/2020 REPORT NO. 128

MEETING TITLE AND DATE:

Cabinet 13th November 2019

REPORT OF:

Director of Public Health

Contact officer and telephone number:

Mark Tickner/Harriet Potemkin

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Agenda - Part: 1	Item: 6
Subject: Successor Joint Health and Wellbeing Strategy	
Wards: All	
Cabinet Member consulted: Cllr Alev Cazimoglu	

1. EXECUTIVE SUMMARY

The new joint Health and Wellbeing Strategy will tackle health inequality through a preventative approach which is clear, simple and evidence-based. The new strategy is centred on behaviour change, with a focus on tackling inequality in the opportunities people in Enfield have to make choices which have a positive impact on their health.

2. RECOMMENDATIONS

- 2.1 That the Cabinet approve and authorise the Successor Joint Health and Wellbeing Strategy.

3. BACKGROUND

Local authorities and clinical commissioning groups (CCGs) have equal and joint duties under the Health and Social Care Act 2012 to prepare a Health and Wellbeing Strategy, through their Health and Wellbeing Board. The purpose is to set out how the local system will work together to improve the health and wellbeing of the local community and reduce health inequalities for all ages. All organisations represented on the Board are responsible for the development, finalisation and delivery of the strategy.

4. ALTERNATIVE OPTIONS CONSIDERED

An alternative option would be to continue with the approach set out in the 2014-2019 strategy. This strategy had the following five priorities:

- Ensuring the best start in life

- Enabling people to be safe, independent and well and delivering high quality health and care services
- Creating stronger, healthier communities
- Reducing health inequalities – narrowing the gap in life expectancy
- Promoting healthy lifestyles and making healthy choices

However, the Health and Wellbeing Board want to have a stronger, simpler narrative, which allows them to ensure a preventative approach is achieved through an ambitious strategy which facilitates collective action. The priorities set out in the previous strategy are all outcomes the new strategy aims to achieve, but by focusing our priority actions on behaviours which the evidence shows make the biggest impact on health outcomes.

5. REASONS FOR RECOMMENDATIONS

There is international, national and Enfield-specific data which shows that the three behaviours of physical inactivity, unhealthy eating and smoking can lead to four chronic conditions of cancer, diabetes, heart disease and lung disease, and that these diseases are responsible for over 50 percent of deaths. In Enfield, cancer, heart disease and lung disease account for 73% of all deaths and 66.3% of deaths under 65 years of age.¹ A large proportion of these diseases are preventable.

This is known as the 4-5-50 framework. Using this as a basis for our joint strategy gives us the opportunity to bring about large-scale behaviour change at a population level in order to tackle health inequality.

There is also extensive national research linking social isolation with mental ill-health and long-term conditions. Through the online consultation, we asked respondents whether they agreed that helping people to eat well, be physically active and be smoke free were important for helping people to be healthy and well. The majority agreed that these were all important. Respondents were also asked what else was important, and from these free text answers, the themes of mental health and socialising also emerged, which led to our inclusion of the priority of helping people to be socially connected.

To improve health outcomes in Enfield, we need to make healthy behaviours easier than unhealthy behaviours. To do this, we need to be ambitious about making policy change collectively, as a partnership – making physical and emotional health and wellbeing everyone's business. Importantly, we need to think about the opportunities to do this with our most deprived communities, including groups who currently experience far worse health outcomes than others.

The new strategy will help the council deliver its corporate plan, and health commissioners and providers to deliver on their priorities, while facilitating all members of the Board to work collectively to tackle the borough's health and wellbeing challenges.

¹ Data from 2016, JSNA

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

There are no significant negative financial implications as a direct result of this report. Activities set out in the Joint Health and Wellbeing Strategy action plans may incur some limited expenditure. These would be costed on an individual service basis.

6.2 Legal Implications

Section 2B of the National Health Service Act 2006 (inserted by the Health and Social Care Act 2012) imposes duties on local authorities relating to public health.

Section 2B(1) states: 'Each local authority must take such steps as it considers appropriate for improving the health of the people in its area.'

Section 2B(3) defines the steps which may be taken under subsection (1). These include and are not limited to, providing information and advice, providing services or facilities designed to promote healthy living and providing services or facilities for the prevention, diagnosis or treatment of illness.

Section 194 of The Health and Social Care Act 2012 requires the establishment of a Health and Wellbeing Board and a Joint Health and Wellbeing Strategy is a required output of such a board.

6.3 Property Implications

None

7. KEY RISKS

A key risk is that maintaining the central themes and practices of the current Joint Health and Wellbeing Strategy could result in the continuance of the currently iniquitous health outcomes across the borough, particularly in the areas of child obesity and inactivity, which are a particular area of concern.

A consequent risk would be the potentially increased burden upon health and social care resources within the borough if effective preventative measures and behaviours are not established within the population of the borough.

A further risk is presented by the rapidly transforming health care landscape in the Borough, North Central London [NCL] and London as a whole. The establishment of an NCL-level Integrated Care Systems [ICS's], as a partial successor to the borough-level CCG, the introduction of a borough-level Provider Network and the arrival of Primary Care Networks [PCN's] introduces both potential opportunity and challenge that the previous JHWBS was not configured to address.

8. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good Homes in Well-Connected Neighbourhoods

The vision to make the healthy choice the easy choice for everyone in Enfield supports our ambition for good homes in well-connected neighbourhoods. In homes, estates, high streets and neighbourhoods, we need to make the healthy choice the first choice for everyone. This means building new homes and creating neighbourhoods where people can be active, eat healthily, be smoke-free and be socially connected. This needs to apply equally to all members of our communities

8.2 Sustain Strong and Healthy Communities

The proposed new strategy is a key driver for how we sustain strong and healthy communities. This is a joint strategy, committing both the Council and it's partners to take a whole systems approach to facilitating healthy behaviours, so that as many people as possible are able to live full and independent lives. The strategy, if successful, will support a Health in All policies approach across the partnership, helping to improve public health and people's wellbeing.

8.3 Build our Local Economy to Create a Thriving Place

The commitment to making neighbourhoods and town centres healthy places which facilitate people to be active, eat healthily and be smoke free can help create vibrant town centres that benefit everyone. The focus on large scale behaviour change can help us support residents to take more responsibility in developing active communities.

9. EQUALITIES IMPACT IMPLICATIONS

Our vision is to make the healthy choice the first choice ***for everyone in Enfield***. Currently, healthy choices are arguably easier for some groups than others. This is manifest in the wide variation in life expectancy within the borough. There is an 8.5 years difference between the female life expectancy in the highest (Highland, 87.2 years) and lowest (Upper Edmonton, 78.7 years) wards. There is also variation in the number of years lived in 'good health.' On average, over 15 years are currently lived in 'poor health' in Enfield. In Edmonton Green, the average number of years that a female is expected to live in poor health is 28 years.

Currently, income, ethnicity, gender, having a disability or where someone lives are hugely significant in determining health outcomes. The proposed new strategy commits us and our partners to improving healthy life expectancy through supporting positive health behaviours, particularly focusing on people with the poorest health outcomes.

An Equality Impact Assessment has been undertaken on the Strategy to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

10. PERFORMANCE AND DATA IMPLICATIONS

Our success in implementing the strategy will be measured by existing public health outcome measures detailed in the accompanying report.

11. PUBLIC HEALTH IMPLICATIONS

The proposed strategy is centred on behaviour change, and the impact the local environment and economy has on facilitating or inhibiting healthy behaviours. It focuses on a small number of behaviours which we know have the biggest impact on health outcomes, and the role we have as public authorities on impacting those behaviours. It will help us to tackle inequality in the opportunities people in Enfield have to make choices which have a positive impact on their health.

Background Papers

- Joint Health and Wellbeing Strategy, including year one action plan.

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Enfield Joint Health and Wellbeing Strategy 2020 – 2023

Making the healthy choice the first choice for everyone in Enfield

Scope	Local authorities and clinical commissioning groups (CCGs) have equal and joint duties under the Health and Social Care Act 2012 to prepare a Health and Wellbeing Strategy, through their Health and Wellbeing Board. The purpose is to set out how the local system will work together to improve the health and wellbeing of the local community and reduce health inequalities for all.
Approved by	Joint Health and Wellbeing Board. LBE Cabinet and CCG Governance Board November 2019
Approval date	LBE EMT 24 th September 2019. Enfield Health and Wellbeing Board 26 th September 2019 . Cabinet 13 th November 2019. CCG Governing Board (planned) 19 th December 2019
Document Author	Enfield Council Policy, Partnership, Engagement and Consultation Hub and Public Health, on behalf of Enfield Health and Wellbeing Board
Document owners	All organisations represented on the Health and Wellbeing Board are responsible for the development, finalisation and delivery of the strategy. This includes: <ul style="list-style-type: none"> • Enfield Council • NHS Enfield CCG • Enfield Voluntary Action • Elected representative from the voluntary and community sector • Healthwatch Enfield • Royal Free London NHS Foundation Trust • North Middlesex University Hospital NHS Trust • Barnet, Enfield and Haringey Mental Health NHS Trust • Representative from Enfield Youth Parliament
Review	<p>Our Health Improvement Partnership (HiP), a sub-group of the Board, will be responsible for the operational delivery of the strategy, and will report back to the Board on progress.</p> <p>The delivery of the strategy will be monitored by the Board through a review of the action plan on a six-monthly basis and a review of the outcome measures on an annual basis. These reviews will be coordinated by Public Health and the HiP and reported to the Health and Wellbeing Board for discussion and decision-making as required.</p>

Contents

Introduction	3
Vision: Making the healthy choice the first choice for everyone in Enfield.....	4
Our Framework: 4, 5, 50	6
Priority 1: Having a healthy diet.....	12
Priority 2: Being active.....	14
Priority 3: Being smoke-free	16
Priority 4: Being socially connected.....	17
Addressing the wider determinants of health	21
How will we measure success?.....	25
Appendix 1: Consultation report	28
Appendix 2: Year One Action Plan: 2020	32

Introduction

This strategy sets out our long-term vision for reducing health inequalities in Enfield. Over the next three years, we are focusing our partnership work on making the healthy choice the first choice for everyone in Enfield.

It is fully acknowledged that in order to make an impact on the deep-rooted health inequalities seen in Enfield we must take a system-wide approach and work as an effective partnership to improve the wider determinants of health. Key to this is developing, aligning and coordinating preventative actions and services across the system to maximise impact and tackle the barriers to healthy behaviours. The places we live in and how we work with our communities are vital in supporting good health and wellbeing.

We have talked with and listened to our residents in setting this strategy and Appendix 1 summarises this input.

Whilst this strategy focuses on how behaviours like smoking, lack of exercise, poor diet and drinking can lead to earlier death or longer living in poor health, we fully acknowledge that the conditions in which people grow, live, work and age can make it harder for people to live healthier lives. Dealing with these issues can only be achieved by changing the local environment so that we remove barriers to healthier behaviours.

This joint strategy focuses on the **collective** action we are taking to prevent negative health outcomes, by focusing on making the healthy choice the easy choice. Underpinning the priorities set out in this strategy to help people make healthy choices, is the commitment from the Board to work together to deliver good housing, support people into secure employment which takes them out of poverty, create a child-friendly borough and deliver accessible, responsive and high-quality services. These wider determinants of health - **housing, education, welfare, work and poverty** - influence and underpin the health of our residents. Chief amongst these is poverty, which is both a cause and a consequence of poor health; poverty increases the chances of poor health and poor health in turn traps communities in poverty.

The Health and Wellbeing Board will support the Council in the delivery of its Housing and Growth Strategy; its Preventing Homelessness and Rough Sleeping Strategy; and other emerging strategies that help build our local economy, support people into sustainable employment, and create a thriving place to live that reduces inequalities.

The organisations represented on the Health and Wellbeing Board also continue to focus on improving the health and wellbeing services delivered by our respective organisations and commissioning and providing the right services to meet the health needs of Enfield residents. By facilitating all members of the Board to work collectively to tackle the borough's health and wellbeing challenges and health inequalities, this strategy is intended to play an important part in enabling the Council to deliver its [Corporate Plan](#) to create a lifetime of opportunities for everyone in Enfield, as well as helping the CCG and NHS health trusts to deliver the NHS [Long Term Plan](#).

Cllr Nesil Caliskan , Leader of Enfield Council, Chair of Enfield Health and Wellbeing Board

Dr Mo Abedi, Chair of Enfield Clinical Commissioning Group (CCG) and Vice Chair of Enfield Health and Wellbeing Board

Cllr Alev Cazimoglu, Cabinet Member for Health and Social Care, former Chair of Enfield Health and Wellbeing Board. July 2018 to June 2019

Vision: Making the healthy choice the first choice for everyone in Enfield

This strategy is about preventing the preventable. The vast majority of NHS resources are consumed by conditions that need not have developed. Most of these conditions are known as non-communicable diseases (NCDs), or chronic diseases, which are the result of a combination of genetic, physiological, environmental and behavioural factors. An example is Type 2 Diabetes, which accounts for around 90% of all Diabetes cases and spending, and which in turn accounts for around 10% of the NHS budget nationally.¹

Inequalities in health in Enfield have a long history and there is a stark difference in the risk of avoidable death between people who live in poverty and those who do not. This is also the case nationally as well as locally. In **2010-12** the difference in **male** life-expectancy between the most deprived and least deprived areas in Enfield was **8.7 years**. In **2015-17 the difference was 7.6 years**. In **2010-12** the difference in female life-expectancy between the most deprived and least deprived areas in Enfield was **4.7 years**. In **2015-17 the difference was 4.8 years**.² Whilst these differences may be declining slightly, they continue to persist and remain too high; we therefore need to work harder to close the gap by doing more to prevent ill-health.

There are two approaches to prevention. Firstly, at the individual level. This means treating people at the early stages when a disease occurs, by identifying those who are high-risk or more susceptible and offering them an individual intervention. This is often termed '*secondary prevention*'.

The other approach is taken at the population level, by seeking to control the determinants of poor health and disease in the population, enabling the whole community to benefit through improved behaviours and lifestyles. This is usually termed '*primary prevention*'. If successfully implemented, large-scale behaviour change is more effective than tackling the risk of disease for a small number of high-risk individuals.

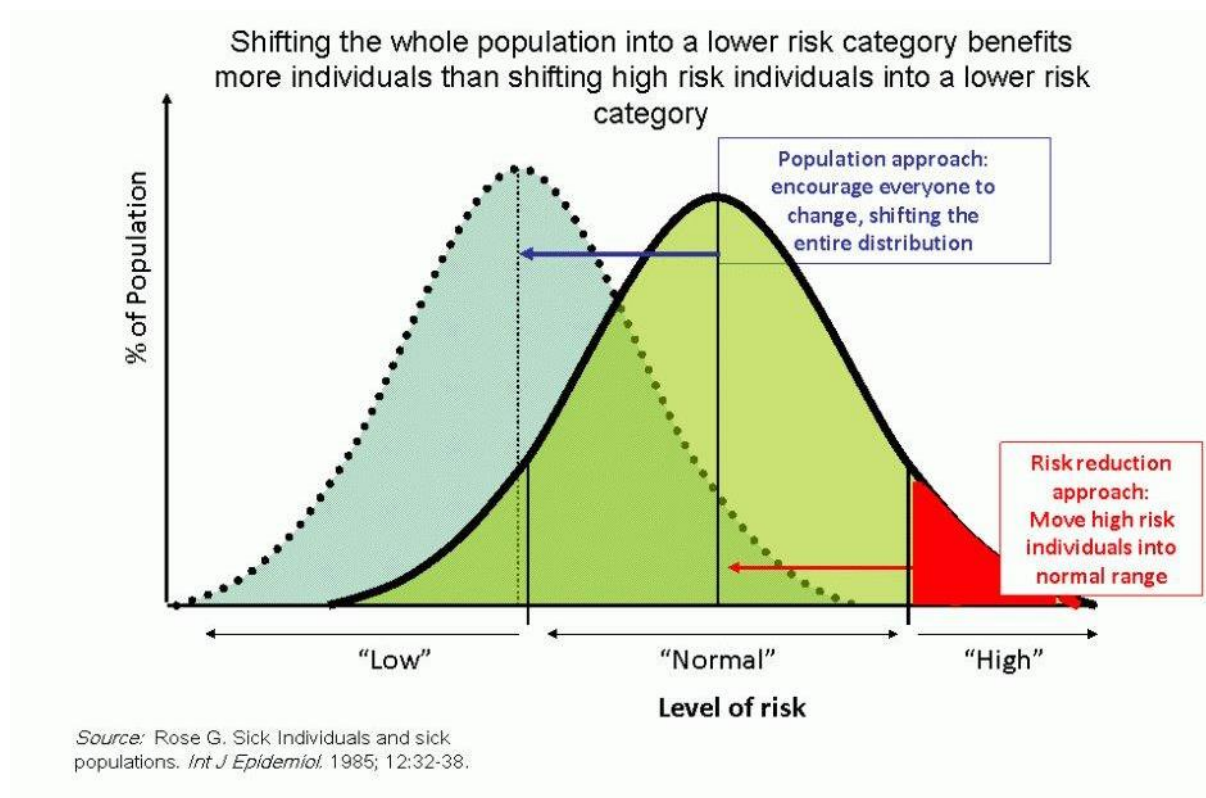
Our strategy therefore takes this population level approach by attempting to control and shape the determinants of poor health (i.e. the 'causes of the causes'), particularly the local physical environment, to help reduce risk factors and so shift the whole distribution of risk in a favourable direction. This means we are attempting to alter some of society's norms of behaviour and remove the underlying causes that make certain behaviours and conditions more common.

¹ <https://www.diabetes.co.uk/cost-of-diabetes.html> <https://www.nhs.uk/news/diabetes/diabetes-cases-and-costs-predicted-to-rise/>
<https://www.england.nhs.uk/blog/type-2-diabetes-and-the-importance-of-prevention/>
² <https://new.enfield.gov.uk/healthandwellbeing/topics/life-expectancy-healthy-life-expectancy-and-mortality/>



Shifting the population's health

To make change happen at this scale, we need to make healthy behaviours easier to adopt than unhealthy behaviours. Importantly, we need to think about the opportunities to do this with our most deprived communities, including groups who currently experience far worse health outcomes than others. Currently income, ethnicity, gender, having a disability or where someone lives are hugely significant in determining how long someone will live for, and whether they live in good or poor health. Our strategy will be ambitious about working together, with our communities, to find ways to shift this.



We will do this through three focused priorities that help Enfield residents to:



Eat well



Be active



Be smoke free



Be socially connected

In doing this, we are committing to taking a whole-system approach to facilitate healthy behaviours which will:

- **reduce the likelihood of people developing non-communicable diseases** such as cancer, heart disease, Type 2 Diabetes or lung disease
- **improve emotional and mental health and wellbeing** and reduce the prevalence of some common mental health conditions
- **reduce inequality** in health outcomes.

Our Framework: 4, 5, 50



There is international, national and Enfield-specific data which shows that the behaviours of **physical inactivity, unhealthy eating, smoking and being socially isolated** can lead to the increased risk of developing **cancer, heart diseases and stroke, type 2 diabetes, lung disease and some common mental health conditions**, and that these are responsible for **more than 50 percent of early** deaths in Enfield.

In Enfield, cancer, heart disease and lung disease account for 73% of all deaths and 66.3% of deaths under 65 years of age.³ **A large proportion of these diseases are preventable.** It should be noted that these behaviours also impact on all 'long-term conditions' (LTCs) which collectively cost the NHS 70% of its budget⁴ and make significant contributions to the demands placed on social care.

Using this framework as a basis for our joint strategy gives us the opportunity to bring about large-scale behaviour change at a population level, tackle health inequality and improve associated health outcomes.

Prevalence of ill-health in Enfield

The prevalence of cancer, heart disease, diabetes, lung disease and poor mental wellbeing is such that the case for preventative action is clear.



7,265 people have **cancer**, which is 2.3% of the population (2017/18)

Under 75 mortality rate due to cancer is 123.1 per 100,000 of the population (2015-17)

Under 75 mortality rate due to cancer considered preventable is 71 per 100,000 of the population (2015-17)

With earlier diagnosis and better treatments, the number of our residents living with cancer is increasing. Of those who have cancer around 4,500 have been living with the disease for more *than 5 years*.



There are 651 hospital admissions for **heart disease** every 100,000 of the population (2017/18)

There are 7,477 people recorded with heart disease (2.3%) (2017/18)

There are 3,816 people recorded as having a stroke (1.2%) (2017/18)

Under 75 mortality rate due to cardiovascular disease is 71.1 per 100,000 of the population (2015-17)

Under 75 mortality rate due to cardiovascular disease considered preventable is 42.9 per 100,000 of the population (2015-17)



³ Data from 2016, JSNA

⁴ Five Year Forward View, NHS England (2014)

19,821 people aged 17 and over in Enfield have **type 2 diabetes, which is** 8.0% of the population, with potentially another 4,439 people undiagnosed (2017/18).



896 people died due to **smoking- related illnesses** in Enfield between 2015 and 2017

1.1% of the population have COPD (**chronic obstructive pulmonary disease**) and 4.6% have **asthma** (2017/18).



19,261 people aged 16 and over are estimated to have a common **mental disorder**, defined as any type of depression or anxiety. This is 19.2% of the population (2017)

5,298 (9.9%) of children and young people aged 5-16 are estimated to have a mental health disorder, which includes emotional, conduct and hyperkinetic disorders. This is 9.9% of the population (2015).



24.9% 4 to 5 -year olds are **overweight or obese**.

41.1% of 10 to 11-year olds are overweight or obese

56.7 % of all adults are overweight or obese. (2017/18)

As well as being a major risk factor for developing Type 2 diabetes, which in turn is a risk factor for developing cardiovascular disease, obesity can also have a negative impact on mental wellbeing, quality of life, and has significant cost implications for social care as well as for health services.

It is recognised that the causes of obesity are multifactorial and that the responses required are complex, requiring a whole system response⁵. Key actions in reducing obesity and promoting a healthy weight lie in addressing the obstacles people face in being physically active and eating healthily.

⁵ <https://www.gov.uk/government/publications/health-matters-whole-systems-approach-to-obesity/health-matters-whole-systems-approach-to-obesity>

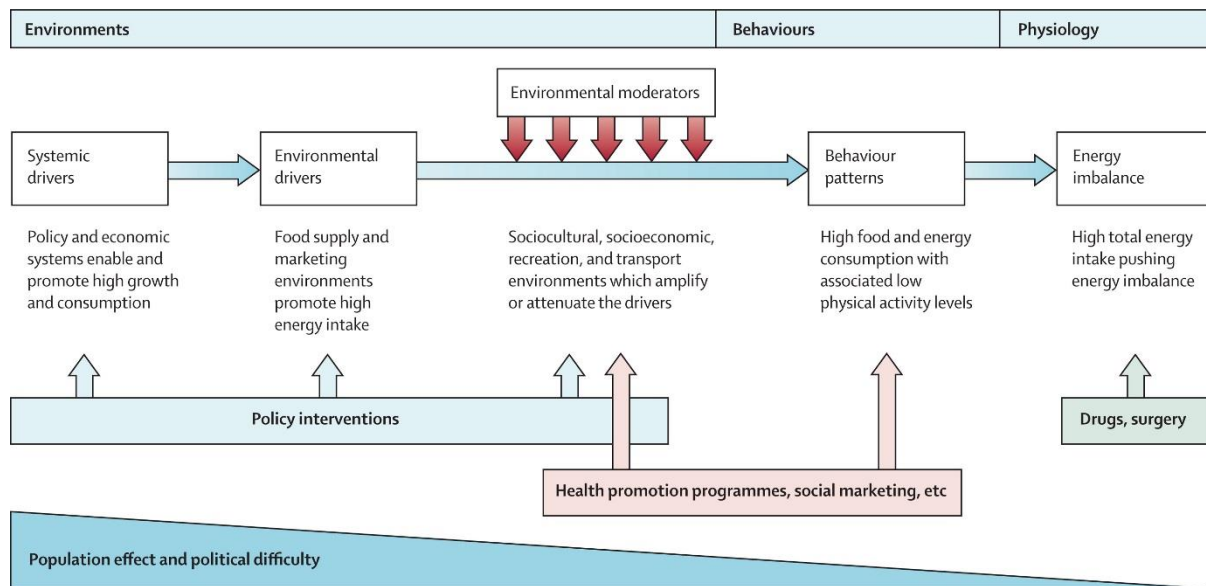


Figure 3: A framework to categorise obesity determinants and solutions⁶

How will this framework help us improve emotional health and wellbeing?

There are clear links between mental and physical health. Enduring long-term physical health challenges has an associated adverse impact upon mental health and wellbeing,⁷ including dementia, and around 30 percent of all people with a long-term physical health condition also have a mental health problem.⁸ Reducing the prevalence of long-term physical health can therefore be expected to remove some of the risk factors associated with mental ill-health.

The Health and Wellbeing Board is committed to helping ensure that mental and emotional wellbeing is everyone's business and to putting in place a whole system response to supporting individual and community resilience. This is not a simple argument for "parity of esteem" for emotional and mental health challenges, but a robust, confident change in attitude across the partnership to recognise that our physical and emotional health are intimately linked and attempts to address any one issue in isolation will not succeed.

The cost of not doing this, both in human and financial terms is self-evident:

- The estimated annual cost of common mental disorders (. depression or anxiety) in Enfield £98.1m.
- Depression presents an annual cost of around £44.8m in Enfield
- It has been estimated that the costs of poor mental health to Enfield employers is in the region of £142m per annum.⁹

⁶ [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(11\)60813-1/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(11)60813-1/fulltext)

⁷ <https://www.kingsfund.org.uk/projects/mental-health-and-long-term-conditions-cost-co-morbidity>

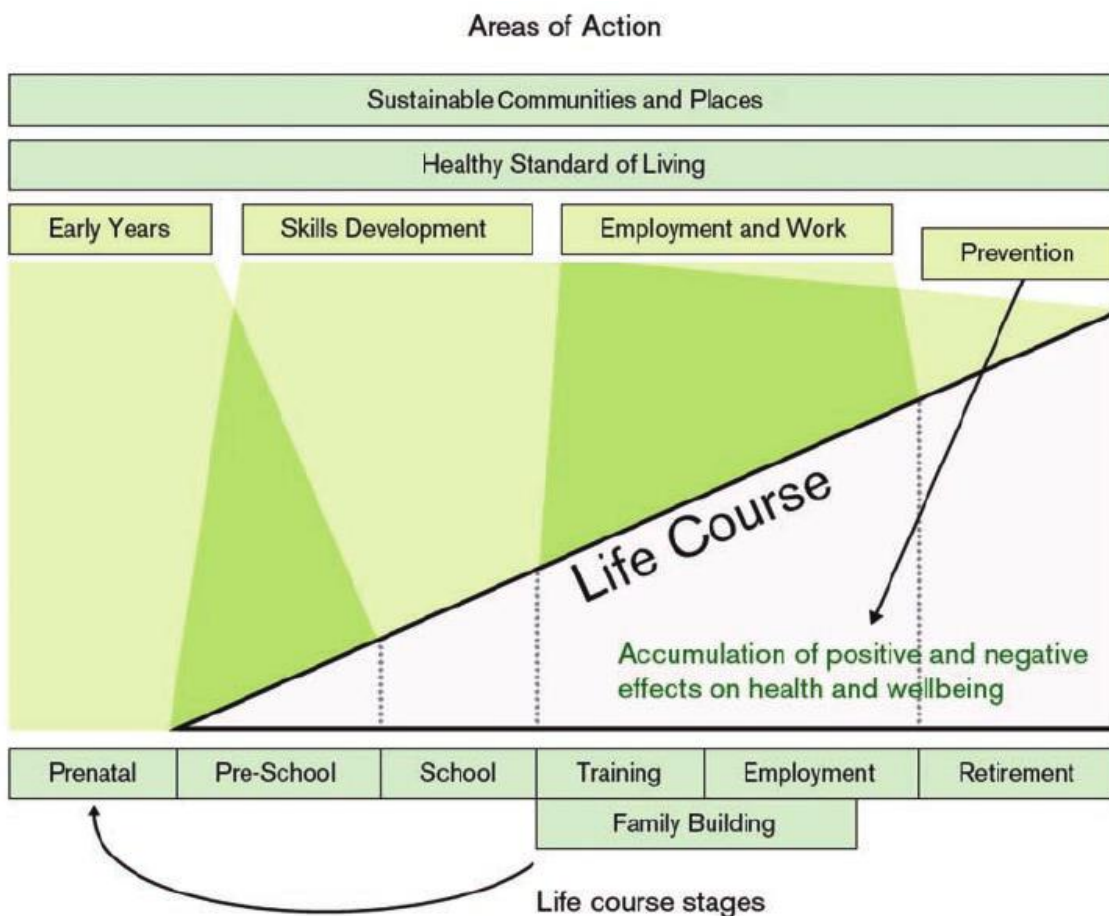
⁸ 1. Barnett K, Mercer SW, Norbury M, Watt G, Wyke S, Guthrie B (2012). Research paper. Epidemiology of multimorbidity and implications for health care, research, and medical education: a cross-sectional study The Lancet online

⁹ Enfield Psychiatric Needs Assessment 2016

Relatively simple physical or environmental interventions or changes can help make significant improvements in emotional health and wellbeing. As well as social connectedness, physical activity, eating well and being smoke free also have a positive impact on mental health and wellbeing.¹⁰ For example, adults undertaking daily physical activity have a 20-40% risk reduction of all long-term conditions including depression, distress and dementia.¹¹

How will this framework help us to take a life course approach?

We have the opportunity to prevent or reduce the impact of diseases and adverse life events at key stages of life from preconception through pregnancy, infancy, childhood, adolescence, through to adulthood and older age.



12

Source: Fair Society, Healthy Lives; the Marmot review 2010

The Marmot Review¹³, which considered the importance of taking the life course approach, noted that disadvantage generally accumulates throughout life, leading to poorer health and

¹⁰ <https://www.nhs.uk/conditions/stress-anxiety-depression/mental-benefits-of-exercise/>; <https://www.mentalhealth.org.uk/a-to-z/d/diet-and-mental-health>; <https://www.mentalhealth.org.uk/publications/how-to-using-exercise>; https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/292453/mental-capital-wellbeing-summary.pdf

¹¹ Start Active, Stay Active. A report on physical activity in the UK. Dept of Health (2011); and

¹² <http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-full-report-pdf.pdf>

social outcomes. However, this process is not inevitable and opportunities should be taken to reduce health inequalities from before birth and throughout life. We will use the emphasis on the three healthy behaviours to develop focused actions that facilitate change at each life stage, recognising the importance of Starting well, Living well and Ageing well.

How will this framework help us to achieve 'Health in Policies' (HiAP)?

A health in all policies approach, or 'wellbeing in all decisions', involves all organisations represented on the Health and Wellbeing Board considering what positive influences can be exerted on the four behaviours in all the actions and decisions our organisations take. This will include what happens within our own organisations, including with our workforce and for visitors to our buildings, what is included in our commissioning intentions and contracts and what leadership we can provide for our residents and communities.

We know that the environment in which we live is hugely influential on health. This is recognised by national policy-makers as evidenced by the recommendation in the 2018 annual report of the Chief Medical Officer for the health environment to be health-promoting, incentivising and normalising healthy behaviours.¹⁴

Across the partnership, we will be reviewing and improving what health choices we are facilitating or hindering in our buildings and the built environment over which we have control or influence. This will include initiatives such as increasing smoke-free areas; reviewing and improving what the food offer is and how people travel. This approach is reflected in our priorities under each of the four behaviours.

How will this framework help us tackle poverty and inequality and increase access to sustainable and secure employment?

Being part of certain population groups, such as having a low income or a disability, can make it much harder to be physically active, eat well, and be smoke-free. It can also increase the chances of being socially isolated. By facilitating people on lower incomes to participate in healthy activities, we want to start to break the links between lower income and poor health.

Healthy behaviours can also be cost-saving. For example, walking and cycling rather than driving increases physical activity, avoids air pollution and is a low-cost alternative to the cost of a car. The buying of cigarettes is another clear example. However, it is also acknowledged that higher calorific 'fast food' may also be cheaper than more healthy foods such as fruit and vegetables. We are aiming to better understand what can be done to address these barriers, real or perceived, due to income, at a local level.

Supporting people into higher quality employment, characterised by fair pay, security, good working conditions, a good work-life balance and opportunities to progress, is another important way in which we can tackle healthy inequality.¹⁵ Our priority to help people to be more socially connected therefore includes action to improve access to sustainable employment – aiming to help increase the income of local residents in such a way as to be good for their health and wellbeing.

¹³ <http://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review>

¹⁴ Annual report of the Chief Medical Officer, Better Health within Reach, Department of Health and Social Care, 2018

¹⁵ www.health.org.uk/infographic/how-is-work-good-for-our-health

The Health and Wellbeing Board also supports the Council in the delivery of its strategies to improve housing, tackle homelessness, and develop the local economy to help ensure inclusive growth. Alongside the priorities set out in this strategy, we will work collectively to tackle these wider determinants of health.



Priority 1: Having a healthy diet

What do we know about this behaviour in Enfield?

In 2016 poor diet was the second leading risk factor for mortality worldwide¹⁶. A nutritionally inadequate and unhealthy diet is associated with becoming overweight or obese and developing Type 2 Diabetes, which increases the risk of developing cancer and cardiovascular disease, including Coronary Heart Disease (CHD) and stroke.

Fruit and vegetable consumption reduces the risk of CHD by 4% for each additional piece of fruit eaten per day and 7% for each additional piece of vegetable¹⁷. Consumption of fruit and vegetables is also associated with a reduced risk of stroke, hypertension, cancer, dementia, osteoporosis, asthma, rheumatoid arthritis, type 2 diabetes mellitus, and chronic obstructive pulmonary disease¹⁸.

In Enfield, 40% of adults, and 40% of 15-year olds have fewer than five portions of fruit and vegetables a day, similar to national trends.¹⁹ The proportion of 5-year olds children with one or more missing decayed, or filled teeth is 30.5%, which is significantly higher than England (23.3%)²⁰.

Enfield data also indicates significant differences in excess weight between ethnicities in the borough, and between wards. Income inequality often means that access to healthy food choices is less available for some of our communities who are more likely to experience food poverty. Food poverty is increasing year on year in Enfield. In 2018/19 **7,046** people accessed the North Enfield Food Bank. This represents a **10.7%** increase compared to the previous year. The previous year had seen a 12.6% increase on the year before that.

Additionally, the extent to which Enfield, in common with most urban environments, is considered to be an 'obesogenic', where highly calorific food is constantly and easily available and where physical activity is not encouraged, is an important consideration.

The development of out-of-town supermarkets and the closure of many shops in more deprived areas might lead to increased costs and decreased quality of available foods in the remaining shops. Action in this regard needs to focus on changing the 'food environment' –

¹⁶ Global Burden of Disease (GBD) 2016 Risk Factors Collaborators (2017) Global, regional, and national comparative risk assessment of 84 behavioural, environmental and occupational, and metabolic risks or clusters of risks, 1990–2016: a systematic analysis for the Global Burden of Disease Study 2016 *Lancet* 2017; 390:1345-1422.

¹⁷ Dauchet, L. et.al (2006) Fruit and Vegetable Consumption and Risk of Coronary Heart Disease: A Meta-Analysis of Cohort Studies *J. Nutr.* 136: 2588–2593, 2006.

¹⁸ Boeing, H. et.al (2012) Critical review: vegetables and fruit in the prevention of chronic diseases. *European Journal of Nutrition* September 2012, Volume 51, Issue 6, pp 637–663

¹⁹ What About YOUth (WAY survey 2014/15 and Active Lives Survey 2017/18

²⁰ Oral Health Survey 2016/17

that is, accessibility and affordability of healthy food – in the areas in which people live.²¹ This is often referred to as creating a ‘healthy high street,’ and detailed plans are underway by Enfield Council to reinvigorate our town centres to achieve this goal.

As well as issues around dependency and its social effects, alcohol consumption is also linked to diet and calorific intake. Data from Public Health England Adult Commissioning Support pack 2019/20 indicates that in 2016/17 there were an estimated 2,836 alcohol dependent adults in Enfield. Our alcohol policies and messages will be used to help inform, advise and support sensible drinking. This will include:

- Promoting government recommendations for alcohol
- Providing ‘reduce your alcohol, reduce your calories’ messages
- Choosing alcohol with lower alcohol by Volume (ABV)

What have local people told us?

Enfield residents have told us that we should be working towards making Enfield a ‘**healthy food borough**’. People in the community have suggested:

- Working with shops, supermarkets and fast food outlets to offer healthy alternatives/choices, introducing healthy food ratings, and exploring what further incentives we could offer to encourage them to offer healthy choices
- Working to reduce vending machines locally or replacing options available within them for healthier alternatives
- Removing cakes and unhealthy desserts from school meals
- Having accessible information and communication materials about healthy eating, underpinned by consistent messaging and narrative.

Local people also told us we should do more to make healthy eating affordable and have suggested:

- Helping local people access ‘healthy cooking made easy on a budget’ classes to introduce concepts such as leftover vegetables being made into a soup
- Having access to lunch clubs / supper clubs where people can socialise, learn from one another and support to batch cook

643 local people responded to our survey about health and wellbeing.

81% of the people we surveyed said they had enough of the kinds of food they want to eat

15% said they had enough food, but not always the kind they wanted to eat.

3% said that sometimes or often they didn’t have enough to eat.

What measurable outcomes do we want to improve over the course of the strategy?

- 41.3% of adults in Enfield are not meeting the recommended 5 portions of fruit and vegetables a day - ‘5 a day’ (2017/18)
- 41.3% of 15-year olds are not meeting ‘5 a day’ (2017)
- 305 fast food outlets in Enfield.

²¹ JSNA

- 24.9% 4 to 5 -year olds; 41.1% 10 to 11-year olds; and 56.7% of adults are overweight or obese in Enfield (2017/18)
- 30.5% of children have one or more decayed, missing or filled teeth (2016/17)
- 387 children and young people (aged 0-18) were admitted to hospital for dental caries (438.2 per 100,000). (2017/18)
- 13.9% of adults are drinking more than 14 units of alcohol per week (2011-2014)
- 61.4% of adults are overweight or obese (2017/18)

Our priorities for having a healthy diet

1. Create working environments that support a healthy, balanced diet²²
2. Create environments in early years settings, schools, health and social care that support a healthy, balanced diet
3. Create healthy neighbourhoods and town centres that support a healthy, balanced diet
4. Tackle inequality: area-based initiatives to increase take up of '5 a day' in the most deprived wards in Enfield



Priority 2: Being active

What do we know about this behaviour in Enfield?

Physical inactivity is the second main risk factor (after diet) for being overweight or obese, as keeping active is the most effective way of burning calories. Physical activity and a healthy diet can also positively impact on good mental health and wellbeing.²³

The NHS recommends at least 150 minutes of moderate aerobic activity or 75 minutes of vigorous intensity per week. In 2017/18, 26.4% of Enfield adults were found to engage in less than 30 minutes of physical activity a week, higher than both the national and London averages.²⁴

Physical activity does not require the membership of a gym or participation in organised sport. It is often about making small changes to daily routines that can build up over time.

Active travel is a convenient way of achieving adequate levels of physical activity as it allows people to incorporate it into their daily routine, as walking or cycling to work or to the shops would be an easy way to reach the recommended levels of physical activity. People who cycle for active travel purposes are four times more likely to meet physical activity recommendations than those who do not²⁵. However, according to the Active Lives Survey,

²² With reference to Public Health England and Business in the Community [Toolkit for Employers](#) and the Mayor of London's [Healthy Workplace Charter](#)

²³ <https://www.mentalhealth.org.uk/a-to-z/d/diet-and-mental-health> and <https://www.mentalhealth.org.uk/publications/how-to-using-exercise>

²⁴ JSNA

²⁵ Stewart et.al. (2015) Assessing the contribution of utility cycling to population levels of physical activity; An analysis of the Active People Survey. Journal of Public Health. doi:10.1093/pubmed/fdv182

in 2015/16, less than 5% of Enfield adults used cycling as a means of transport for utility purposes. This figure is lower than the national, London and North Central London averages.

What have local people told us?

Enfield residents have told us that we should be helping people to build activity into their daily routine and helping to motivate people to take physical exercise. People in the community have suggested:

- Employers introducing initiatives such as 'activity at work' or a 'one hour per week' programme encouraging 10 minutes of physical activity per day
- Providing people with clear information about different types of exercise and its benefits such as climbing stairs, doing housework or incorporating more walking into a journey by bus
- The importance of providing respite for carers so that they can have time to take part in physical activity
- Introducing a 'gym buddy' system where individuals can make contact with like-minded people to attend a gym or physical activity sessions together
- Providing more group activities that are culturally appropriate to encourage uptake
- Deploying, promoting and marketing Enfield-wide community campaigns such as a 'mile a day', 'Zumba day' or 'car-free day'
- Having a social prescribing offer in Enfield that would make exercise free for individuals requiring it to improve their health and wellbeing outcomes

What measurable outcomes do we want to improve over the course of the strategy?

- 63% of Enfield adults are performing 150 minutes or more of physical activity a week (2017/18)
- 26.4% of Enfield adults are engaging in less than 30 minutes of physical activity a week (2017/18)
- 66.3% of Enfield adults are walking once a week (2016/17)
- 18.1% of Enfield adults are walking as a means of travel 5 times a week (2016/17)
- Less than 5% of Enfield adults used cycling once per week as a means of transport for utility purposes (2016/17)
- 43 schools taking part in the Daily Mile 2019

Our priorities for being active

1. As employers, increase active travel to and within work amongst employees and visitors to premises.
2. Increase active travel amongst children and young people travelling to early years settings and schools and promote physical activity throughout the school day.
3. Create healthy homes, streets and neighbourhoods that facilitate and encourage physical activity and active travel.
4. Tackle inequality: area-based initiatives to increase physical activity in the most deprived wards in Enfield, building on our community assets.

Healthy Streets

Enfield Council is committed to delivering healthy streets across the borough. Working in partnership with Transport for London and the Mayor of London, Enfield is actively engaged in the re-design of our streets as we work towards the Mayors Transport Strategy for 8 out of 10 journeys to be by walking, cycling or public transport by 2041.

Reducing the reliance on the private motor car, in particular for short journeys, will bring a range of health benefits, increase community cohesion and help create better places to live.

Enfield Council has already delivered a number of transformative projects through the 'Cycle Enfield' programme, with more investment secured via the 'Liveable Neighbourhood' initiative. The Council are also committed to a rolling programme of measures in residential neighbourhoods to help increase the levels of active travel as part of a normal daily routine. In addition to infrastructure changes, the healthy streets programme is delivering a range of supportive measures, including community walks and rides, free bike repairs, cycle training and bringing a bike sharing system into the borough.



Priority 3: Being smoke-free

What do we know about this behaviour in Enfield?

Smoking is the leading cause of preventable illness and premature death in England, accounting for 21% of deaths in men and 13% of deaths in women aged over 35 in 2014. It is also the biggest cause of health inequalities accounting for approximately half of the difference in life-expectancy between the least and most deprived groups²⁶. In 2014/15 there were approximately 1.7 million hospital admissions by those aged 35+ for smoking related illnesses²⁷. It is estimated that smoking cost the NHS £2.6 billion in 2015²⁸. HM Treasury estimates that the total cost to the economy, including sickness absence and caring responsibilities, in England is around £12.9 billion per year²⁹.

Between 2012 and 2016, smoking prevalence fell in Enfield from 19.3% to 13.1% of the 18+ population, making smoking prevalence in Enfield the 10th lowest rate of the 32 London boroughs. In 2017, it rose slightly to 14.9% but overall this is a huge success. However, although smoking prevalence amongst the adult population in Enfield is lower than both the

²⁶ Office for National Statistics (2016). Health Survey for England 2015. Trend tables commentary.

²⁷ Action on Smoking and Health (ASH) (2017) The economics of tobacco.

²⁸ Public Health England (2017) Cost of smoking to the NHS in England: 2015.

<https://www.gov.uk/government/publications/cost-of-smoking-to-the-nhs-in-england-2015/cost-of-smoking-to-the-nhs-in-england-2015>.

Site accessed 28th May 2018.

²⁹ HM Treasury (2014) Tobacco levy consultation.

national and England averages, more than 32,000 adults in the borough still smoke. Furthermore, smoking prevalence remains stubbornly higher in particular groups, including people with mental ill health and within certain ethnic communities.

Concerted efforts are required across the borough, the health and care system and the Council to continue to help reduce smoking prevalence further, and to reduce prevalence amongst groups where this behaviour is particularly high.

The greatest gain to be made in smoking related ill-health is to help make ensure people do not start in the first place. A national survey carried out in 2014/15 provided local level data that showed 3.5% of 15-year olds in Enfield were smokers – lower than London and national averages but an indication that uptake of smoking remains a threat to young people. Positive behaviour amongst young people is something we want to continue to encourage and facilitate with the aim of achieving the first smoke-free generation³⁰.

What have local people told us?

Enfield residents have suggested:

- Raising awareness about the costs of smoking and cheaper alternatives
- Expanding smoking bans
- Increasing the opportunity for people to seek help to stop smoking, by making every contact count

What measurable outcomes do we want to improve over the course of the strategy?

- 14.9% of Enfield adults smoke (2016)
- 3.5% of 15-year olds in Enfield currently smoke (2014/15)³¹
- 7.5% Enfield mothers smoke during pregnancy (2017/18)
- 40.7% of adults with serious mental illness in Enfield smoke (2014/15)
- 50% of adults in the Turkish community smoke (and 28% of young people) (2014)
- £60.5M estimated costs of smoking in Enfield

Strategic priorities

1. Increase the number of smoke-free community spaces in Enfield, including around Council, NHS and voluntary sector buildings to help make not smoking the norm.
2. Support young people in not starting to smoke
3. Support the most vulnerable, such as pregnant women, to stop smoking.



Priority 4: Being socially connected

What do we know about this behaviour in Enfield?

³⁰ Towards a smoke-free generation: a tobacco control plan for England, DHSC, 2017

<https://www.gov.uk/government/publications/towards-a-smoke-free-generation-tobacco-control-plan-for-england>

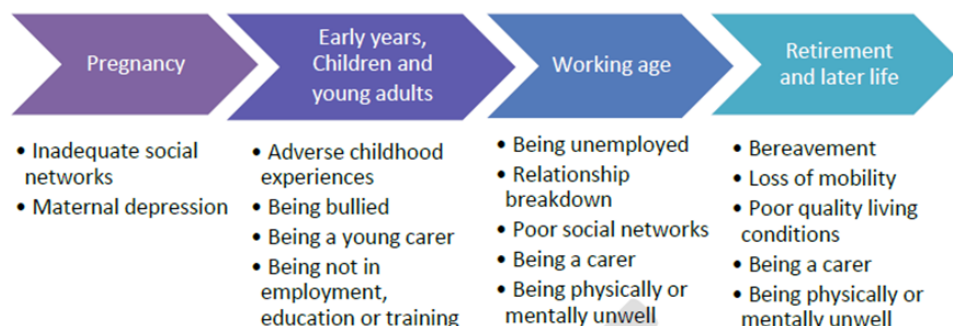
³¹ This data is from a national survey carried out in 2014/15, and we do not know when it might be repeated.

Social relationships affect physiological and psychological functioning and health behaviours, which can have a negative impact on general health and wellbeing. National evidence suggests a 50% increased risk of CHD among those who are socially isolated and/or lonely.³² Amongst elderly people, loneliness has been linked to a 29% increase in the risk of developing cardiovascular disease and a 32% increase in the risk for stroke³³ and to an increase in the risk of accelerated cognitive decline.³⁴

As found in our Scrutiny Review of Loneliness carried out in 2019³⁵, In Enfield, 10% of *all* households in Enfield are occupied by a single person aged 65 or over, with men in Enfield being expected to live the last 12 years of their life, and women the last 18 years, without being in “good health.”³⁶ There is also a clear link between social isolation and risk of falling in older people,³⁷ and reducing falls in Enfield is a high priority.³⁸

Social isolation is not only a problem for elderly people, however. Anyone can experience social isolation and loneliness at any stage in the life course and this can be cumulative. Some life events are recognised as potential trigger points.

Figure 1: Risk factors for social isolation and loneliness along the lifecourse



Source: PHE & UCL, September 2015

Social relationships and in particular adequate social networks (in terms of quality and quantity) can promote health through four possible pathways:

- Providing individuals with a sense of belonging and identity
- Increasing knowledge about how to access material needs and services
- Influencing the behaviours of individuals, for example through support or influence from family or friends to quit smoking, reduce alcohol intake, or to access health care when needed
- Providing social support that enables individuals to cope with stress, such as pressures at school or work, redundancy, retirement or the death of a close relative.³⁹

We want to work together to help people to be more socially connected, by providing more opportunities for social interaction, link people to positive social networks, particularly

³² Local action on health inequalities: Reducing social isolation across the lifecourse, PHE and UCL 2015

³³ Valtora et al, 2016

³⁴ Donovan et al, 2017

³⁵ <https://governance.enfield.gov.uk/documents/s73329/LonelinessandSocialIsolationScrutinyWorkstreamReportFinalDraft.pdf>

³⁶ <https://new.enfield.gov.uk/healthandwellbeing/topics/jsna/>

³⁷ Pohl, Cochrane, et al 2017

³⁸ <http://data.ageuk.org.uk/loneliness-maps/england-2016/enfield/>

³⁹ Local action on health inequalities: Reducing social isolation across the lifecourse, Public Health England and UCL 2015

through social prescribing, and help people into good quality employment.⁴⁰ We want to support people to access employment which is good for their wellbeing, as being in paid work is not in itself enough to improve health. Jobs can be as bad for health outcomes as unemployment if they are of poor quality, offer limited autonomy, or leave workers in poverty.⁴¹ Studies show that while there is some connection between unemployment and social isolation, the primary causative factor of isolation associated with unemployment is in fact poverty, and in-work-poverty is significant in this context⁴²

What have local people told us?

Enfield residents have told us that we should be making the best possible use of our community assets and helping people to take part in positive activities. People in the community have suggested:

- Having a social prescribing offer in Enfield
- Free activities for children and young people, in particular over the summer period
- Intergenerational activities such as visits to schools and homework clubs
- Access to a range of volunteering opportunities
- Introducing 'happiness cafes' or a 'happy to talk' table in cafes and restaurants where members of the public can engage in social interaction
- Utilising empty spaces / shops on the high street to deliver community or grassroots initiatives
- More peer support and befriending initiatives.

What measurable outcomes do we want to improve over the course of the strategy?

Measuring a person's subjective experience of loneliness can be both complicated and controversial. The Health and Wellbeing Board is developing an initial assessment tool as part of our Making Every Contact Count (MECC) implementation plan, which will provide an initial baseline of loneliness and isolation within the borough and provide a way to measure the effectiveness of the actions we are planning to take.

As a starting point, we have identified the following outcomes which we want to improve:

- 56.7% of adult social care users do not have as much social contact as they would like (18+) 2017/18
- 63.0% of adult carers do not have as much social contact as they would like (18+) (2016/17)
- Between April 2017 and March 2018, 805 people were admitted to hospital due to falls
- 30% of the population aged over 65 feel lonely⁴³
- 31% of our over 65 population are assessed at being at risk of social exclusion.⁴⁴

Strategic priorities

⁴⁰ www.health.org.uk/infographic/how-is-work-good-for-our-health

⁴¹ <http://www.healthscotland.scot/health-inequalities/fundamental-causes/employment-inequality>

⁴² <http://www.healthscotland.scot/publications/health-outcomes-and-determinants-by-occupation-and-industry-in-scotland>

⁴³ D Gaillie, S Paugam, and S Jacobs 2010.

⁴⁴ <http://www.enfieldccg.nhs.uk/Downloads/Equality-and-diversity/Equality%20information%20report%202016.pdf>

<https://new.enfield.gov.uk/healthandwellbeing/topics/jsna/>

1. Increase awareness across the local area of the availability of the many clubs and activities taking place in the borough
2. Help people who are lonely or isolated; people with mild mental health issues and people who struggle to engage effectively with services to take part in community activities through effective social prescribing.
3. Train and support staff across all organisations to be active listeners and responders and help local people to take part in community activities as part of our agenda to Make Every Contact Count.
4. Help local people to access high quality employment, which is characterised by fair pay, security, good working conditions, a good work life balance and opportunities to progress.

Social prescribing

Social prescribing is a way to help GPs and other frontline healthcare professionals to refer people to 'services' in their community instead of offering largely medicalised solutions. Often the first point of referral is a link worker who can talk to each person about the things that matter to them. Together they can co-produce a social prescription that will help to improve their health and wellbeing.

Community activities can range from art classes to singing groups, from walking clubs to gardening, from volunteering to education and training, and many other interests. Social prescribing can lead, where appropriate, to employment, such as by supporting someone into a college course to build their employability skills. It is therefore particularly relevant in regard to helping people start more healthy behaviours and increase their social connectivity, so helping combat loneliness.

Approaches to social prescribing are developing across the country, particularly with people who are lonely or isolated; people with mild mental health issues who may be anxious or depressed; and, those who struggle to engage effectively with services. It is also relevant to people with wider social issues such as poverty, debt, housing, relationship problems, all of which impact on their health and wellbeing. Very often these people make frequent repeat visits to their doctor or to their local emergency department – effectively trapping them in a 'revolving door' of services.

Building our capacity by making every contact count (MECC)

We need to use every opportunity to provide residents with the knowledge, skills and opportunities to stop smoking (or not start smoking), to eat well, be active and maintain a healthy weight. Making the healthy choice may be difficult if people do not feel control over their environment and their personal circumstances. Health professionals can help people to see a connection between their efforts and health outcomes and can improve and facilitate health literacy.⁴⁵ Similarly, other professionals having contact with residents about other issues - whether that is about housing, their children's wellbeing, or requests for information

⁴⁵ *Making healthy choices easy choices: The role of empowerment*, European Journal of Clinical Nutrition · September 2005

about leisure activities or library services – have an opportunity to connect people to opportunities to improve their health.

Making every contact count (MECC) is an approach to behaviour change that utilises the multitude of day to day interactions that organisations and their staff have with residents to encourage changes in behaviour that have a positive effect on the health and wellbeing of individuals, communities and populations. As a partnership, we need to commit to building this approach into all contacts we have with residents – be it as a GP, health visitor, school nurse, housing officer, librarian or family support practitioner.

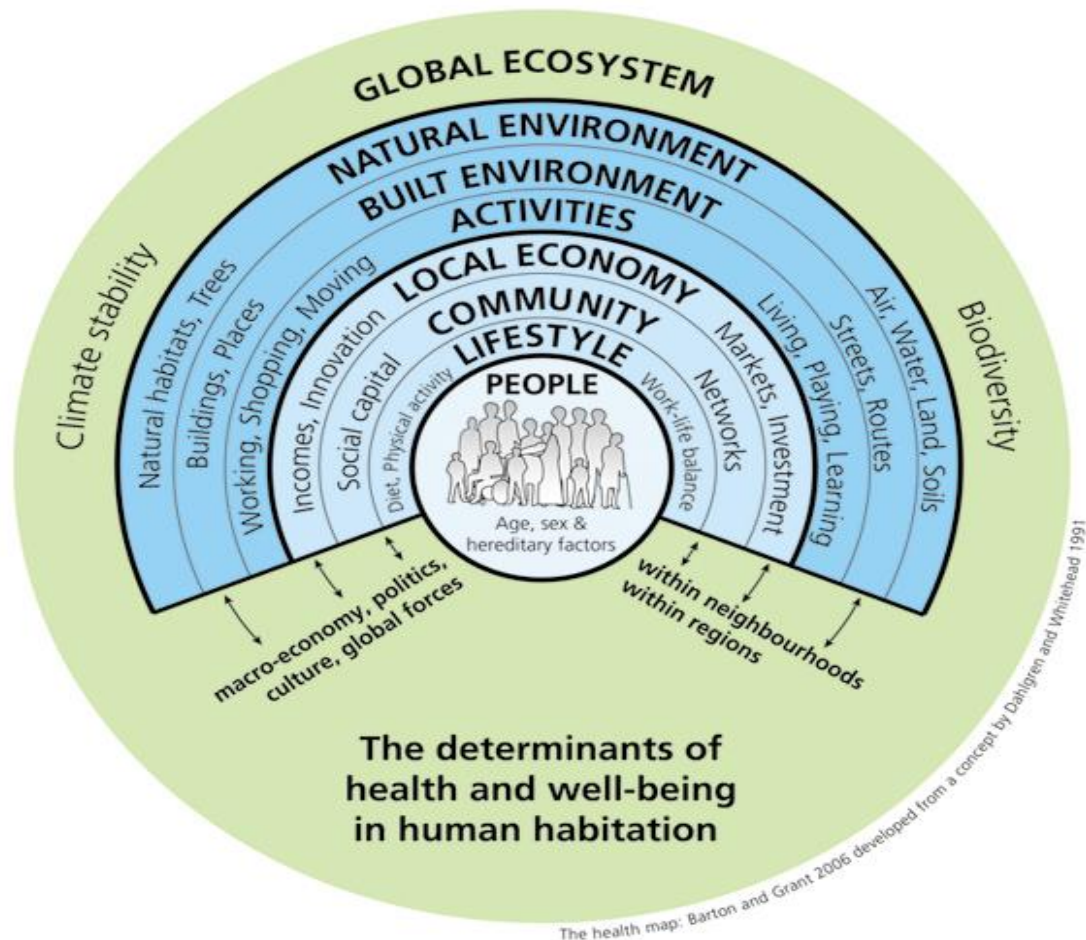
MECC is about using routine and daily contact with the residents of Enfield to spot opportunities to help and encourage people to take positive steps to improve their own health and wellbeing. Enfield Council will be developing and delivering a two-tiered training programme focussing on health, wellbeing, housing, employment and income. It will have a high degree of flexibility and will be aimed at frontline staff, including council, NHS, emergency services and community and voluntary sector staff. The programme will aim to increase the skills and confidence of staff to deliver simple evidence-based interventions to promote the health, wellbeing and quality of life of residents within Enfield.

We also need to work with people within the community who influence others and develop strong role models to help influence positive behaviours and change habits, particularly amongst communities currently experiencing the worst outcomes. In short, this is about building the capacity within the community to help and support others in positive behaviour change to improve health. The Board will use its influence to drive community development in this area.

Addressing the wider determinants of health

This new Joint Health and Wellbeing Strategy is focused on the four behaviours of eating well, increasing physical activity, being smoke-free, and being socially connected. There is national and international evidence of the positive impact on health if people are helped and encouraged to live their lives participating in these behaviours. We have used local outcomes data, the public consultation on this strategy and national research and best practice to identify specific priorities in regard to facilitating these three behaviours. This includes many actions to tackle availability of healthy food, improving the education, work and home environment for people in the borough, and creating healthy streets and neighbourhoods.

However, we know that there are many other aspects to the wider determinants of health impacting on people's health and wellbeing which we have not focused on within this strategy. This includes people's access to decent housing, their level of income, their employment and their experience of crime and antisocial behaviour. Our consultation also



demonstrates that these are important issues to Enfield residents when thinking about their health and wellbeing.

There are many other activities and strategic programmes underway across the partnership to continue to tackle these wider determinants of health. The Health and Wellbeing Board is committed to working together, and with our wider partnership of community, business and other organisations in the borough to deliver on improving access to good quality homes; to supporting people into training and secure employment; and to tackling crime.

Relevant Enfield Council strategies, including those currently in development as at September 2019, include:

- Council Corporate Plan
- Local Plan
- Housing and Growth Strategy
- Preventing Homelessness and Rough Sleeping Strategy
- Children and Young People Plan
- Volunteering Strategy
- Violence against Women and Girls (VAWG) Strategy

- Enfield Children and Young People's Mental Health Transformation Plan
- Healthy Weight Strategy
- Loneliness and social isolation strategy
- Safeguarding Adolescents from Exploitation and Abuse Strategy
- Enfield Travel Plan
- Economic Development strategy
- Safe and stronger communities plan
- North area violence reduction plan⁴⁶

The health dividend offered by integration

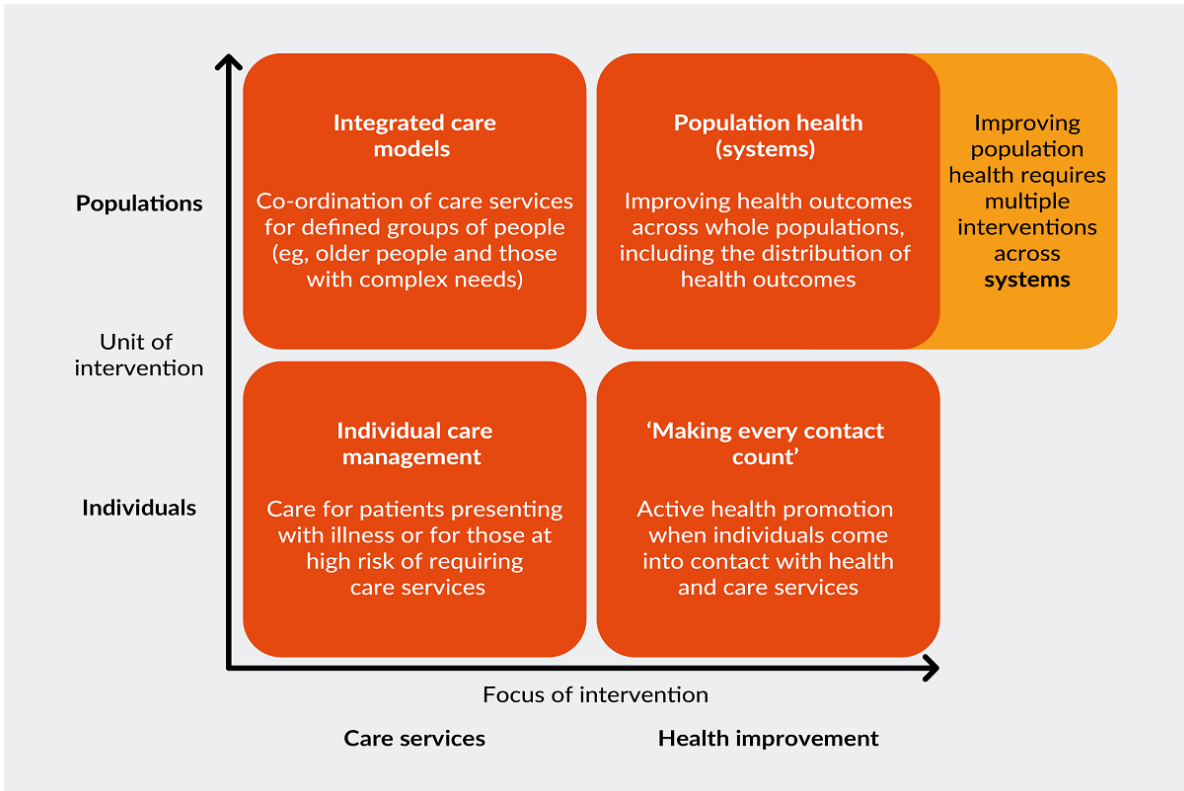
Integrated care systems (ICSs) have evolved from STPs and take the lead in planning and commissioning care for their populations and providing system leadership. They bring together NHS providers and commissioners and local authorities to work in partnership in improving health and care in their area.⁴⁷

Integrated care happens when NHS organisations work together to meet the needs of their local population. Some forms of integrated care involve local authorities and the third sector in working towards these objectives alongside NHS organisations. The most ambitious forms of integrated care aim to improve population health by tackling the causes of illness and the wider determinants of health.

The focus of population health systems

⁴⁶ This list is not exhaustive, but gives an overview of key strategies Health and Wellbeing Board organisations are developing and implementing to tackle the wider determinants of health

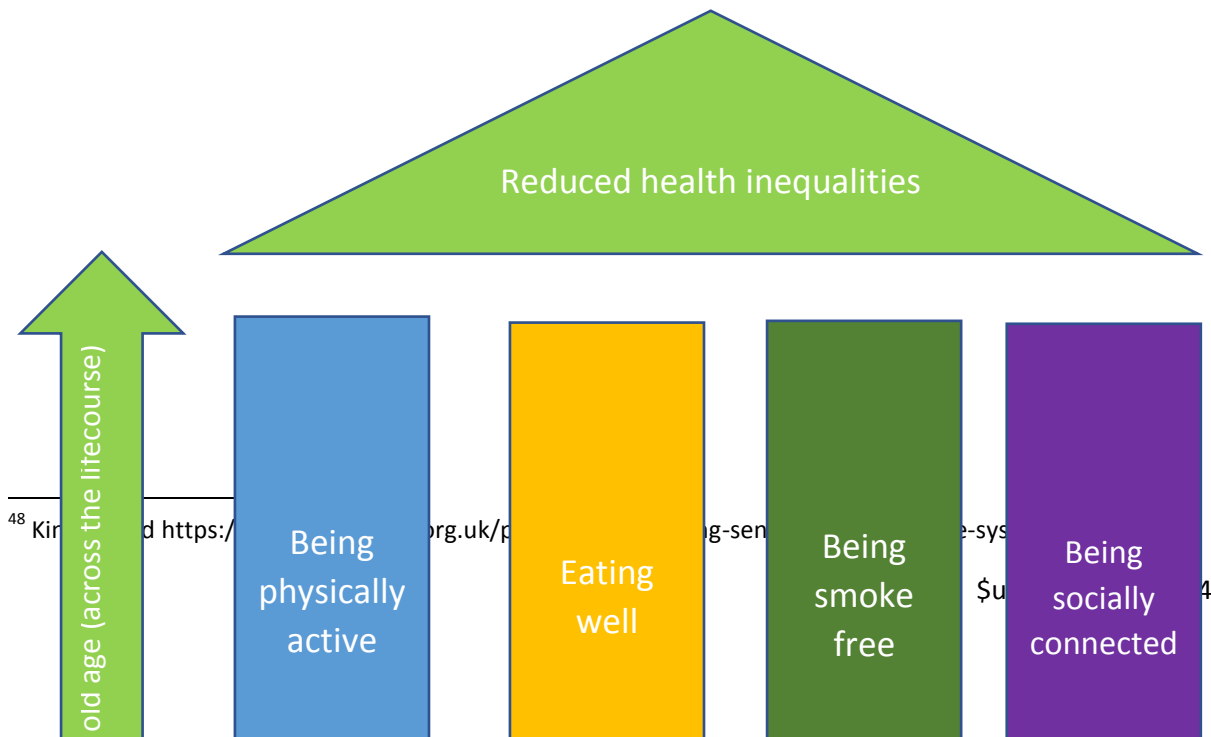
⁴⁷ <https://www.kingsfund.org.uk/publications/making-sense-integrated-care-systems#what>



Source: King's Fund ⁴⁸

Integrated care happens when NHS organisations work together to meet the needs of their local population. Some forms of integrated care involve local authorities and the third sector in working towards these objectives alongside NHS organisations. The most ambitious forms of integrated care aim to improve population health by tackling the causes of illness and the wider determinants of health, which is the aim of this strategy and which the Board are working towards.

The four pillars of the Joint Health & Wellbeing Strategy for Enfield



How will we measure success?

The over-arching aim of this strategy is to reduce the unacceptable and persistent health inequalities experienced by Enfield residents.

Over the course of the next three years we will measure progress and achievements towards achieving this goal by tracking our progress in increasing the proportion of the population who are having the opportunity to participate in healthy behaviours.

These measures will be a mix of process measures (such as numbers of Council staff trained to deliver Making Every Contact Count) as well as outcome measures (such as the reduction in school-aged obesity in our high prevalence areas) and are shown in Appendix 2. These will all contribute towards reducing the health inequality gaps on life expectancy and healthy life expectancy.

We will report on progress regularly through meetings of the Health and Wellbeing Board and communicate these directly with our residents.

At the end of the three years the Board will assess what else needs to be done in order to continue the progress in tackling the root causes of health inequalities seen in Enfield.

Priority	Indicator	Target for 2023
Priority 1: Having a healthy diet	305 fast food outlets in Enfield 2019	Halt the increase in the number of new fast food outlets in the borough
	92 food outlets signed up to the Healthy Catering Commitment (Jul 2019)	Increase the number of outlets signed up to the HCC by 20% by 2023
	Guidelines adopted within the local plan of how to restrict unhealthy fast food outlets	Regulations adopted
	Healthy Schools award currently 77 schools registered (88%) 53 bronze 27 silver 7 gold	By 2023 increase to: 85 schools registered (96%) 60 bronze 35 silver 10 gold
	24.9% 4 to 5-year olds are overweight or obese (2017/18)	Halt the increase of overweight/obese children by 2023
	41.1% 10 to 11-year-olds (2017/18)	Halt the increase of overweight/obese children by 2023
	61.4% of adults are overweight or obese (2017/18)	Halt the increase of overweight/obese adults by 2023

Priority 2: Being Active	63.0% of Enfield Adults performing 150 minutes or more of physical activity a week (2017/18)	Increase to 70% by 2023
	26.4% of Enfield adults engaging in less than 30 minutes of physical activity a week (2017/18)	Decrease to 20% by 2023
	Less than 5% of Enfield adults used cycling once per week as a means of transport for utility purposes (2016/17) *this includes Cycle Enfield Data	Increase to 10% by 2023
	51.3% of Enfield Adults walk for travel once per week (2016/17)	Increase to 60% by 2023
	43 schools taking part in the Daily Mile 2019	Increase from 43 to 60 by 2023
Priority 3: Being Smoke Free	13.7% of Enfield adults smoke (2018)	Under 12% by 2021 Under 10% by 2023
	10 Schools that have implemented stop smoking at school gates	Increase this to 20 schools by 2023
	7.5% Enfield mothers smoke at the time of delivery (2017/18)	<5% of mothers smoking at the time of delivery
	33.8% of Enfield residents with a long-term mental health condition smoke (18+) (2017/18)	Reduce smoking prevalence to 30% by 2021 25% by 2023
Priority 4: Being Socially Connected	56.7% of adult social care users do not have as much social contact as they would like (18+) 2017/18	Reduce by 10% by 2023
	63.0% of adult carers do not have as much social contact as they would like (18+) (2016/17)	Reduce by 10% by 2023
	Between April 2017 and March 2018, 805 people were admitted to hospital due to falls	Reduce by 10% by 2023
	30% of the population aged over 65 feel lonely	Reduce by 10% by 2023
	31% of our over 65 population are assessed at being at risk of social exclusion	Reduce by 10% by 2023
Long-term conditions	Cancer	
	72.1% of eligible females aged 53-70 were screened for breast cancer at least once in the previous 36 months (2018)	England = 74.9%
	68.8% of eligible females aged 25 to 64 years screened for cervical within the previous 3.5	England = 71.4%

		years (2018)	
		53.2% of eligible people aged 60-74 were screened for bowel cancer in the previous 30 months (2018)	England = 59.0%
	Diabetes	81.7% of people have been diagnosed with diabetes out of the estimated number of people with diabetes in Enfield (2018)	Aim 1 – to close the gap (i.e. get everyone diagnosed to get accurate prevalence data). This requires the CCG to case find. Aim 2 – to reduce recorded prevalence from 81.7% to 90%
	COPD	1.1% of patients (all ages) in Enfield are on the COPD register (QOF 2017/18). It is estimated that 2.4% of the population in Enfield have COPD (2015).	Close by 10%
	Hypertension	13.2% of people in Enfield (all ages) are diagnosed with hypertension (QOF 2017/18). It is estimated that 20.5% of people (aged 16+) have hypertension.	Close by 10% - document Caveat – exclude under 16-year olds QOF

Overarching Indicators	7.6-year gap in male life expectancy between the most and least deprived areas of Enfield. (2015/17)	Close the gap by 20% by 2023
	4.8-year gap in female life expectancy between the most and least deprived areas of Enfield. (2015/17)	Close the gap by 20% by 2023
	24.9% 4 to 5-year olds are overweight or obese (2017/18)	Halt the increase of overweight/obese children by 2023
	41.1% 10 to 11-year-olds (2017/18)	Halt the increase of overweight/obese children by 2023

Appendix 1: Consultation report

We consulted with members of the public across Enfield to inform the development of this strategy. This included an online survey and face to face interviews with 643 residents, which took place between 19th December 2018 and 17th February 2019. It also included discussion with 152 residents at the Healthwatch annual conference on 14th February 2019. Participants of the conference were encouraged to share ideas, suggestions and challenges about how to improve health and wellbeing in Enfield, focusing on how we can better support and facilitate healthy behaviours.

Our vision

Respondents to our online survey overwhelmingly agreed with the vision, with 91% stating that they either *strongly* agreed or *tended to agree*.

We asked people whether they thought the following factors were important when thinking about health and wellbeing, and the majority of respondents agreed they were, in all cases. Our strategy aims to help people achieve all these outcomes, by facilitating healthy behaviours which are shown to have a positive impact on these outcomes

1. Feeling happy (546 respondents) 85%
2. Sleeping well at night (535) 83%
3. Having friends, family and a support network that can help you (507) 79%
4. Having a healthy weight (498) 77%
5. Feeling that you/your family are safe from crime and ASB (495) 77%
6. Having reduced risk of cancer, heart disease, etc (487) 76%
7. Living for a long time in good health (482) 75%
8. Living without pain (480) 75%
9. Having somewhere suitable to live (480) 75%
10. Having something meaningful to do every day (446) 69%
11. Knowing who to talk to if you feel stressed or worries (426) 66%
12. Having a good income (412) 64%

Respondents also considered that a clean environment and air quality were important too. One of the important ways our strategy is aiming to address this is through increasing active travel, to minimise car use wherever possible. Enfield Council has also committed to making the authority carbon neutral by 2030 or sooner; and is establishing a Climate Emergency Task Force made up of officers and elected members.

Our priorities

Through the online consultation, we asked respondents whether they agreed that helping people to eat well, be physically active and be smoke free were important for helping people to be healthy and well. The majority agreed that these were all important. Respondents were also asked what else was important, and from these free text answers, the themes of mental health and socialising also emerged, which led to our inclusion of the priority of helping people to be socially connected.

The majority of respondents agreed that their home; their neighbourhood, their income and money; how they travelled/ got around and their job were all important when thinking about their health and wellbeing. Relationships/ support/ friends were also identified as important. This supports our approach of prioritising actions to help people to live healthily in their home and their neighbourhoods and focusing on the importance of focusing action on improving the ability do so for people on low incomes.

There was support for healthcare professionals promoting community activities instead of just medical solutions, with 86% strongly agreeing or tending to agree with this approach.

Eating well

- **81%** of the people we surveyed said they had enough of the kinds of food they want to eat
- **15%** said they had enough food, but not always the kind they wanted to eat.
- **3%** said that sometimes or often they didn't have enough to eat.

This finding is further evidence of the importance of understanding the links between poverty and health, and of increasing the availability of healthy and affordable food in all areas of the borough, particularly those where healthy food is currently less readily available.

The things that influenced people when making their decision about their evening meal included:

- what food they had available at home (42%)
- whether it was healthy (39%)
- how long it would take to prepare and cook (28%)
- who they were eating with (21%)
- what time they got home from work (13%)
- whether they felt like cooking (13%)
- how much it cost (11%)
- ideas from family/ friends (6%)
- their medical condition (4%)
- whether there were food stores/ eateries nearby (3%)

These are all important considerations when formulating actions over the three years of the strategy.

Being physically active

On a typical week...

- 9% of the people surveyed said that they did no physical activity at all
- 73% said they walked
- 27% said they go to the gym
- 15% said they are physically active through their job

- 13% said they went swimming
- 11% said they go jogging/ running
- 9% said they cycled
- 5% said they play team sports

For the people who had been active, they did so in the following places:

- On the road/ pavement (46%)
- In a park (32%)
- In a gym (28%)
- At home (18%)
- On a walking path (16%)
- At work (16%)
- In a sports hall (10%)
- On a cycle path (3%)
- At school (3%)

This finding is further evidence of the importance of active travel as a means of exercise, and of making healthy streets where people can more readily cycle and walk.

Being smoke-free

- 9% of the people we surveyed said they had smoked in the last week (excluding vaping and e-cigarettes)
- 90% said they had not smoked
- 1% were not sure

For 18 to 24-year olds, the percentage who had not smoked went up to 96%.

Of those who do smoke, 27% said they would like help to stop smoking.

Of those who answered the question about what would stop people smoking:

- 147 thought education
- 95 thought it should be made more expensive
- 50 thought more support
- 27 thought peer pressure
- 27 thought it should be banned in more public places.

This finding supports our priority to explore increasing the number of smoke-free areas in the borough.

How the consultation was used to inform the strategy

It is acknowledged that the consultation does not provide a statistically significant sample of the population and the results of the consultation were just one part of the research used to inform the final strategy.

The results of the online consultation have been used in combination with national research, analysis of local data, stakeholder analysis and the Healthwatch conference with members of the community, to determine the final vision, priorities and the year one action plan.

Appendix 2: Year One Action Plan: 2020

Priority 1: Eating well

Life stage	Priority	Actions in year one	Named leads	Measure of success
Living well	Create working environments that support a healthy, balanced diet	Continue to provide a healthy food environment in North Middlesex University Hospital by working with retail units to promote healthy options and continuing to make the fresh fruit and vegetable stall available for staff, patients and visitors.	Maria Kane, Chief Executive, North Middlesex University Hospital NHS Trust	Fresh fruit and vegetables are widely available and promoted in North Middlesex University Hospital,
		Ensure Public Health England's Government Buying Standard for Food and Catering Services continues to be adopted across Enfield Council Buildings where food is provided.	Procurement Department LBE and Enfield HWB	Ensure internal review conducted by end of 2020
Starting well	Create environments in early years settings, schools, health and social care that support a healthy, balanced diet	Work with schools to ensure that children and young people have a healthy balanced meal during the school day.	Tony Theodoulou, Executive Director, People, LBE	Measure of success to be developed.
All ages	Create healthy neighbourhoods and town centres that support a healthy, balanced diet	Review the healthy food offer in commercial premises leased from the Council's Housing Revenue Account to identify ways of increasing the availability of healthy food.	Joanne Drew, Director of Housing and Regeneration, LBE	Report on the outcome of the review considered by Health and Wellbeing Board by December 2020.

All ages	Tackle inequality: area-based initiatives to increase take up of '5 a day' in the most deprived wards in Enfield	Increase the availability of fresh fruit and vegetables and access to support and information on healthy cooking in Upper Edmonton, linking in with the Enfield Care Network (Upper Edmonton area's new Primary Care Network).	<p>Sarah Cary, Executive Director, Place, LBE</p> <p>Jo Ikhelef, Enfield Voluntary Action</p> <p>Dr Mo Abedi, Medical Director, Enfield CCG</p> <p>All HWB Board Members</p>	Report to Health and Wellbeing Board by 2020 sets out the outcome of this project, with evidence of an increase in availability of fresh fruit and vegetables in Upper Edmonton and evidence that local residents have benefited from increased information on healthy cooking.
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Priority 2: Being active

Life stage	Priority	Actions in year one	Named lead	Measure of success
Living well	As employers, increase active travel to and within work amongst employees.	Enable access to a bike sharing scheme for Council staff and help connect other partner organisations to the scheme..	Sarah Cary, Executive Director, Place, LBE All Board members	Expansion of scheme
		Explore options for staff car parking arrangements to incentivise public transport and discourage car use where possible.	Sarah Cary, Executive Director, Place	Increase in proportion of staff walking, cycling and using public transport to travel to work by end of 2020
		All partner organisations to limit the availability of staff car parking and promote active travel on car free day 2020	All Board Members.	Increase in proportion of staff walking, cycling and using public transport to travel to work by end of 2020
Starting well	Increase active travel amongst children and young people travelling to early years settings and schools and promote physical activity throughout the school day.	Offer all primary schools support to implement The Daily Mile, targeting schools with the highest obesity levels.	Tony Theodoulou, Executive Director, People Stuart Lines, Director of Public Health	Number of schools delivering the Daily Mile a minimum of 3 days per week to be increased from 43 to 50 by April 2020
		Continue to provide schools access to cycle training and start to deliver measures at 2 to 3 schools that restrict private cars at school gates during the	Tony Theodoulou, Executive Director, People	Report to Health and Wellbeing Board by December 2020 evidencing training provided across local schools in Enfield and measures at 2 to

		start and end of the school day.	Sarah Cary, Executive Director, Place, LBE	3 schools which restrict private cars at schools gates at start and end of school day.
All ages	Create healthy homes, streets and neighbourhoods that facilitate and encourage physical activity and active travel.	Continue to expand the Borough wide walking and cycling network through construction of the A1010 North project (subject to approval).	Sarah Cary, Executive Director, Place, LBE	Complete A1010 north project
		Promote walking and cycling as part of an active lifestyle throughout the engagement process for the Enfield Town Liveable Neighbourhood project.	Sarah Cary, Executive Director, Place, LBE	Involve active travel and health organisations in consultation.
		Develop a dynamic marketing campaign for promoting the use of Enfield cycle lanes, targeted at all ages.	Sarah Cary, Executive Director, Place, LBE All Board members	Campaign launched by end of 2020.
		Use healthy design principles in the development of Meridian Water.	Sarah Cary, Executive Director, Place, LBE	Report to Health and Wellbeing Board by December 2020 updating on healthy design principles being incorporated into the ongoing development of Meridian Water.
	Tackle inequality: area-based initiatives to increase physical activity in the most deprived wards in Enfield	Increase awareness of walking and cycling routes in Upper Edmonton; and explore options for piloting a scheme to make	Glenn Stewart Deputy Director of Public Health	Report considered by Health ad Wellbeing Board by December 2020 which sets out how we have increased

		<p>bike sharing available for members of the community through social prescribing.</p>	<p>Sarah Cary, Executive Director, Place</p> <p>Jo Ikhelef, Chief Executive, Enfield Voluntary Action</p> <p>Dr Mo Abedi, Clinical Director, Enfield CCG</p>	<p>awareness of walking and cycling routes in Upper Edmonton, and the outcome of the pilot to make bike sharing available to members of the community through social prescribing.</p>
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Priority 3: being smoke-free

Life stage	Priority	Actions in year one	Named lead	Measure of success
All ages	Increase the number of smoke-free community spaces in Enfield, including around Council, NHS and voluntary sector buildings to help make not smoking the norm.	Explore options of increasing 'no smoking' signage around parks and playgrounds and outside school gates.	Sarah Cary, Executive Director, Place Glenn Stewart Deputy Director of Public Health	Report considered by Health and Wellbeing Board by December 2020 which sets out where 'no smoking' signage has been increased around parks and playgrounds and outside school gates.
		Explore options for incorporating smoke-free signage as part of the 'way finding' strategy developed for the Enfield Town Liveable Neighbourhood project.	Sarah Cary, Executive Director, Place Glenn Stewart Deputy Director of Public Health	Report considered by Health and Wellbeing Board by December 2020 which sets out how smoke-free signage has been incorporated as part of the 'way finding' strategy for the Enfield Town Liveable Neighbourhood project.
Starting well	Support young people in not starting to smoke	Enforce our Tobacco Control Strategy to restrict under-age and illicit tobacco sales.	Glenn Stewart Deputy Director of Public Health	Update to be provided to Health and Wellbeing Board by December 2020 setting our impact of tobacco control strategy.
All ages	Support the most vulnerable, such as pregnant women, to stop smoking.	Re-focus our smoking cessation service on supporting high-risk groups including pregnant women to stop smoking	Glenn Stewart Deputy Director of Public Health Maria Kane, Chief Executive, North Middlesex	Reduce percentage of Enfield residents who smoke to under 12% by 2021.

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Priority 4: Being socially connected

Life stage	Priority	Actions in year one	Named lead	Measure of success
All ages	Increase awareness across the local area of the availability of the many clubs and activities taking place in the borough	Promote the MyLife directory across all organisations and community groups.	Bindi Nagra, Director of Adult Social Care, Enfield Council	Increase in number of viewings month on month by year end.
All ages	Help people who are lonely or isolated; people with mild mental health issues and people who struggle to engage effectively with services to take part in community activities through effective social prescribing.	Deliver a new social prescribing project to help residents find the right services and activities at the right time for them, linking in with the new Primary Care Networks to develop area-based approaches across the borough.	Jo Ikhelef, Chief Executive, Enfield Voluntary Action Dr Mo Abedi, Clinical Director, Enfield CCG	Report to be provided to health and Wellbeing Board by December 2020 setting out impact of social prescribing project during 2020.
All ages	Train and support staff across all organisations to be active listeners and responders and help local people to take part in community activities as part of our agenda to Make Every Contact Count.	Develop a community development and engagement offer to help the voluntary and community sector to become public health educators and enablers.	Glenn Stewart, Deputy Director of Public Health Jo Ikhelef, Chief Executive, Enfield Voluntary	Community development and engagement offer published by December 2020.

			Action Natalie Fox CEO BEHMHT	
All ages	Help local people to access high quality employment, which is characterised by fair pay, security, good working conditions, a good work life balance and opportunities to progress.	Increase the number of Enfield residents accessing good quality employment through new apprentices starting work at the council during 2020.	Director of Human Resources	Report provided to the Health and Wellbeing Board by December 2020 which sets out the number of apprentices starting work at the council during 2020.

MUNICIPAL YEAR 2019/2020 REPORT NO. **129**

MEETING TITLE AND DATE:

Cabinet: 13th November 2019

REPORT OF: Tony Theodoulou

Executive Director: People

Contact officer and telephone number:

Anne Stoker, Director Children & Family Services x4075

E mail: anne.stoker@enfield.gov.uk

Agenda – Part:1	Item: 7
Subject: Children’s Social Care Increasing Demand and Pressures Wards: All Key Decision: KD: 5014	
Cabinet Member consulted: Cllr Rick Jewell	

1. EXECUTIVE SUMMARY

- 1.1 Following the recent ILACS (inspection of local authority children’s services) standard 2-week inspection from 4th to 15th March 2019 Ofsted found services for early help and protection, looked after children, care leavers, fostering and adoption are good. Since March the Local Authority has delivered on the Ofsted improvement plan, maintained practice improvements and increased quality assurance processes.

- 1.2 Children’s Services continue to be a key priority for the Council. Cabinets investment into Children’s Social Care in July 2019 has yielded direct results with reduced caseloads and better practice evidenced through the 6 weekly audit and moderation process that is in place. Whilst there had been a significant increase in child protection investigations (over 90%) a recent review found that 94% of the strategy discussions were held in a timely manner, threshold application and decision making was appropriate and proportionate. There has been a marked and sustained improvement in timeliness of assessments, currently over 90% assessments are being completed within statutory timescales compared to 74% in March 2019.

- 1.3 However, Children’s Social Care have been unable to keep caseloads at a reasonable level as demand has continued to increase over the last 6 months. The rise in activity is due to continued complex needs, ending of the edge of care service and significant practice changes within the service.

- 1.4 The service has a planned annual conversation with Ofsted in November 2019 and a focused 2-day visit is likely to happen soon after. It was agreed at the July Cabinet that a further report would be brought in November following an analysis of demand and pressures. Cabinet are asked to note the good work of frontline staff and the rise in practice improvement against a backdrop of increasing caseloads.

- 1.5 To ensure caseloads are at a reasonable level and that practice improvements are sustained Cabinet are asked to invest in a new social work team in the child protection service and approve a further:
 - £125k investment this year funded through risk reserves while the permanent investment of £365k in 2020/21 will be managed through the medium-term financial plan process.

2. RECOMMENDATIONS

- 2.1 Cabinet are asked to note the good work of frontline staff and the rise in practice improvement against a backdrop of increasing caseloads. To ensure caseloads are at a reasonable level and that practice improvements are sustained Cabinet are asked to invest in a new social work team in the child protection service and approve a further:
- £125k investment this year will be funded through risk reserves while the permanent investment of £365 in 2020/21 will be managed through the medium-term financial plan process.

3. BACKGROUND

- 3.1 Following the recent ILACS (inspection of local authority children's services) standard 2-week inspection from 4th to 15th March 2019 Ofsted found that senior leaders, with cross party support, have worked effectively to strengthen and improve service provision since the recent focused visit in September 2018 and the previous inspection in 2015.
- 3.2 Ofsted recognised that senior leaders continue to work hard to embed and sustain the recent improvements and that Children's Services continue to be a key priority for the Council. They found that Children's Social Care are on an upward trajectory of continuous improvement with strong, stable leadership in place and that services for early help and protection, looked after children, care leavers, fostering and adoption are good.
- 3.3 They recognised the impact of the practice lead positions introduced in November 2018 and the improvement in skills and knowledge of frontline staff and managers. The significant investment in staffing in the MASH and the assessment teams had made a difference to caseloads and the quality of practice. However, practice improvements are still inconsistent, decision making in the MASH is variable and it is too early to see sustained changes particularly in the Children in Need services.
- 3.4 Following the ILACS inspection Cabinet agreed in July 2019 invest £375k funded by risk reserve in Children's Social Care to deliver on the Ofsted improvement plan, maintain practice improvements and increase quality assurance processes. This investment has resulted in significant practice improvement however, Children's Social Care have been unable to keep caseloads at a reasonable level as demand has continued to rise over the last 6 months. The increase in activity is due to continued complex needs, ending of the edge of care service and significant practice changes within the service.
- 3.5 Children's Social Care continue to see an increase in demand over the last 6 months as follows:

Area of activity	January 2019	June 2019	Reason
Referrals to Social Care (within last 3 months)	1882	2339	Practice change following Ofsted
Child protection investigations (within	490	832	Practice change

last 6 months)			following Ofsted
Completed Assessments (within last 6 months)	2195	2928	Practice change following Ofsted
Children subject to child protection plan	285	311	Recent reduction
Children looked after	377	396	Recent reduction
Care Leavers	250	274	Increase in former UASC

- 3.6 Over the last 5 years there has been an increase in unaccompanied asylum-seeking children (UASC) from 12% of LAC population (2014) to 20% of population in 2019. This is a direct result of the national transfer scheme being broken.
- 3.7 The number of children at risk of sexual exploitation has increased year on year with a 50% increase in the last 2 years this is due to increased awareness across the partnership.
- 3.8 Enfield Children's Services continue to be relatively low spending compared to most other local authorities. The investment requested would increase the number of social workers creating a new team which will stabilise reasonable workloads and encourage social workers to stay in Enfield thus maintain the positive trend in reducing vacancies, agency workers and staff turnover.
- 3.9 This paper requests a further permanent £365k investment in Children's Social Care which will create a new social work team to bring caseloads down to under the Pan London standards. The in-year investment of £125k will be funded through risk reserves while the permanent investment of £365k in 2020/21 will be managed through the medium-term financial plan process.
- 3.10 The investment will enable recruitment to a new social work team (7 posts) which will bring caseloads down to a reasonable level assuring consistency and assurance of good practice.
- 3.11 There is a rigorous process in place to scrutinise, track and monitor practice as follows:
- Fortnightly operational Continuous Improvement Board chaired by the Director of Children and Family Services
 - Monthly Practice and Performance Board chaired by the Executive Director: People
 - Quality Assurance Board chaired by the Chief Executive.

The Cabinet Member and Executive Director: People and the children's multi-agency partnership receive regular reports. The service will seek further independent benchmarking opportunities, for example through external review, peer reviews and mock inspections to benchmark performance and ensure continuous improvement.

4. ALTERNATIVE OPTIONS CONSIDERED

We have recently commissioned a social care agency to deliver some children in need services to meet statutory duties within set timescales however maintaining agency staff is not cost effective in the long term. The investment requested from Cabinet will increase permanent recruitment, strengthen further the stability of the workforce and reduce staff turnover.

5. REASONS FOR RECOMMENDATIONS

An annual conversation is planned with Ofsted for November 2019 to track progress following the full inspection (March 2019). This is likely to be followed in quick succession by a 2-day focused visit. Through additional investment, the service will be able to maintain reasonable caseloads, firm up the strong foundations in social care and further hone our trajectory of continuous improvement. Ensuring that Enfield Council delivers a high quality, safe service to children and families that meets regulatory expectations.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

In 2019/20, £125k investment outlined in this report to be funded from the risk reserve while the permanent investment of £365k in 2020/21 will be managed through the medium-term financial plan process.

6.2 Legal Implications

- 6.2.1 The recommendations set out within this report are within the Council's powers and duties. The report recommends investment in Children's Social Services to strengthen delivery of the service and ensure that it can continue to support the Council in meeting its statutory obligations.
- 6.2.2 Every local authority has a general duty under Schedule 2 paragraph 4(1) of the Children Act 1989 to take reasonable steps through the provision of services under Part III of the Children Act 1989 to prevent children in their area suffering ill-treatment or neglect. The recommendations set out in this report comply with this legislation.
- 6.2.3 Under the Local Government Act 1972 the Council can appoint such officers as it thinks fit for the proper discharge of its functions. Section 111(1) of the Local Government Act permits a local authority to do anything calculated to facilitate the discharge of their functions. The recommendation to invest in Children's Services is in accordance with these powers.

- 6.2.4 Any recruitment and selection process must be carried out in accordance with the Council's policies, procedures and employment law, and avoid unlawful discrimination in advertising and recruiting to the posts.
- 6.2.5 An equality impact assessment of the impact of any reorganisation proposals should be prepared to enable decision-makers to consider compliance with the Council's duties generally under the Equality Act 2010, to avoid discrimination and promote equality of opportunity and access, including monitoring any possible negative impact hereafter.

7. KEY RISKS

Without this investment the service cannot maintain reasonable caseloads, the strong foundation and positive trajectory within Children's Social Care may weaken. If caseloads do not stabilise the consistency in the quality of work will not be maintained. This would also affect staff morale, recruitment and retention, reversing the positive trend we have established in the last 9 months. There is a risk that the annual conversation with Ofsted planned for November 2019 will not assure inspectors of our commitment to sustained improvements and could trigger a full inspection of services as was the case in September 2018.

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

The work of Children's Social Care meets all 3 of the council's key priority areas within the corporate plan and the objectives within the Children and Young People's Plan. With emphasis and more weighting upon improving services to those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum from early help to statutory interventions. Through early intervention and specialist statutory services children are supported to live wherever possible within their families and communities.

9. EQUALITIES IMPACT IMPLICATIONS

Children's Social Care forms part of the Council's programme of retrospective equalities impact assessments (EQIA). The retrospective EQIA collates equalities monitoring of service users, and consider how the service impacts on disadvantaged, vulnerable and protected characteristic groups in the community.

10. PERFORMANCE AND DATA IMPLICATIONS

This proposal will enhance practice and performance which is monitored regularly through national statutory returns and at political, corporate, departmental, service and team levels.

11. HR IMPLICATIONS

- Upon approval, once it has been identified which frontline posts will be created and where they will sit in the structure, HR to be provided with an up

to date organisational chart to enable the department to create the posts and provide post numbers for recruitment to commence without delay.

- Consultation on recruitment to take place with trade unions in accordance with statutory regulations and Council guidelines.
- Generic Social Worker and Advanced Social Work Practitioner posts will not require formal job evaluation. Any changes to job role profiles affected by the proposals to be submitted to HR to update records, or possible evaluation where the change is material. The Council's recruitment policy will be applied.

12. PUBLIC HEALTH IMPLICATIONS

Safeguarding children is a public health issue: preventing abuse and supporting vulnerable children and their families increases wellbeing. Children's Social Care protects and promotes the welfare of children and young people in Enfield and works in partnership with all health partners to improve outcomes in early life and childhood that leads to healthier, successful adults and improve the health of the population. For example: protecting children and young people results in improved population health outcomes by reducing mental health issues, sexually transmitted diseases, injuries and long-term poor health.

Resourcing adequate support could contribute towards the life course approach to improving health through safe and effective children services.

MUNICIPAL YEAR 2019/20 REPORT NO. **130**

MEETING TITLE AND DATE:

Cabinet - 13 November 2019

REPORT OF:Executive Director of Resources and
the Executive Director of People**Contact Officer:**Contact officer and telephone number:
Keith Rowley (020) 8379 2459

E mail: keith.rowley@enfield.gov.uk

Agenda – Part: 1	Item: 8
Subject: Update Strategy and Approach to Delivering Pupil Places	
Wards: All	
Key Decision No: KD4893	
Wards:	
Cabinet Member consulted: Cllr Rick Jewell and Cllr Mary Maguire	

1. EXECUTIVE SUMMARY

- 1.1 This report sets the scene for the administration's approach to the provision of school places for Enfield residents and updates the strategy for the provision of places up to the financial year 2022/23. The update reflects:
- the increasing demand pressures on provision for children who need additional high-level specialist support;
 - updated information on the current and planned supply of mainstream school places; and
- 1.2 The key points from the review of demand for school places up to 2023 are:
- Demand for primary school places between 2019 and 2023 is lower than projected last year but there is some local demand in the Town, West and South West;
 - Demand for secondary school places between 2019 and 2023 is broadly as previously reported which is to peak in 2023;
 - Demand for high support provision for children with certain categories of special education need continues to increase;
- 1.3 In terms of delivery there is a need to:
- Monitor demand in the in the South West and provide additional temporary classes if necessary;
 - The need for approximately 5FE secondary places. Education and Schools Funding Agency (ESFA) plans will deliver 6FE for 2021/22, which means there is no need or available funding, for Council delivered secondary schools up to 2022.
- 1.4 A strategy of increasing capacity in special schools and establishments that provide education services for some of the most acute special need categories.

2. RECOMMENDATIONS

2.1 It is recommended that Cabinet:

2.1.1 Agree the strategy of increasing capacity in special schools and establishments that provide education services for some of the most acute special need categories.

2.1.2 Support delegated authority to the Cabinet Member for Children's Services to:

- Approve the adding of individual school projects and budgets to the capital programme in support of the strategy of providing additional special school places up to 2022/23;
- Annually review school roll projections reports to ensure the Cabinet approved strategy is still valid. Should variations to the strategy to be required Officers are to provide a separate report to Cabinet detailing the changes.

2.1.3 Support continued delegated authority to the Executive Director of People,

- Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity;
- Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme.

3. BACKGROUND

Planned New Free School openers

3.1 One Degree Academy - the primary phase will be permanently based in a new primary school to be built at the Chase Farm Hospital site. The secondary phase site has not yet been identified.

3.2 The Wren Academy was approved as a 6FE secondary school to open in 2021/22 within the Chase Farm development.

3.3 A new Social, Emotional and Mental Health (SEMH) special school for secondary age children for up to seventy learners, including a 6th Form. a new Social, Emotional and Mental Health (SEMH) sited on Ark John Keats off-site playing field at Bell Lane, and will be known as the Salmons Brook Special Free School.

The School Places Delivery Programme

3.4 The School Places Delivery Programme (SSPP) supersedes School Expansion Programme and further develops the approach used in the previous programmes. Appendix A provides the detail behind this section findings.

Primary School Provision

3.5 In the medium to long term there is surplus of places. However current trends suggest a need for additional temporary places by 2022/23 in the South West area. There will be over-provision of approximately 10FE (6%) above demand), which is mainly in the South East which is likely to impact less popular schools.

Additional primary capacity - South West

Currently, a temporary primary provision has been established, in partnership with ELT at Bowes Southgate Green using Broomfield Secondary school's accommodation. However, Broomfield and ELT have been unable yet to agree to a long-term lease and Bowes Southgate Green. Officers will continue to monitor the position.

Officers will annually monitor and review the South West for growing demand beyond the area's capacity in existing schools and provide temporary bulge classes as necessary.

Secondary School ProvisionAdditional Secondary School Capacity

3.6 The additional capacity created to accommodate the growing primary school population and as successive larger cohorts transfer will inevitably put pressure on secondary school sector. The pressure on secondary school places becomes critical in 2020/21 when there is a requirement for 5FE. As the more recent primary rolls have decreased care has to be taken in the management of additional capacity so as not create an oversupply of places.

Secondary North West

The North West area, including Enfield Town, demand already outstrips capacity but surpluses in the rest of the borough, particularly in the East, alleviates an issue in placing secondary children. The planned capacity depends on an additional 6FE through the Wren Academy for 2021/22.

Special Need ProvisionAdditional Secondary School Capacity

3.7 As previously reported there has over the last five years been significant increase in demand for high needs placements, particularly in ASD and SEMH. In the current climate of financial reductions, the biggest potential risk to the Council in regard to children with Education, Health and Care plans (EHC), is the growing cost of special school placements, particularly in transport costs.

3.8 The demand for special school places continues to grow and outstrip available Enfield special school places with additional on-cost associated with out of Borough placements and transport.

3.9 The High Needs Funding block funding could be better utilised and quality of SEN placement/care improved by increasing the places available in Special Schools in Enfield

Current Special School expansions

3.9.1 West Lea Special School, originally a maintenance project to replace life expired buildings and the project scope increased to include additional places. Also the lease for St Johns Hall has been extended to allow West Lea to continue to provide additional longer-term school placements for 70 children with complex needs.

3.9.2 Fern House, part of ELT multi academy trust, began as a maintenance project to replace the life expired main school building. Again, the opportunity has been taken to increase the availability of SEMH special school places to 60 an additional 12 places.

3.9.3 Durants Special school. The former Minchenden Secondary School site has been used to establish a Durants upper school key stage 4. This would allow for permanent additional special school places to be provided in a refurbished building for 120 learners.

3.9.4 Springfield, Special provision. In cooperation with West Lea a new provision is to be established in the redundant Garfield key stage 2 building. The project creates an additional 20 primary autistic spectrum places.

3.9.5 St Marys primary unit, a new primary autistic provision for 16 learners is to be set up also in cooperation with West Lea.

3.9.6 Swan Centre. As the centre is now vacant following the opening of Orchardside the opportunity has been taken, in cooperation with West Lea, to create 16 additional places for children with SEMH.

3.9.7 Funding for all the above projects utilises funding from SEND and Basic Need grants allocated from Central Government.

3.9.8 SEMH Free School (as per section 3.7) 70 place programmed to be delivered 2021/22.

3.9.9 The above listed projects create a total of additional 322 special school places with an estimated saving of £31.4 million return from investment of £27.4 million Central Government Grants, over the primary phase (7 years) or secondary phase (5 years). The estimate includes transport cost saving of £1.3 million per annum, representing direct saving on General Resources. (Appendix A Section 4 for potential savings).

3.9.10 Two hundred forty places have been or will be made available this academic year. However, the current additional places will not be sufficient to meet the rising demand for special school places. If alternatives cannot be found in Enfield there will a requirement for additional out of borough placements. Going forward the strategy will be actively looking for additional accommodation to reduce the need for out of borough placements. To that end Officers will be continue to bring forward proposals for capital projects to increase the number of special school places.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Enfield Council has a statutory responsibility to provide the necessary school places. The SSPP creates a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places is not an option.

4.2 The following proposals has been considered but rejected:

- Complete reliance on additional capacity from new free schools or existing free school / academy expansions. There is no guarantee that high quality providers will come forward with proposals for new schools that the ESFA will then accept and then deliver, this is particularly true for Special Schools. The Council will continue to work with the ESFA and current providers that provide high quality services and contribute to the wider education community in the borough to assess potential expansion opportunities.

5. REASONS FOR RECOMMENDATIONS

5.1 The Council has an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This report sets out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that become available.

- 5.2 This strategy and delivery arrangements will deliver the additional reception places required in the areas of highest demand up to 2020. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increases in demand.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 The approved funding for People school's capital programme was presented to January 2019 Cabinet. Within the report a table detailing funding for 2019/20 was indicative. Since January 2019 the Department for Education (DfE) has announced Enfield's actual allocations for 2019/20 and the table below includes the updated information:

Available Schools Capital Budget	
Capital Reserves as at 31.03.2019	£27,301,699
2019/20 Government Allocation	£14,657,724
Allocated to projects as at Q1 2019/20	-£4,000,000
Available for future years' projects	£37,959,423

The table above details the current budget for schools' capital projects. This is the budget envelope available to fund schools' capital works. Annual maintenance costs arising from capital projects will also be funded from this budget.

The council receives annual grant allocation from the DfE. This is a formula grant and so allocations fluctuate year on year.

- 6.1.2 The above figures represent the approved allocation to fund existing schemes within the People school's capital programme schemes listed in section 3.11.
- 6.1.3 As part of the quarterly monitoring of the capital programme all current schemes will be subject to a review of funding and delivery to reflect current national policy and funding regimes, particularly given the need for the Council to find savings in the Capital Programme and to minimise the impact of prudential borrowing on the revenue budgets in the Medium Term Financial Plan.
- 6.1.4 Officers will utilise Government Grants and other contributions ahead of any request for Council Resources..

6.2 Legal Implications

Section 14(1) of the Education Act 1996 requires that a local education authority secures that sufficient schools for providing primary education and education for children up to the age of 19 are available in their area. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. In addition, section 1 of the Localism Act 2011 gives the Council a general power of competence which enables the Council to do anything which an individual may do provided it is not prohibited by legislation. This would include a power to draw up a strategy to make available additional school places and adopt the other recommendations set out in this report.

- 6.2.1 Each school expansion will be subject to the statutory consultation prescribed by Section 19 of the Education and Inspections Act 2006, and The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013. There is also statutory guidance ('Making 'prescribed alterations to maintained schools' April 2016). The decision on each statutory expansion will be made by the Cabinet Member for Children's Services

- 6.2.2 Where Planning Permission is required pursuant to section 57 of the Town and Country Planning Act 1990 (“the 1990 Act”) in respect of any school site expansion that proceeds beyond feasibility considerations and initial consultation with schools, such will be accordance with the The Town and Country Planning (Development Management Procedure) (England) Order 2015 This will require statutory and public consultation. Pursuant to the Council’s constitution the decision whether to grant planning consents will be a matter for the Council’s Planning Committee. Works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.
- 6.2.3 All procurements of goods/services/works will be in accordance with the Councils Constitution, in particular Contract Procedure Rules (“CPRs”) and the Public Contracts Regulations 2015. In particular, the Council is able to utilise a range of EU compliant frameworks to engage the services of construction contractors or technical support staff such as architects or quantity surveyors in full compliance with the CPRs. Any use of a framework must be in accordance with the framework terms.
- 6.2.4 Section 120 the Local Government Act 1972 provides the Council with powers to acquire land by agreement for any of their functions or for the benefit, improvement and development of their area. The local authority can also CPO land for a purpose authorised by the 1972 Act or any other general Act. Section 122 of the same act gives power to the Council to appropriate for any purposes which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the Council and is no longer required for the purpose for which it is held Any acquisition or appropriation of land will need to be in accordance with the Council’s Property Procedure Rules.
- 6.2.5 All legal agreements will need to be in a form approved by the Director of Law and Governance.

6.3 **Property Implications**

- 6.3.1 The Strategy set out in this report will provide additional school places in local areas of need.
- 6.3.2 Where there is a requirement for expansion, existing Council assets will be reviewed in the first instance. Where an acquisition may present itself, in order assist in the SSPP, these opportunities will be need to be assessed in more detail with feasibility and due diligence studies.
- 6.3.3 Stamp Duty Land Tax (SDLT), transactional costs (legal, surveyors and disbursements), potential VAT, holding costs including security and vacant premises rates will need to be considered when acquiring a property and a suitable strategy will need to be enabled to limit the Council’s exposure to these cost items.
- 6.3.4 The site values will depend upon the prevailing market conditions at the time, and external valuations may be required to support the acquisition of land.
- 6.3.5 Land acquisitions to support expansion must conform to the Council’s Property Procedure Rules (PPR’s) and to demonstrate the Council’s obligations under section 120 of the Local Government Act 1972, there will be a requirement for the Council to obtain an external RICS Red Book valuation by a Registered Valuer/Chartered Surveyor.

- 6.3.6 If existing Council assets are to be brought in to assemble land for an expansion, then Appropriation to the correct holding department will be required. If Appropriation from the Housing Revenue Account to the General Fund is required, then all transactions will be undertaken at current existing use value.
- 6.3.7 Initial consultations regarding acquisitions should require the Head of Strategic Property Services to be either present or informed.
- 6.3.8 Relevant stakeholder consultation will be required from the outset to support either acquisition or disposal of land and gaining planning permissions. Depending on the site and land-use designation, consultees could include English Heritage, the Greater London Authority (GLA), Sports England and the appropriate Secretary of State.
- 6.3.9 To meet statutory requirements, it is vital that the valuation of capital assets is correct for financial accounts . To ensure we have high quality records, Education Asset Managers must notify of any change including demolition notification and information on new or amended buildings including floor plans with room data for the purposes of the Asset Management System, Atrium.
- 6.3.10 Strategic Property Services is involved in the programme management structure and will advise on acquisition, disposal and other land development issues.
- 6.3.11 Corporate Maintenance & Construction will provide technical support for the delivery of construction, including Project management, all construction professional disciplines, procurement, planning permission, and Building Control approval.
- 6.3.12 The Education portfolio must comply with the principles established in the Council policy relating to Corporate Landlord and Education must work with Property to develop the overarching Strategic Asset Management Plan.

7. KEY RISKS

Additional capacity and contingency

- 7.1 Actual pupil numbers will be carefully monitored against projections, to ensure that the Council strives to provide places in the actual areas of demand (i.e. local places for local children). Officers will also continue to engage in regional and bilateral discussions about the provision of places to assess provision in other boroughs.

Concerns about school expansions

- 7.2 Both the informal and statutory rounds of consultation will be managed in a way that makes them accessible to stakeholders, including residents, to maximise opportunities for input.

Basic Need Funding

- 7.3 The annual submission to the Department for Education (DfE) is based on identifying existing capacity in the system. Thus, close monitoring of pupil numbers and a review of projections will ensure that the Council is best placed to maximise any Basic Need Funding for the provision of school places.

Delivery Timescales

- 7.4 Each school year the Council will have to fulfil its statutory duty to provide sufficient school places. To ensure the Council meets its statutory duties any identified need for places will be assessed and a programme with clear project milestones will be identified and progress monitored closely by the

Programme Executive and Board which is made up of stakeholders, Cabinet Members, Headteachers, Governors and Council officers at the most senior level.

Costs

- 7.5 If Government grant funding is not forthcoming then prudential borrowing might have to be a route to funding school expansion but this would have a significant impact on revenue budgets.
- 7.6 The overall programme cost and the amount included in the Capital Programme will be reviewed as part of an annual programme review each Spring that will consider the updated statistics on pupil places; levels of school provision, particularly planned Academy or Free School provision; construction market inflation and the progress of individual projects.
- 7.7 Costs for each established project will be managed through the project and programme management governance arrangements already put in place and be subject to the Council's usual due diligence and value for money tests. Changes in estimated costs, established budgets and the spend profile will be managed through the Capital Programme via the quarterly Capital Monitor updates.
- 7.8 Wider economic and market conditions and BREXIT are likely to be a major factor in terms of contract costs. As previously stated, the construction index lags behind real market conditions suggesting it will increase again next year. Statutory requirements around the provision of places and guidance around teaching space sizes limit options on reducing the quantity of provision. Reducing the quality of provision will not be able to counter balance a buoyant construction market and in addition to increasing the risk of higher maintenance costs it could have a negative impact on school Head Teachers' and Governors' willingness to support expansions in the first place. Officers will engage with school building framework providers to identify procurement routes of school buildings that provide value for money, building quality and controls to prevent cost increases.

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

8.1 Good homes in well-connected neighbourhoods

This proposal will result in pupil places being created across the borough in order to meet demand in the relevant geographical areas which will also create employment opportunities for teaching and support staff. Further improvement and investment in school buildings will provide greater opportunities for enhanced community use.

8.2 Sustain strong and healthy communities

By ensuring that places are provided in areas of highest demand, this will ensure that pupil mobility across the borough is kept to a minimum. This therefore means that increased road travel is minimised and families can be encouraged to walk to school.

8.3 Build our local economy to create a thriving place

The proposals outlined in this report will provide additional places in parts of the borough where pressure on local schools is forecast to be greatest. The extra places provided in the neighbourhoods of highest demand will help satisfy demand in these specific areas and will ensure that young children will not have to travel unmanageable distances to and from school.

The proposals in this Strategy will allow the Authority to have greater control over the provision (and potential future reduction) of pupil places, allowing more opportunities to stabilise local communities and ensure that there are local places for local children.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 An equality impact assessment was completed for approval of the overall strategy in June 2012. The strategy was developed to ensure that there are sufficient places across the borough to meet demand, that these places are not discriminatory and to ensure that all children have access to high quality education. The delivery of the strategy is updated annually following a review of pupil place projections. In accordance with the publication of statutory notices, full consultation with residents and parents on each proposed school expansion will be conducted.

10. PERFORMANCE AND DATA IMPLICATIONS

- 10.1 The provision of additional places at the schools identified in this report will enable the Authority to meet its statutory duty to ensure the availability of sufficient pupil places to meet demand. The programme management arrangements are established and this provides the mechanism for both programme and project monitoring to ensure objectives are met.
- 10.2 The strategy presented in this report is consistent with the national agenda for expanding popular and successful schools.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 As all of the school expansion projects will involve contractors working on existing school sites, the Council will ensure that contractors provide the highest level of Health and Safety on site and meet. Disclosure and Barring Service (DBS) requirements.
- 11.2 There are no specific health and safety implications other than the impact of additional traffic, generated by increased numbers at the SSPP schools. Working with Highways, funding has been included in the cost summary to allow for traffic mitigation measures on each of the schemes. As part of the planning approvals process, traffic impact assessments have to be submitted for each scheme, and the Planning committee will have to give approval.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 Providing school places in the areas where there is demand will encourage parents and carers to walk to school. This will impact on the health and well-being of the public in Enfield. Walking to school will encourage healthy lifestyles, and reduce pollution caused by traffic.

Background Papers

None

Appendix A

1) Current School Capacity

The pupil projections generally focus on Reception and year 7 cohorts to depict pressure on school places. However, this approach does not show the pressures on other year groups. What table and 2 do depict is the growing pressure on the secondary sector as larger primary cohorts transfer into year 7. The risk is that inward migration from families moving into the borough requiring school places at different year groups. Inward migration is an all year phenomenon and requires Officers to monitor pressure on places and respond quickly if necessary. It should also be noted the increasing size of the primary cohorts and long-term impact on secondary capacity shown in section 3 of this Appendix.

Assessment of current demand and school capacity

Table 1 – Primary

Surplus Places	R	1	2	3	4	5	6	Primary Total
2018 Capacity	4910	4910	4910	4910	4910	4910	4910	34370
Over/under capacity	781	653	448	442	416	512	393	3645
% Surplus capacity Jan 2019	16%	13%	9%	9%	8%	10%	8%	11%

Table 2 – Secondary

Surplus Places	7	8	9	10	11	Secondary Total
2018 Capacity	4076	4076	4076	4076	4076	20380
Over/under capacity	149	180	300	326	434	1389
% Surplus capacity Jan 2019	4%	4%	7%	8%	11%	7%

Table 3 – Total capacity

Surplus Places	Total
2018 Capacity	54750
Over/under capacity	5034
% Surplus capacity Jan 2019	9%

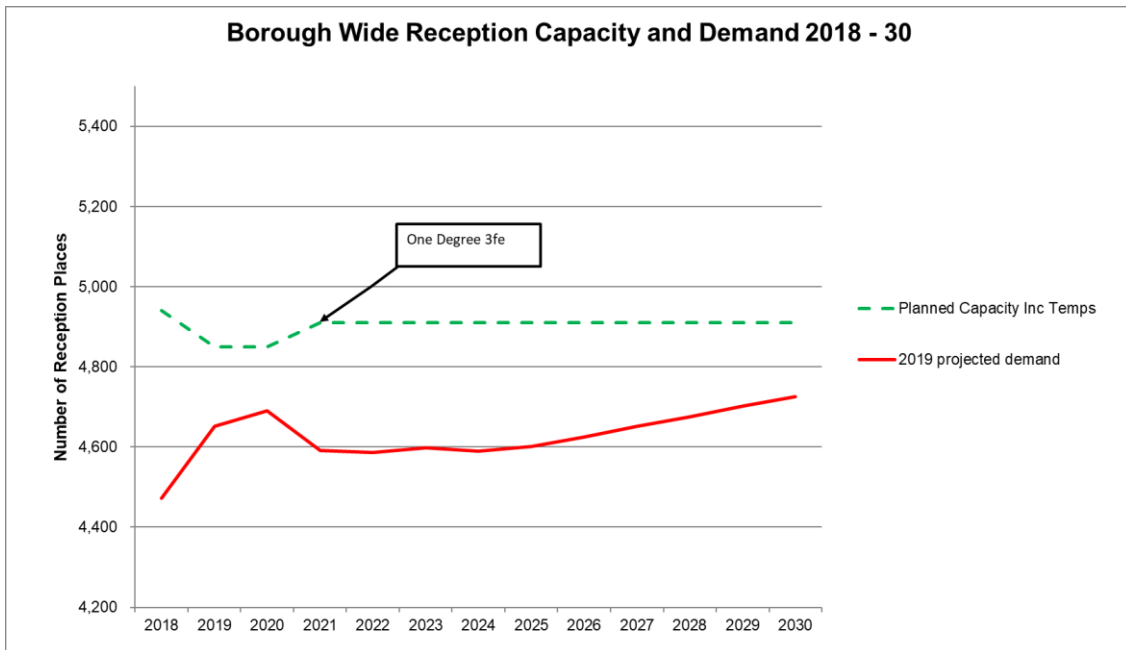
Pupil Projections

2) Primary School Projections.

Primary school provision and projected demand by area up to 2030 is set out in the graphs following. Projected demand is based on data supplied by the GLA plus a 5% buffer for GLA under projections seen in previous years.

At the borough level total capacity of primary school places indicates there are sufficient places. By 2021, if all planned new free schools and expansions have occurred there will be over-provision of approximately 10FE (6% above demand). This assessment does not include additional demand for places from new housing developments which will be incorporated into future projections once the detail of the types of houses are known.

The graphs in this appendix depict years up to 2030 but this is only to be used as an indication of likely population trends rather than actual planning data. Planning of school places is on a rolling five-year cycle basis which is updated annually.

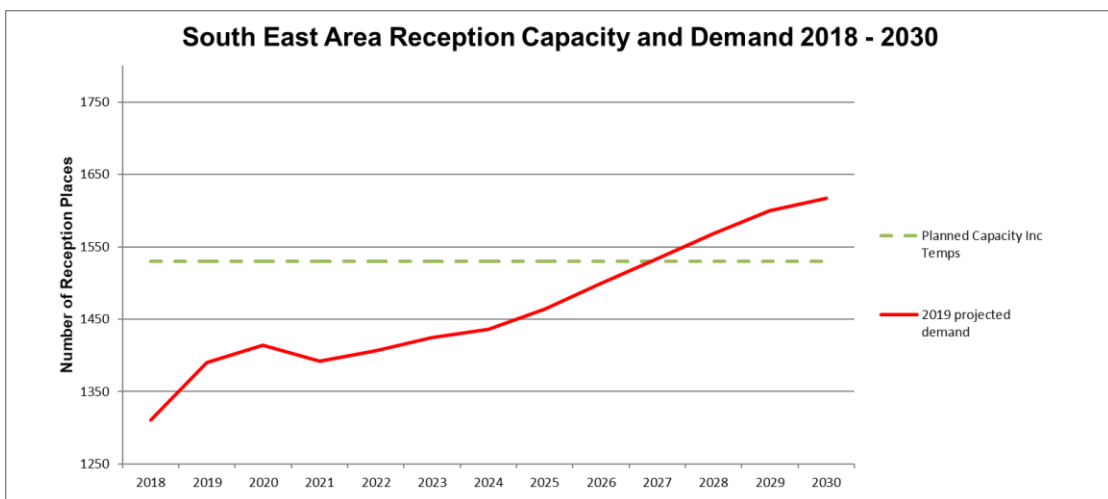


Note that the capacity in the above graph includes One Degree Academy of 3 FE temporary classes, at Heron Hall, as at September 2019 and a permanent 3FE from September 2021.

Primary South East

SE Enfield’s primary school place demand is projected to peak in 2019, then decline until 2021 when demand begins to again rise but the area is in surplus for some time.

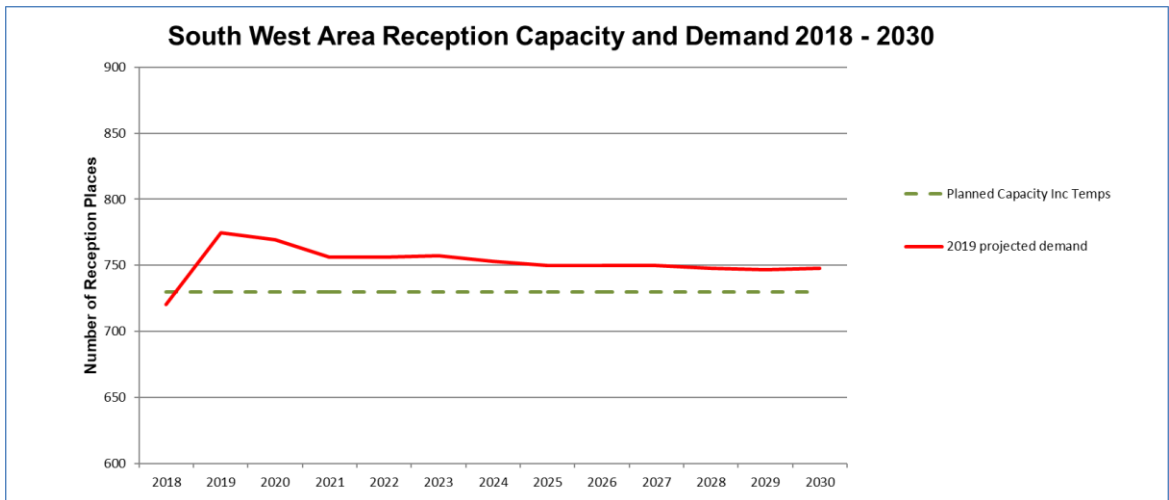
The situation may be affected by Meridian Water and other planned redevelopments of flats/housing in the area which could initially reduce demand temporarily, before the greater density housing increases demand beyond levels predicted below. The situation is to be monitored annually.



Primary South West

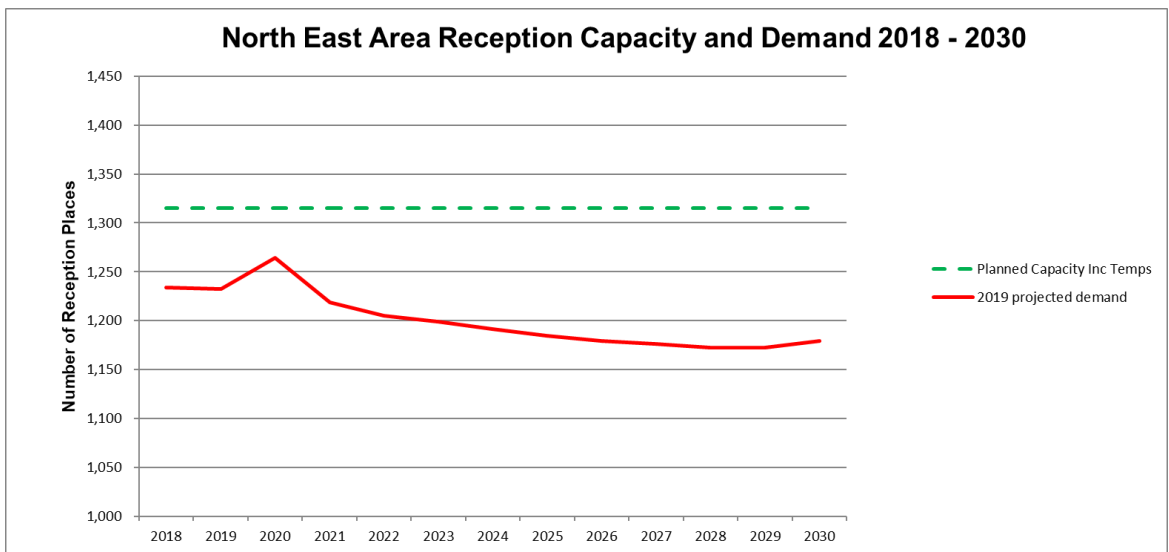
The SW area shows demand beyond capacity, rising to an indicated need of around 1FE. The situation is further complicated by the opening of a 2FE primary, at Ashmole secondary school (Barnet). Therefore, area pupil place demand is difficult to predict for two reasons; the redevelopment of the Ladderswood estate and reported surplus primary places in Haringey and Barnet. In the shorter term there

may be a need to investigate additional temporary reception classes and reviewed annually.



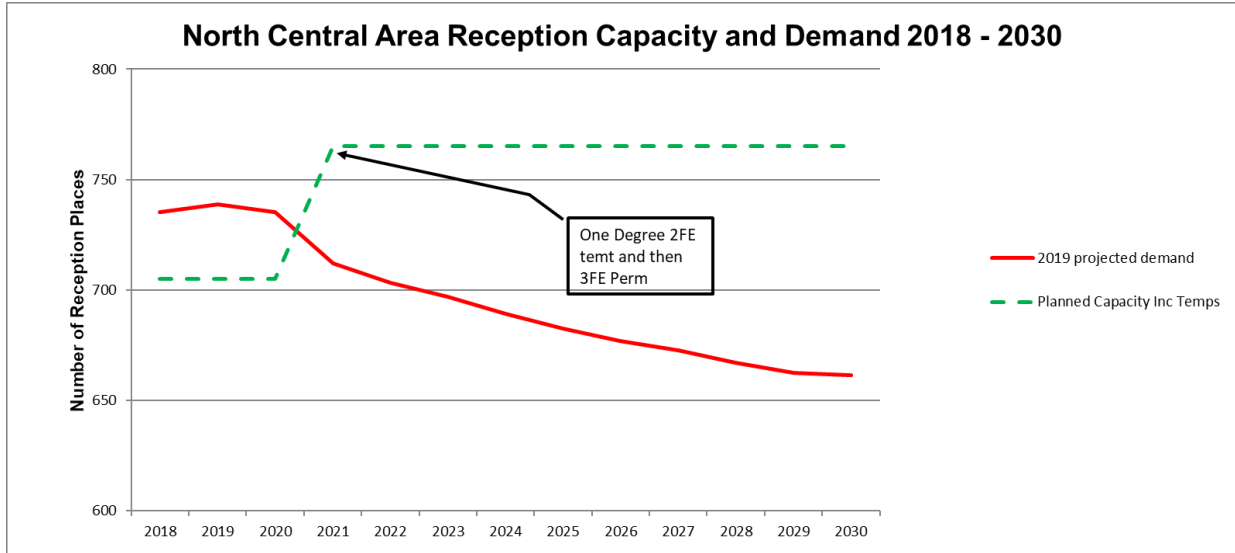
Primary North East

NE Enfield’s projected primary demand falls within capacity for the foreseeable future and indicates up to 5FE spare capacity in 2020 (9% over projected demand).



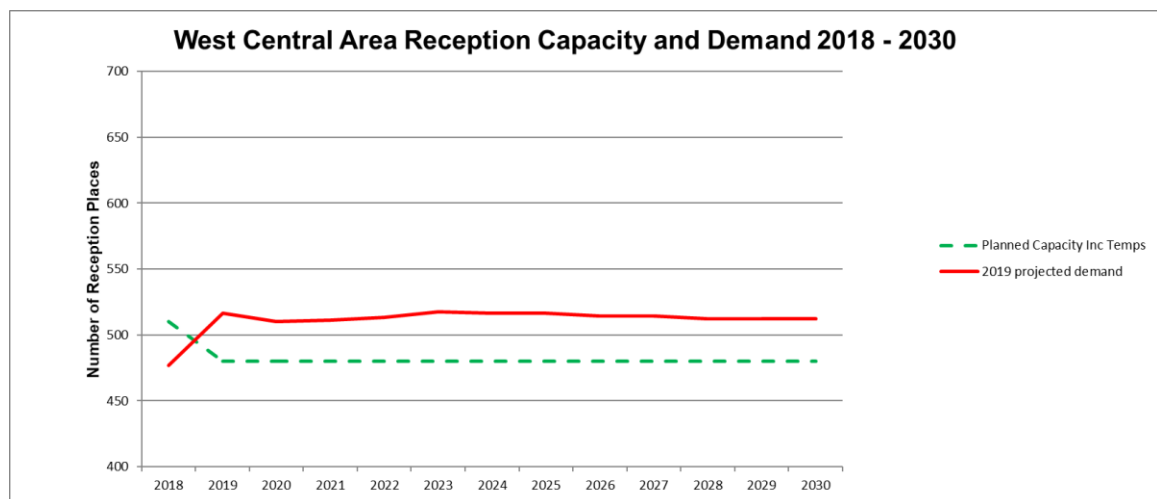
Primary North Centre

NC Enfield’s projected primary demand falls within current provision. The proposed additional school capacity provided by the One Degree Academy indicates a surplus of 3FE from 2020 onwards. However, this surplus is dependent on the additional demand from the Chase Farm Hospital housing development.



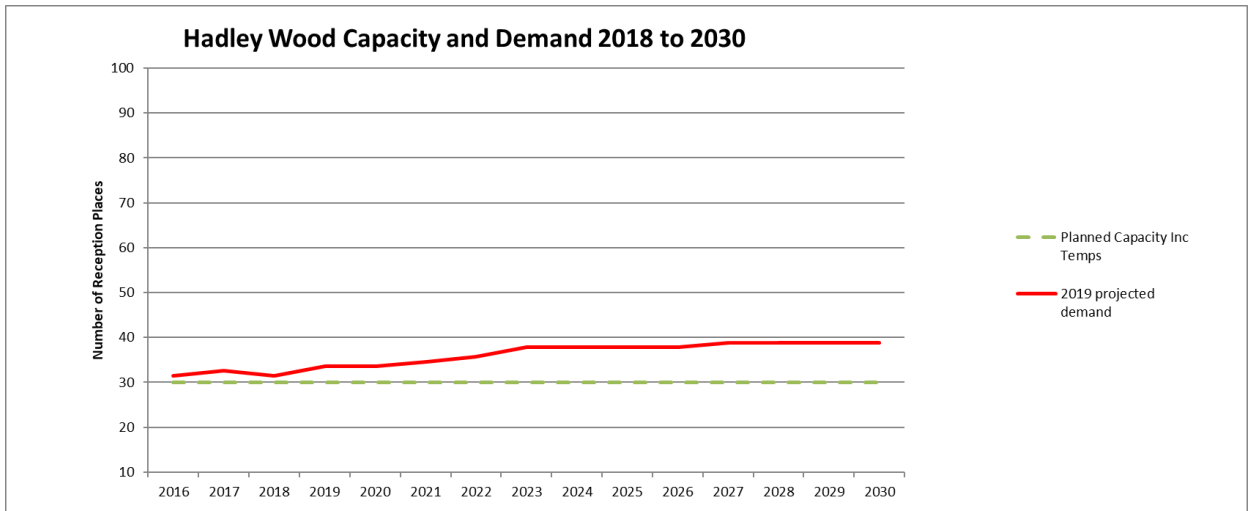
Primary West Central

The WC area demand already exceeds capacity with a predicted requirement for places of between 1FE and 2FE by 2020. This further complicated by Grange Parks decision to temporarily reduce its standard admission number to ninety. However, as the NC area has a surplus of places and will be able to be offer to children from the WC area. It is recommended that the area be monitored and contingency plans implemented if necessary.



Hadley Wood

Hadley Wood primary school place projections show a small increase in places up from 2021. However, the surplus of places in the North Central area should be able to meet any additional demand.



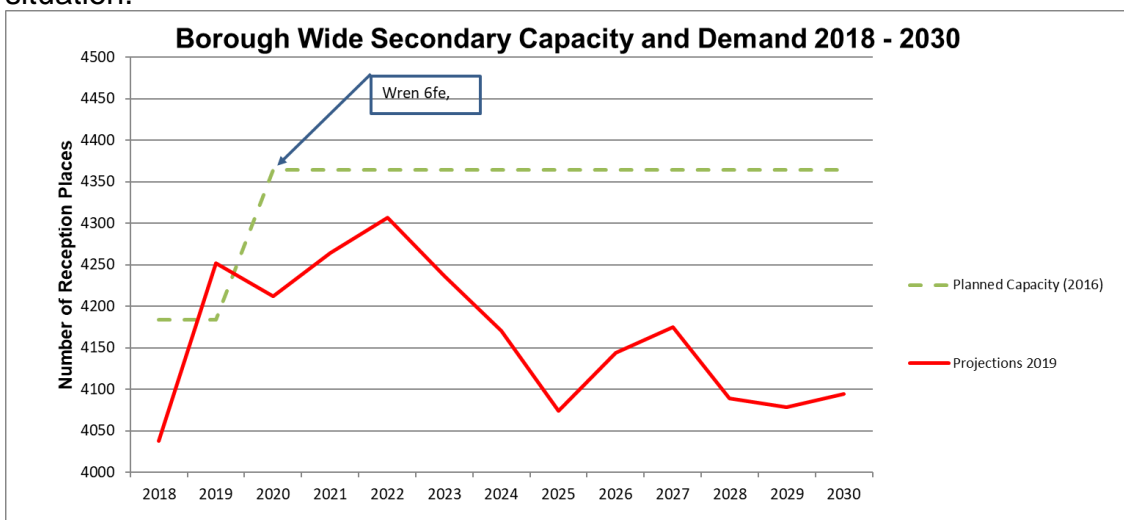
3) Secondary School Projections

The secondary projection shows demand increasing as the larger primary cohort's transfer to year 7. The approval of One Degree Academy 3FE, all-through free school, further approvals for the Wren Academy 6FE, increases the secondary capacity by 9 forms of entry.

The Wren Academy will be need to opened by 2021. However, should the ESFA fail to deliver the new free schools within their projected timescales there will be a shortage of places. Officers will be discussing with other secondary schools opening of additional temporary classes.

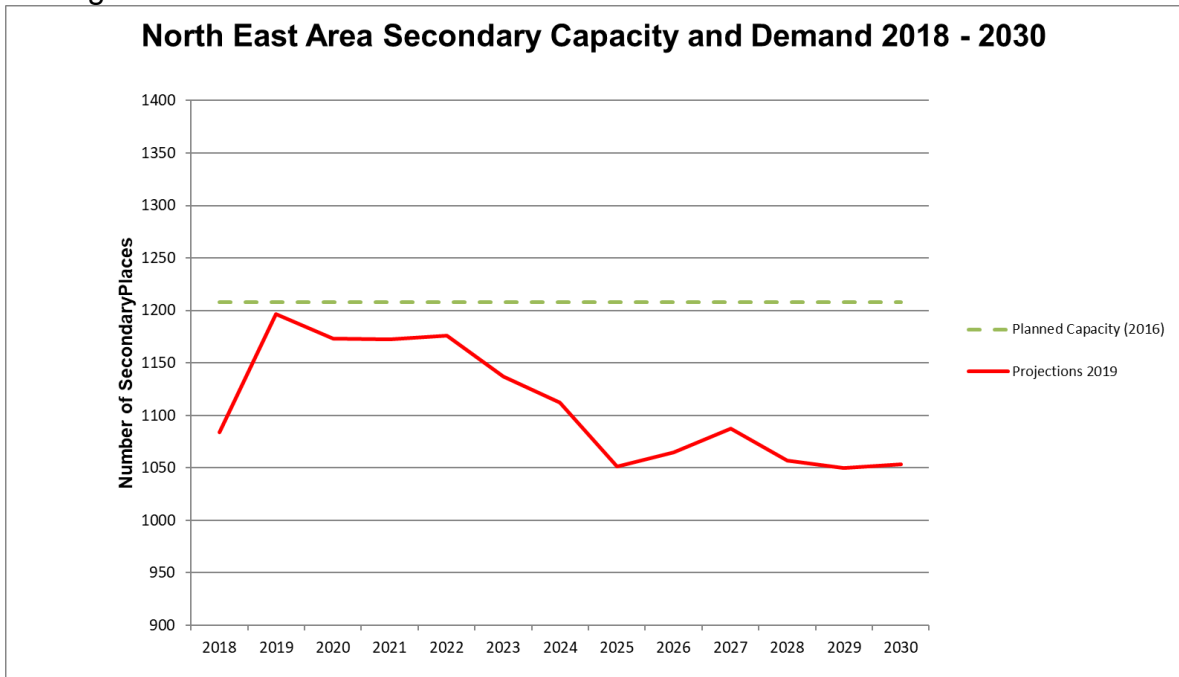
It should be noted that how small changes could alter the demand patterns and care must be taken in delivery of additional permanent places so as to prevent an oversupply of places in the future.

Officers have been in contact with the ESFA and will continue to monitor the situation.



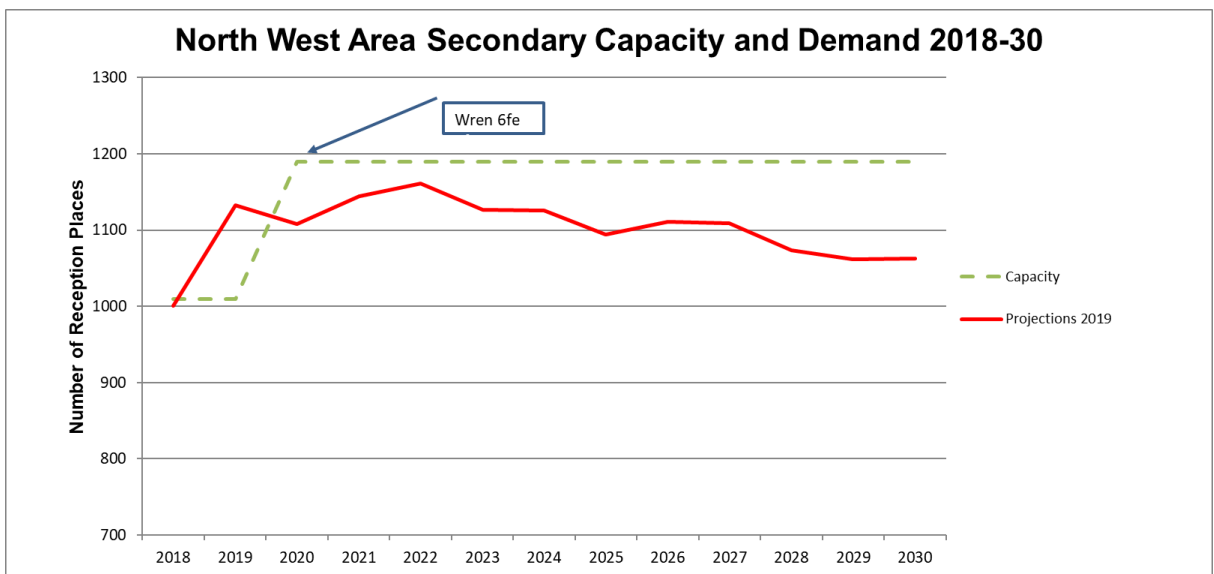
Secondary North East

The planned capacity is dependent and sufficiency of places is dependent on the introduction of the Wren academy in 2020/21 to provide additional places at the borough level.



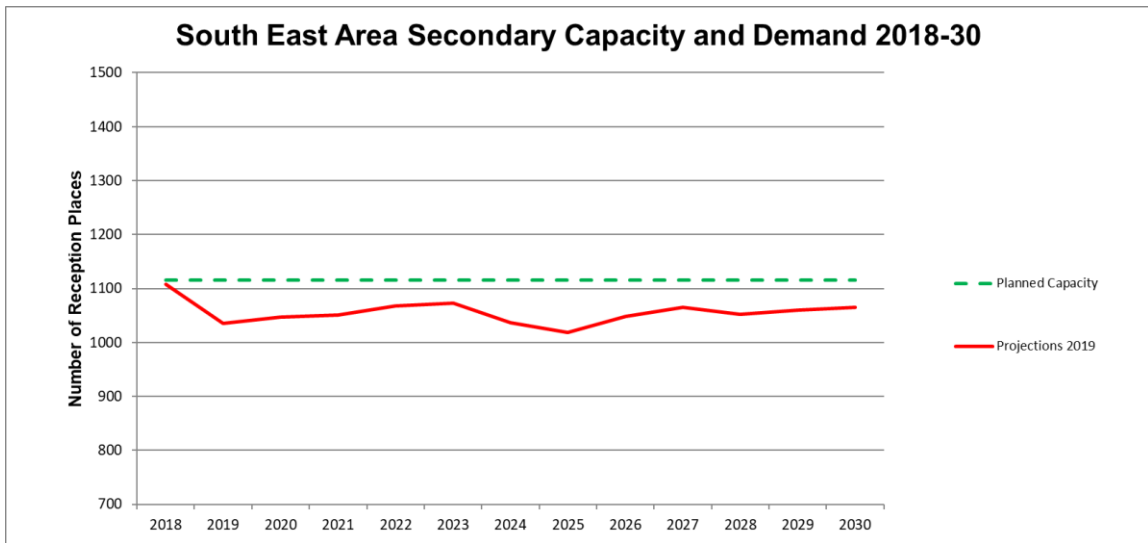
Secondary North West

The North West area, including Enfield Town, demand already outstrips capacity but surpluses in the rest of the borough, particularly the South East, alleviates the issue of placing secondary children. The planned capacity shown is dependent on an additional 6FE through the Wren Academy for 2021/22.



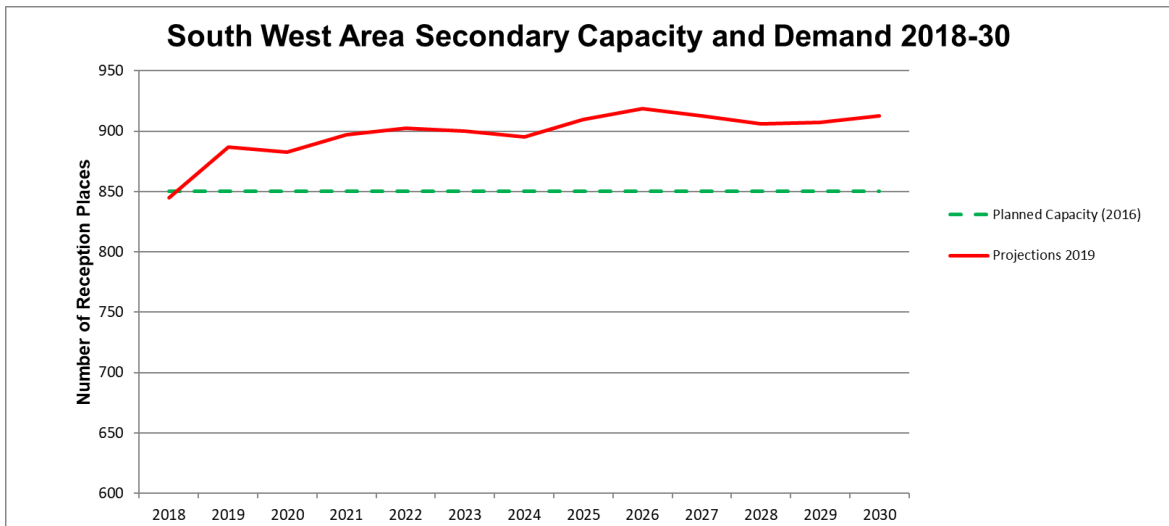
Secondary South East

The South East area has sufficiency of places provided by Heron Hall's planned increase to 8FE.



Secondary South West

The South West area trend shows demand outstrips capacity by 3fe by 2019 but surpluses in the other areas should allow for pupils to be offered places providing the Wren Academy is established as planned by the ESFA.

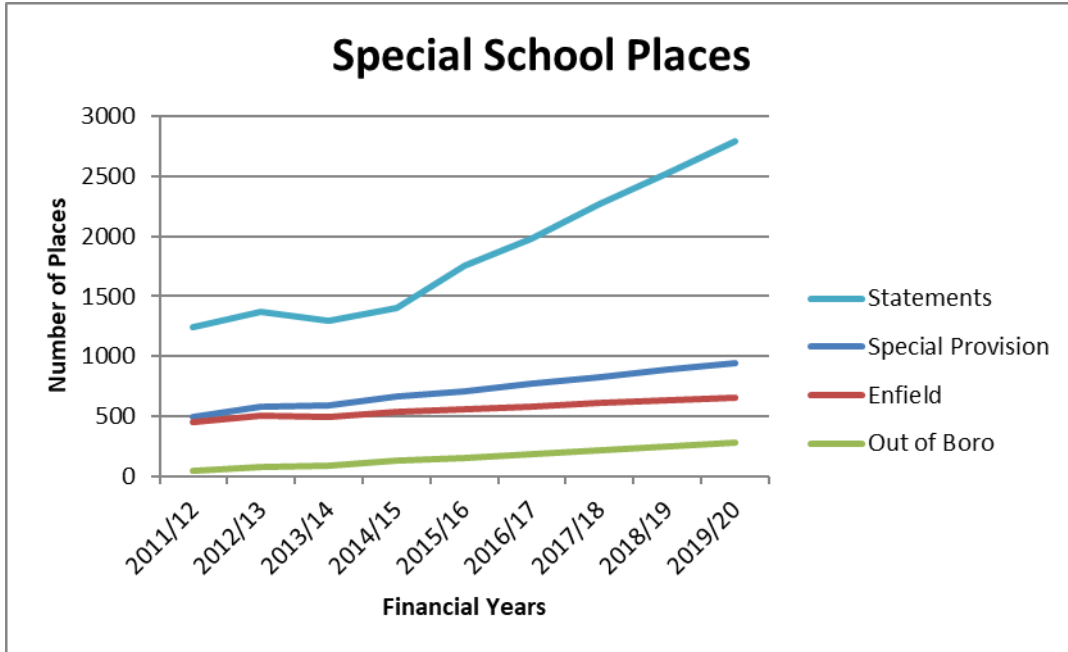


Post 16 and 6th Form

The continuing growth in the secondary sector will put pressure on offering 6th form places. Officers are investigating the impact on the schools offer of post 16 and A level courses.

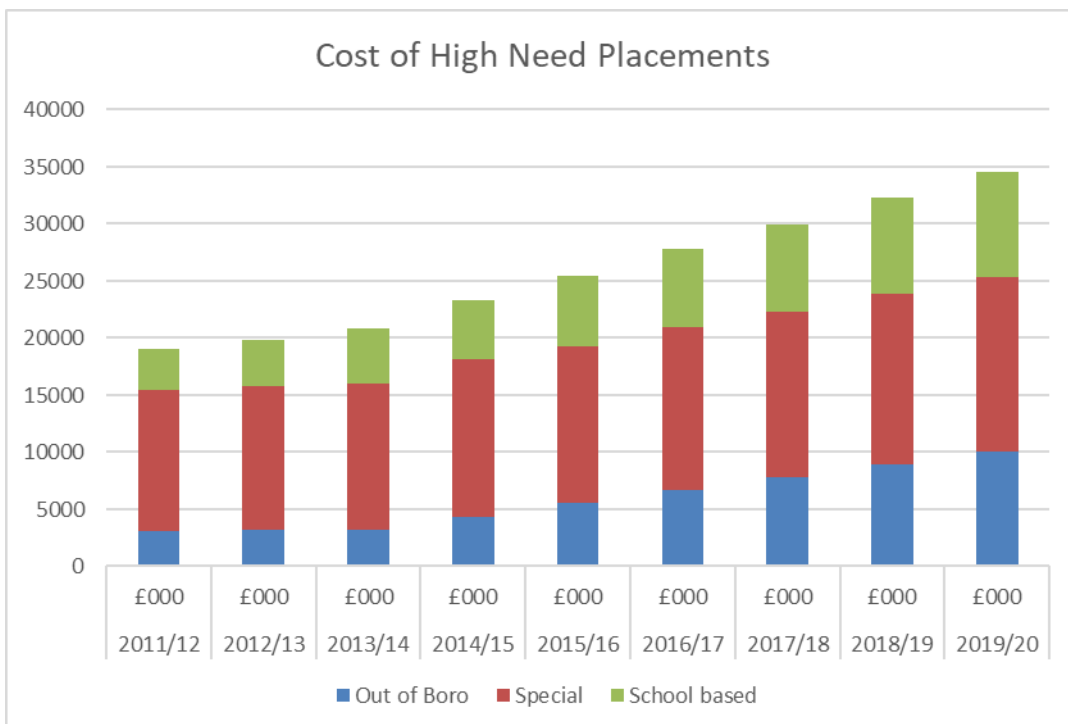
4) Special School Projections

Given the ad-hoc nature of pupils requiring admission to placement with high needs it is difficult to project demand. However, although not completely reliable, it is possible to represent historic growth and extrapolate the trends to show likely future growth.



Special School Costs

In the current climate of financial reductions, the risk to the Council is the growing cost of special school placements. Over the last five years the cost of out of borough placements has increased by £2.5 million alone. If growth in the demand for special school placements continues as depicted the costs would also increase and potentially overtake the High Needs allocations from Central Government.



The High Needs Funding block funding could be better utilised and quality of SEN placement/care improved by increasing the available high needs places in Enfield Mainstream and Special Schools.

Potential return from investment from projects listed in section 3.11 (special school expansions)

Investment to save - estimated savings							
Project	Number of new places	Average cost of in-boro educated PA (£000) *	Average cost of out of boro educated PA (£000) *	Average annual saving (£000)	Average saving over education phase (£000)**	Cost of Project and investment, capital grants (£000)	Comment
West Lea Special School	70	£1,770	£4,259	£2,489	£17,426	£ 4,000	Children from 5 to 18 with complex needs
Swan Centre - West Lea, to create additional places for children with complex needs.	16	£404	£974	£569	£2,845	£ 40	Secondary children with complex needs
Aylands Special School (now Fern House part of ELT multi academy trust)	12	£379	£730	£351	£1,755	£ 8,800	SEMH - All through. 5 Years education phase average as majority of children are secondary
SEMH Free School	70	£2,212	£4,259	£2,047	£10,235		SEMH - Secondary. DfE funded. Mainstream cost based on Aylands as it is the same category
Durants Special school - Minchenden	120	£3,780	£7,301	£3,521	£17,606.40	£ 11,000	ASD Secondary. Cost at the higher per place value
Russet House Springfield, The project creates an additional primary autistic spectrum places and is due to open in September 2018.	20	£588	£1,217	£629	£4,406	£ 1,500	ASD Primary
Russet House Edmonton.	14	£411	£852	£441	£3,083.96	£ 600	ASD Primary
Total	322	£9,544	£19,592	£10,048	£57,357	£ 25,940	
Savings return from investment						£ 31,417	
* Average transport costs In-boro £6.5k and out of boro £10.5k							
** Primary 7 years, secondary 5 years							

The above table is based on the worked example below:

Three providers	No of pupils	NET COST for full year	Average Cost pa
		(actual for 2017-18)	
Kestrel House	21	£786,217	£37,439
Leaways School	30	£1,437,508	£47,917
Treehouse School	9	£591,087	£65,676
Grand Total	60	£2,814,811	£151,032
Average cost		£938,271	£50,344

Worked example

Requirement during 2017/18, a need to place 16 students			
West Lea agreed to manage the Special provision at the Swan; otherwise these students would have been placed at Leaways.			
West Lea @ Swan	16	£400,000	£25,000
If at Leaways	16	£766,671	£47,917
Net Saving		-£366,671	-£22,917

Kestrel House - 5 to 16 years - we have tended to place primary pupils here

Leaways - 7 to 18 years - mainly placed secondary pupils

Treehouse - 3 - 19 years - a mix age range placed

The provision at the Swan is for secondary aged pupils

Mainstream special costs per place		
Aylands	£25,101	
Durants	£22,919	Likely this will increase to £25k
Oaktree	£19,496	
Russet House	£22,875	
Waverley	£25,478	
West Lea	£18,781	

Average annual transport per place	Cost per placement	Accumulated cost	
	£000	£000	
Out of boro	10.5	£	3,381
In boro	6.5	£	2,093
Total difference		£	1,288

MUNICIPAL YEAR 2019/2020 REPORT NO. 131

MEETING TITLE AND DATE: Cabinet – 13 November 2019	Agenda – Part: 1	Item: 9
	Subject: Local Implementation Plan Annual Spending Submission 2020/21 Wards: All Key Decision No: 5001	
	Cabinet Member consulted: Cllr Guney Dogan, Cabinet Member for Environment and Sustainability	

REPORT OF:
Executive Director – Place

Contact officer and telephone number:
Dominic Millen – 020 83793398

Email: dominic.millen@enfield.gov.uk

<p>1. EXECUTIVE SUMMARY</p> <p>1.1 The Report outlines Enfield’s proposals for spending the anticipated £2.684 million Local Implementation Plan (LIP) grant funding to be provided by Transport for London (TfL) to help implement the Mayor’s Transport Strategy. The submission of an annual spending plan is required to access LIP funding. The proposals set out aim to address the priorities identified in the Council’s LIP 3:</p> <ul style="list-style-type: none"> • Making active travel the natural choice, particularly for those trips less than 2km in length. • Making more school trips safe, sustainable and healthy. • Reducing the impact of private vehicles on our streets. • Making the public transport network more reliable, accessible and the natural choice for longer trips. • Maintaining our assets for the benefit of the public. <p>1.2 The proposed LIP programme is a good example of how we are aligning the delivery of the projects and activities that meet the objectives of the Mayor’s Transport Strategy, with that of the Council’s Climate Change Task Force and our aim to be a carbon neutral local authority by 2030.</p>
<p>2. RECOMMENDATIONS</p> <p>To approve:</p> <p>2.1 Submission of the expenditure proposals for 2020/21 as set out in 3.4 to Transport for London and for these proposals to be implemented, subject to the completion of all necessary statutory procedures.</p> <p>2.2 Delegation of authority to the Cabinet Member for Environment and Sustainability to make any changes necessary to the programme should there be any change to the allocation from TfL or for any other operational reason.</p>

3. BACKGROUND

- 3.1 All London boroughs are required to submit Local Implementation Plans (LIP) to Transport for London (TfL) setting out how they will help deliver the Mayor's Transport Strategy (MTS). The Council's third LIP was approved by the Mayor of London in spring 2019.
- 3.2 Borough LIP funding is split into four main programme areas with annual allocations where applicable:

Programme Area with Description	Enfield's Allocation (£000's)
<p><i>Corridors, Neighbourhoods and Supporting Measures</i></p> <p>This is annual funding which must be spent on projects which deliver the Mayor's Transport Strategy. The per borough allocation is based on a formula which takes into account factors such as air quality and population. A significant amount of the allocation (£1.7m) supports delivery of the Healthy Streets / Cycle Enfield programme.</p>	2,584
<p><i>Liveable Neighbourhoods</i></p> <p>The Council has received funding in 2019/20 to develop the Enfield Town scheme. The submission of detailed designs and costs will determine the level of funding in 2020/21.</p>	To be confirmed.
<p><i>Maintenance Programmes</i></p> <p>In previous years an allocation of around £1m was available for Principal Road Maintenance. This has now been removed but there is a London wide pot which is allocated based on surveys of roads and structures.</p>	To be confirmed
<p><i>Local Transport Fund</i></p> <p>This funding can be used for local transport schemes which do not fully meet the Mayor's Transport Strategy outcomes. Given the absence of Principal Road Maintenance funding, this has been allocated to support asset renewal on the strategic highway network.</p>	100

- 3.3 Boroughs make Annual Spending Submissions (ASS) which set out how they intend to utilise LIP funding under various programme areas to support the delivery of the MTS. The ASS for 2020/21 needs to be submitted to TfL in November 2019, with funding confirmed in December 2019 and delivery starting in April 2020.

3.4 Given the notes on the various allocations in 3.2, the table below focuses on Enfield's proposals for 2020/21 in relation to the Corridors, Neighbourhoods and Supporting Measures programme area:

Programme Area Schemes	Related MTS Outcomes	Allocation (£,000s)
Accessibility <ul style="list-style-type: none"> Highway works to provide level access to bus stops. Junction protection to ensure emergency and refuse vehicle access is unobstructed. Identification and feasibility of bus interchange projects. 	Safe Accessible Quality	100
Delivering and Monitoring Air Quality Improvements <ul style="list-style-type: none"> Supporting delivery of the statutory Air Quality Action Plan and Mayor's Air Quality Fund projects. Provision of 3 static air quality monitoring stations and mobile monitoring. Electric vehicle charging points. 	Active Green	100
Healthy Routes and Neighbourhoods <ul style="list-style-type: none"> Cycleways. Quieter / Low Traffic Neighbourhoods. School Streets. 	Active Safe Efficient Green	1,560
Healthy Routes and Neighbourhoods Support <ul style="list-style-type: none"> Cycle parking mini-hubs, festivals and community events and cycling events for specific target groups, e.g. over 50s. Monitoring of uptake of cycling. Delivery of the Cycle Enfield wayfinding strategy. 	Active Safe Efficient Green	140
Cycle Training <ul style="list-style-type: none"> Provision of Bikeability nationally accredited cycle training to adults and children. 	Active Safe Efficient Green	250
Cycling Promotion and Supporting Activities	Active Safe Efficient	120

Programme Area Schemes	Related MTS Outcomes	Allocation (£,000s)
<ul style="list-style-type: none"> Promotion and marketing activities to highlight ongoing cycling support activities such as Dr Bike sessions, cycle maintenance classes and guided rides. Installation of cycle hangars and Sheffield stands or equivalent. 	Green	
Vision Zero <ul style="list-style-type: none"> Design and delivery of road safety schemes at priority locations. Safer Freight initiatives including promotion of the Freight Operator Recognition Scheme, Exchanging Places events, CPC Safe Urban Driver Training. 	Active Safe Efficient	150
Programme, Project and Scheme Development <ul style="list-style-type: none"> Bid preparation including for next Liveable Neighbourhood. Design and implementation of parking controls to make most efficient use of limited kerbside space. Increasing car club provision. 	Active Safe Efficient Green Connected Accessible Unlocking	74
Safe, Sustainable and Active School Travel <ul style="list-style-type: none"> School travel planning and in school road safety activities. Design and delivery of physical measures around schools to encourage walking and cycling. 	Active Safe Efficient	90

Note - The full Mayoral Outcomes are:

Mayoral Priority	no.	Mayoral Outcomes
Healthy Streets and healthy people	1	Active - London's streets will be healthy and more Londoners will travel actively
	2	Safe - London's streets will be safe and secure
	3	Efficient - London's streets will be used more efficiently and have less traffic on them
	4	Green - London's streets will be clean and green
A good public transport experience	5	Connected - The public transport network will meet the needs of a growing London
	6	Accessible - Public transport will be safe, affordable and accessible to all
	7	Quality - Journeys by public transport will be pleasant, fast and reliable
New homes and jobs	8	Good Growth - Active, efficient and sustainable travel will be the best option in new developments
	9	Unlocking - Transport investment will unlock the delivery of new homes and jobs

- 3.5 It should be noted that the vast majority of the proposed programmes and schemes support the uptake of active and sustainable travel modes so, as well as addressing the outcomes in the Mayor's Transport Strategy, they contribute to the Council's commitment in relation to addressing the effects of climate change; transport generates a significant amount of greenhouse gas emissions (33% of UK CO² emissions in 2018). This is a good example of how we are aligning the delivery of the LIP programmes, projects and activities with that of the Council's Climate Change Task Force and our aim to be a carbon neutral local authority by 2030.
- 3.6 Given that the details of the schemes to be delivered under each programme are dependent on the programme for 2019/20, in some instances, for example the Cycle Enfield main programme, the final schemes will not be confirmed until early 2020. This approach is consistent with previous years.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council is required to submit a programme of work with supporting schemes in order to utilise £2.684m of Local Implementation Plan Funding which has been allocated to Enfield for 2020/21. Therefore, a compliant submission is being proposed.
- 4.2 When considering the proposals, it should be noted that the Local Implementation Plan (LIP) is a statutory document arising from the GLA Act 1999. Each borough's LIP covers proposals to implement the Transport Strategy of the Mayor of London (MTS), locally within the area of each borough. Therefore, the proposals in this report are essentially constrained within two determinants:
- Firstly, the submission is constrained by TfL's Local Implementation Plan (LIP) Annual Spending Submission Guidance.
 - Secondly, to meet the adequacy test required for Mayoral approval (GLA Act section 146(3.b)), each LIP sets out the proposals for implementing the Mayor's Transport Strategy. The adequacy of Enfield's proposals, from the perspective of the Mayor's Transport Strategy (MTS 3), is secured by virtue of the fact that Enfield's LIP has now been approved by the Mayor of London.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The recommendations are seeking the necessary approvals that will enable Enfield's Local Implementation Plan (LIP) funding proposals for 2020/21 to be submitted to Transport for London.

Recommendation	Reason
The expenditure proposals for	The submission of these

2020/21 are submitted to Transport for London and for these proposals to be implemented, subject to the completion of all necessary statutory procedures.	proposals to TfL is essential in order to obtain release of the allocated funds ready for expenditure in the Financial Year 2020/21.
Delegation of authority to the Cabinet Member for Environment and Sustainability to make any changes necessary to the programme should there be any change to the allocation from TfL or for any other operational reason.	The detailed programme for 2020/21 is subject to final funding confirmation (due December 2019) and delivery of 2019/20 schemes. In addition, the delivery of the 2020/21 programme will be subject to variations, mainly due to operational issues, so this maintains political oversight and facilitates ongoing delivery.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 Expenditure (once approved by Transport for London) will be fully funded by means of direct grant from TfL. The funding arrangements are governed through the TfL Borough Portal and no costs fall on the Council. The release of funds by TfL is based on a process that records the progress of works against approved spending profiles. TfL makes payments against certified claims as soon as costs are incurred, ensuring the Council benefits from prompt reimbursement.
- 6.1.2 LIP financial assistance is provided by TfL under Section 159 of the GLA Act 1999. The funding is provided to support local transport improvements that accord with the Mayor's Transport Strategy Goals and Outcomes.
- 6.1.3 Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided.
- 6.1.4 Under current arrangements, delegated authority is given to boroughs to move funds within transport areas or, subject to limits between areas, subject to approval by TfL. Underspends occurring during a financial year are normally returned to TfL and there is no presumption given that funding not required in a particular year can be carried forward.

6.2 Legal Implications

- 6.2.1 The current Mayor's Transport Strategy (MTS3) provides the framework for the development of Local Implementation Plans (LIPs) by London boroughs; it also provides the basis for the assessment of grant applications.
- 6.2.2 Section 144(2) of the GLA Act allows the Mayor to issue guidance as to the implementation of the MTS to any London borough council, all of which are required to have regard to the guidance in exercising any function. The guidance typically has as its focus the preparation of the LIPs by the boroughs.
- 6.2.3 The functions relevant to the preparation of the LIP guidance were delegated to TfL pursuant to section 38 of the GLA Act by MD2081. Approval of the final version of the LIP guidance for publication is reserved to the Mayor.
- 6.2.4 The requirements for a LIP are set out in section 145. In addition to containing the borough's proposals for the implementation of the MTS in its area, the LIP shall include a timetable for implementing the different proposals in the plan and the date by which all proposals will be implemented.
- 6.2.5 When approving a LIP, the Mayor must ensure that it is consistent with the MTS, that the proposals that it contains are adequate and that the timetable for implementation and the deadline by which the proposals are to be implemented is adequate. The LIP Guidance has been drafted so as to assist the boroughs with complying with the statutory requirements and the criteria against which the Mayor is required to assess a LIP. If LIPs are produced which do not meet the statutory requirements, the Mayor may use his powers of direction in ss 147 and 150 and may even step in and produce the LIP himself although the purpose of the LIP Guidance is to avoid such scenarios.
- 6.2.7 Under the GLA Act, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL are charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the MTS3.
- 6.2.8 The generic matters to which TfL will have regard in allocating financial assistance and the generic conditions that will apply to any such assistance are:
- Under Section 159 the GLA Act, financial assistance provided by TfL must be for a purpose which in TfL's opinion is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.

- In order to ensure this purpose is met, TfL may have regard to the following matters when exercising its functions under Section 159:

Any financial assistance previously given
The use made by the authority of such assistance

- Conditions - Section 159 (6) of the GLA Act also allows TfL to impose conditions on any financial assistance it provides and in specified circumstances to require repayment. Other more detailed conditions may be imposed that relate to particular projects.

6.2.9 The recommendations contained in this Report are within the Council's powers and duties.

6.3 Property Implications

6.3.1 There are no identifiable property implications arising directly from the LIP proposals, however, as individual schemes progress, there may be an opportunity for specific input in respect of the Council's land and property portfolio.

7. KEY RISKS

Risk Category	Comments/Mitigation
Strategic	<p>Risk: There is a significant change in regional or local priorities and / or funding allocations</p> <p>Mitigation: Funding utilisation starts from 1st April 2020 so, should there be a change in funding allocation or regional priorities, there is an opportunity to make changes to the schemes and funding allocations in order to respond to unforeseen circumstances and changing priorities.</p>
Financial	<p>Risk: Not agreeing a programme and making an annual spending submission will mean the Council cannot access a significant source of funding.</p> <p>Mitigation: Agree programme and make annual spending submission to TfL.</p>
Reputational	<p>Risk: The Council does not deliver schemes and / or fully utilise time bound LIP funding</p> <p>Mitigation: There will be robust programme and project management as well as regular political engagement. In addition there is an opportunity to</p>

Risk Category	Comments/Mitigation
	make changes to the schemes and funding allocations in order to respond to unforeseen circumstances and changing priorities
Regulatory	<p>Risk: Failure to comply with statutory requirements.</p> <p>Mitigation: As outlined the LIP programme, once agreed, will meet statutory requirements</p>

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

8.1 Good homes in well-connected neighbourhoods

8.1.1 The proposed LIP activities represent vital investment in the improvement and renewal of the transport infrastructure, particularly supporting regeneration and environmental enhancements with clear beneficial impact on climate change. The LIP is also informed by and supports the LDF Core Strategy and associated evolving Local Plan. LIP schemes and activities will contribute positively towards the delivery of good homes, improving the connectivity of existing neighbourhoods.

8.2 Sustain strong and healthy communities

8.2.1 The impact of LIP proposals are positive on disability groups, disadvantaged groups and disadvantaged areas. Particular elements of work related to the improvement and promotion of sustainable modes of travel will enhance the cohesion of communities. Several LIP projects and programmes have an emphasis on community engagement and safety. The consultation process carried out for new schemes allows the representation and input of all interest groups.

8.2.2 The programmes and initiatives contained within the Annual Spending Submission will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities.

8.3 Build our local economy to create a thriving place

8.3.1 Several of the proposals contained in the Annual Spending Submission will help enhance people's ability to reach their full potential by improving accessibility for sustainable modes of transport making it easier for people to access opportunities in Enfield and further afield.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 The Council's Local Implementation Plan 3 (LIP) was supported by an Equality Impact Assessment (EqIA). The EqIA examined the proposed strategy, socio-demographic data gathered in relation to the LIP and the available information on the outcomes of the policies. Based on this, and using professional judgement, it identified several disproportionate impacts that may occur on Equalities Groups because of the implementation of the proposed strategy.
- 9.2 The key beneficial impacts relate to:
- 9.2.1 Measures to encourage active travel, particularly to and from schools, will benefit people in many of the protected groups. The health benefits to many older and/or disabled people with respiratory illnesses will be greater than for the general population. Similarly, children and young people are particularly vulnerable to air pollution as their respiratory systems are still developing, and therefore also will benefit disproportionately. The health benefits for children from greater participation in active travel also will be greater than for the general population.
 - 9.2.2 Actions to improve air quality are likely to benefit older and/or disabled people with respiratory illnesses more than for the general population. Similarly, children and young people also will benefit disproportionately.
 - 9.2.3 Managing growing demand for on-street parking may benefit some of the protected groups, especially where they are afforded greater priority in parking allocations.
 - 9.2.4 Older people, children and disabled people are more vulnerable road users, and will disproportionately benefit from improvements in road safety.
 - 9.2.5 Policies to improve the reliability and accessibility of public transport will benefit protected groups with a greater reliance on public transport than the public at large to a disproportionate extent.
- 9.3 The EqIA identified that there may be an adverse impact on people on lower income due to increases in parking charges as part of policies to manage on-street parking. This will need to be assessed further to understand the actual impact (including whether proposed charges are significant in terms of the overall running costs of a private car), particularly given that low income groups are less likely to own a car, with any potential mitigation balanced against the wider aims of the LIP including the intention to reduce health inequalities.
- 9.4 It should be noted that reducing inequality is at the core of the LIP with a focus on health outcomes.
- 9.5 The LIP looks extensively at Enfield's key challenges and considers what role transport can play in addressing them. What is apparent is

that there are serious health inequalities across the borough and that promoting safe, sustainable and active travel can go some way to addressing these. Therefore, the strategic priorities focus on health:

- Making active travel the natural choice, particularly for those trips less than 2km in length
- Making more school trips safe, sustainable and healthy
- Reducing the impact of private vehicles on our streets
- Making the public transport network more reliable, accessible and the natural choice for longer trips
- Maintaining our assets for the benefit of the public.

9.6 It should also be noted that existing larger scale programmes, including Cycle Enfield, have been subject to strategic equality impacts assessments, while individual schemes and interventions take account of equality impacts as part of their development and delivery lifecycles.

10. PERFORMANCE AND DATA IMPLICATIONS

10.1 Providing a programme of work to TfL is a condition of LIP transport expenditure grants which are currently in the order of £2.5+ million annually. The removal of LIP funding will very directly and detrimentally affect the delivery of transport initiatives and schemes on street. The negative impact will be substantial and fall on all sections of residents and visitors. Enfield's LIP activities will have clear and direct bearing upon on other services as the programmes aid regeneration, improve public health and contribute to the wider aims and goals of other departments.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 There are no direct health and safety complications from the LIP. Individual schemes implemented through LIP funding may need to be subject to Health and safety considerations through individual scheme level reports as appropriate.

12. PUBLIC HEALTH IMPLICATIONS

12.1 Transport is one of the fundamental determinants of health; it may be health-damaging or health promoting. The LIP programme and schemes as outlined here will make transport in Enfield much more health-promoting by increasing physical activity and reducing the health costs of motorised transport. It will increase physical activity by making this part of everyday life e.g. walking or cycling as a normal, everyday transport mode. Achieving a modal shift towards active travel will also reduce the health damaging effects of motorised transport e.g. road traffic injuries, air pollution, community segregation and noise. Such is the effect of physical activity upon health that it has been calculated that a modal shift to levels of active transport in The Netherlands would save the NHS £17 billion per year. This would be achieved through savings in treating Type 2 diabetes, heart disease,

stroke, some cancers, musculo-skeletal disease and dementia. Improving the walking and cycle infrastructure would also be likely to positively impact upon health inequalities as income or wealth would become a less significant factor in a person's ability to travel within the borough e.g. access to employment, healthcare, social networks etc.

- 12.2 Reducing obesity is a priority for Enfield, as outlined in the Borough's Health and Wellbeing Strategy. 61.4% of adults are classified as overweight or obese (ALS, 2016). Data for academic years 2014/15 to 2016/17 shows that the average prevalence of excess weight in year 6 pupils is 41.5%. This is higher than London (37.9%) and England (33.87%) averages. If left unchanged, this will lead to serious health complications later in life, such as diabetes, heart disease and cancers.
- 12.3 Creating an environment where people actively choose to walk and cycle as part of everyday life can have a significant impact on public health and has the potential to reduce health inequalities. It is an essential component of a strategic approach to increasing physical activity and may be more cost-effective than other initiatives that promote exercise, sport and active leisure pursuits.
- 12.4 Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries.
- 12.5 More walking and cycling also has the potential to achieve related policy objectives:
- Supports local businesses and promotes vibrant town centres
 - Provides a high-quality, appealing public realm
 - Reduces road danger and noise
 - Increases the number of people of all ages out on the streets, making public spaces seem more welcoming and providing opportunities for social interaction and children's play
 - Provides an opportunity for everyone, including people with impairments, to exercise and enjoy the outdoor environment
- 12.6 There is an extensive evidence base for effective action on active travel. The most relevant review has been conducted by the National Institute for Health and Care Excellence, looking specifically at local measures to promote active transport¹.
- 12.7 Overall the programme and schemes proposed will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities. This

¹ National Institute for Health and Care Excellence. Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation. London 2012.

supports Public Health's efforts to embed Health in all Policies across the Council.

Background Papers

None

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MUNICIPAL YEAR 2019/2020 REPORT NO. 132**MEETING TITLE AND DATE:**Cabinet 13th November 2019**REPORT OF:**

Executive Director Place

Contact officer and telephone number:

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Agenda - Part: 1 Item: 10

Subject:**Dockless Bike Byelaw - Delegation of Powers to London Councils****Wards: N/A****Cabinet Member consulted:
Cllr Guney Dogan****1. EXECUTIVE SUMMARY**

London Councils already carries out many functions on behalf of the Boroughs, as set out in the London Councils Transport and Environment Governing Agreement. The report sets out a proposal to amend the Governing Agreement specifically to enable London Councils to make a London wide byelaw to regulate dockless bikes on the highway and other public spaces. This proposal requires the support of all 33 London local authorities who, along with TfL, will then have powers in respect of dockless bikes, including to enforce against operators where bikes are left inappropriately.

2. RECOMMENDATIONS

To approve for recommendation to Council to delegate powers provided by s235 of the Local Government Act 1972 so that London Councils can make a London-wide byelaw regulating dockless cycles across the Capital.

3. BACKGROUND

- 3.1 Dockless bike hire is a relatively new phenomenon allowing riders to locate and unlock bikes via an app and leave them and lock them where they choose. This 'free-floating' model offers many benefits and supports the Council's aims of encourage more people to cycle and benefit from regular physical activity.
- 3.2 However, dockless bikes have caused some problems, particularly where they have been left in inappropriate locations and obstruct the

footway. Councils currently have limited powers to control dockless bike schemes and Transport for London, London Councils and the Boroughs have been looking at a number of options to address the situation.

3.3 The preferred option agreed by London Councils Transport and Environment Committee, on which the Council is represented by the relevant Cabinet Member, in June 2019 was to develop a London-wide byelaw including the following provisions:

- Minimum safety standards for bikes;
- All bikes to be chipped to ensure their whereabouts can always be tracked;
- An offence is created if a dockless operator places or allow their bikes to be parked anywhere other than at a location agreed by the local authority; and
- Sets a penalty for a dockless operator committing an offence.

3.4 London Councils do not currently have the powers to make byelaws, so the preferred option requires each of the 33 London local authorities to delegate the exercise of their relevant functions and for the Transport and Environment Committee Governing Agreement to be varied accordingly. Without the delegation of authority from all 33 London local authorities the byelaw cannot be made.

3.5 It should be noted that the byelaw would confer additional powers on the Council but that they would not be duties (we can choose whether to use them rather than having to do so). Therefore, the administration of the byelaw, including any enforcement, are not considered in the scope of this report.

4. ALTERNATIVE OPTIONS CONSIDERED

Not delegating authority to London Councils TEC – This would prevent a consistent London-wide byelaw being made as all 33 boroughs need to agree to the delegation of additional functions to London Councils. It would also mean that the Council's powers for addressing issues with dockless bike provision would remain limited.

5. REASONS FOR RECOMMENDATIONS

The provision of a London-wide byelaw will provide additional powers to enable the use and parking of dockless bikes to be better regulated.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

The recommendation raises no financial issues for the Council.

6.2 Legal Implications

- 6.2.1 S235 of the Local Government Act 1972 enables Council's to make byelaws for 'the good rule and government' of the borough.
- 6.2.2 The London Councils Transport and Environment Committee (LCTEC) Governing Agreement makes provision for LCTEC to carry out certain functions, subject to the written agreement of each participating council.
- 6.2.3 The report seeks the necessary approval to delegate the Council's powers to make byelaws to LCTEC, but only *'for the purpose of regulating dockless vehicles on the highway and/or public places (including by making it an offence for a dockless vehicle operator to cause or permit their dockless vehicle to be left on the highway or public place other than in an approved location), including taking all related steps to promote, make, amend and revoke any such byelaw'*.
- 6.2.4 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.

6.3 Property Implications

The recommendation raises no Property implications.

7 KEY RISKS

- 7.1 The key risks relating to the proposal are summarised below together, where relevant, with steps taken to mitigate the level of risk:

Risk Category	Comments/Mitigation
Strategic	Risk: Not delivering health and other benefits associated with an increase in levels of cycling. Mitigation: Corporate support for the Cycle Enfield programme and the provision of dockless bikes.
Operational	Risk: None identified.
Financial	Risk: None identified.
Reputational	Risk: None identified.
Regulatory	Risk: Failure to comply with statutory requirements. Mitigation: Byelaw and delegation procedure reviewed by Legal Services.

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8 IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

8.1 Good Homes in Well-Connected Neighbourhoods

The scheme directly supports the Council's commitment to reduce congestion, improve air quality and encourage people to walk and cycle.

8.2 Sustain Strong and Healthy Communities

The scheme also helps to deliver the Council commitment to improve health by promoting active travel.

8.3 Build our Local Economy to Create a Thriving Place

Dockless bikes have a part to play in enabling low cost access to employment opportunities, as well as to local shops and services. The proposed byelaw will ensure that this can continue without detracting from the street scene and adversely impacting pedestrians.

9 EQUALITIES IMPACT IMPLICATIONS

- 9.1 An initial screening has been carried out and a full equality impact assessment is not required in this instance. However, the following table summarises the key impacts on the various protected groups.

Age	Positive impact – restricting areas where cycles can be parked will reduce obstructions on the footway, assisting children and older people in particular.
Disability	Positive impact – restricting areas where cycles can be parked will reduce obstructions on the footway, assisting those with impaired mobility and vision in particular
Gender reassignment	No specific impacts identified.
Marriage or civil partnership	No specific impacts identified.
Pregnancy and maternity	No specific impacts identified.
Race	No specific impacts identified.
Religion or belief	No specific impacts identified.
Sex	No specific impacts identified.
Social economic	No specific impacts identified.

10 PERFORMANCE AND DATA IMPLICATIONS

This proposal will have limited impact on performance when considered in isolation. However, when considered as part of a wider active travel network, dockless bikes will contribute to a number of key targets, including those relating to improving the health of adults and children in the Borough and increasing the use of sustainable means of travel.

11 PUBLIC HEALTH IMPLICATIONS

- 11.1 Dockless bikes have an important part to play in improving the health of the Borough's residents and addressing health inequality.
- 11.2 Compared to those who are least active, sufficient physical activity reduces all-cause mortality and the risk of heart disease, cancer, mental health issues and musculo-skeletal disease by approximately 20 to 40%. These conditions account for 70% of the NHS budget.
- 11.3 25.4% of Year 6 pupils in Enfield (aged 10-11) are obese, higher than in London or England as a whole (22.6% and 19.1% respectively). 41% are either overweight or obese compared to 37.2% in London and 33.5% in England. This is the 6th highest in London.
- 11.4 Cycling can be a very effective means of integrating physical activity into everyday life. Improving cycling facilities in the Borough also has the potential to significantly increase the disposable income all residents in the Borough. Other benefits to the individual could include greater access to employment, education, shops, recreation, health facilities and the countryside.
- 11.5 This byelaw will enable the Council to ensure that any increasing popularity of dockless bikes will not cause resentment amongst other residents which could otherwise add to any antipathy to cycling.

Background Papers

No background papers have been used in the preparation of this report.

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MUNICIPAL YEAR 2019/2020 REPORT NO. 133

MEETING TITLE AND DATE:Cabinet 13th November 2019**REPORT OF:**

Executive Director Place

Agenda – Part: 1

Item: 11

Subject: Meridian Water land Acquisition**Wards: Upper Edmonton****Key Decision No: 4984****Cabinet Member consulted: Cllr Caliskan
and Cllr Maguire**

Contact officer and telephone number: Paul Gardner, 020 8379 4754

Email: paul.gardner@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Enfield Council has been successful in its bid to secure £156M for key infrastructure from Central Government's Housing Infrastructure Fund (HIF).
- 1.2. The Council will need to purchase a number of parcels of land in order to deliver the HIF works. To this end the Council is requesting authority from Cabinet to make a Compulsory Purchase Order (KD 4832 PL 19/059 C). The CPO is a final measure and the Council aims to acquire land required through private treaty agreement in the first instance.
- 1.3. Anthony Way is required to deliver the HIF works. The Council has negotiated with the owner of Anthony Way and adjoining industrial units and has reached an agreement on price. The price is in line with an independent Red Book valuation.
- 1.4. The report seeks approval for the acquisition of Anthony Way and units 5, 11, 11a.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1. Approves the acquisition of the site as detailed in the report.
- 2.2. Delegates Authority to the Meridian Water Programme Director, in consultation with the relevant legal officer to finalise the documentation for exchange and completion of the acquisition.
- 2.3. See part 2.

3. BACKGROUND

3.1. Meridian Water

3.2. The Meridian Water Regeneration Area is located in the South East of the Borough in the ward of Upper Edmonton. It is bounded by the A406 North Circular road to the north, the London Borough of Haringey to the South, London Borough of Waltham Forest to the East and Kimberley Road to the West.

3.3. Meridian Water is one of London's most significant regeneration opportunity areas. It comprises approximately 85 hectares (210 acres) and is one of the largest developable areas in London. Located in the Central Leaside growth area and the Mayor of London's wider Upper Lee Valley Opportunity Area, it has significant redevelopment potential.

3.4. Strategic Infrastructure Works

3.5. The Meridian Water team has been working with ARUP and KCA to develop the design for key infrastructure to unlock the delivery of homes at Meridian Water.

3.6. The proposed Strategic Infrastructure Works (SIW) which includes:

- Rail improvements;
- Central spine road and link road;
- Remediation;
- Flood alleviation;
- New bridges;
- New parks;
- Improved pedestrian and cycle links; and
- Improvement to existing junctions and roads (Leaside Road / Glover Drive).

3.7. On 3rd December 2018 the Greater London Authority (GLA) submitted a bid on behalf of the Council to the Ministry of Housing, Communities and Local Government seeking to secure £156 million from the Housing Infrastructure Fund (HIF).

3.8. On 17th August 2019 the Chancellor announced £156 million for the Meridian Water bid to deliver rail works, road infrastructure, land remediation, flood alleviation and utilities to unlock up to 10k homes was successful. Receipt of the HIF funds will be subject to satisfaction of certain pre-conditions and acceptance of funding terms, currently being negotiated (see Key Risk Section 7).

3.9. The funds from the HIF will need to be drawn down by March 2024.

3.10. Land acquisition

3.11. The Council has to date acquired circa 36 hectares of land in Meridian Water.

3.12. Meridian Water is comprised of a patch work of land ownership. The Council is acquiring land to enable the delivery of key infrastructure, and to create contiguous parcels that can be disposed of to developers. The Council will need to purchase a number of additional parcels of land in order to deliver the SIW works

3.13. In the first instance, the Council is aiming to acquire land by private treaty, however, a Compulsory Purchase Order (CPO) will also necessary to ensure that all the land required for the strategic infrastructure can be acquired within the requisite timeframe. A report is being presented to Cabinet (KD 4832) with a recommendation to make a CPO for the delivery of Strategic Infrastructure at Meridian Water.

3.14. Anthony Way

3.15. The Property comprises the freehold interest in Anthony Way, together with land and buildings adjoining. Anthony Way is an un-adopted private road, leading from Towpath Road, which provides vehicular access to several industrial properties.



Figure 1 Anthony Way and industrial units and Anthony Way

- 3.16. In addition, there are three industrial buildings adjacent to Anthony Way of varying age and construction, totalling 1,808 sq. m (19,460 sq. ft) with a hard-surfaced external yard. The total site area of the road and buildings is approximately 0.5266 hectares (1.3 acres).
- 3.17. In order to deliver the main bridge landing and access road for the HIF works, the Council would need to acquire a private road known as Anthony Way and the return of land between the VOSA building and Towpath Road.
- 3.18. However, the industrial buildings themselves on Anthony Way do not need to be demolished for HIF. The buildings are located within Phase 7 in the current Phasing Development Plan, which would be developed between 2035 and 2039. The buildings will therefore have a lifespan of at least 15 years and can be used for meanwhile activities (see below).



Figure 2 Demise of ownership on Ordinance Survey Map

- 3.19. The Meridian Water Team has been in negotiations with the land holders to acquire their land holding since February 2017.
- 3.20. The Meridian Water Team had provided an offer for the road in isolation, which is required for the SIW. However, the owners have rejected this offer and have been clear that they will not separate their holdings and will only sell the road together with the industrial units.

3.21. **Meanwhile Proposal**

3.22. A breakdown of the buildings and their current use can be seen below

Unit	Description	Size (sq. ft)	Current Use	Condition	Lease
Unit 11	Large warehouse fronting Anthony Way includes first floor offices	10,618	Vacant	Occupiable. Requires cosmetic work	n/a
Unit 11a	Rear Unit. Modern Warehouse	3,350	Warehouse	Good	5 years (break effective 2020)
Unit 5	1930s, north light roof building	5,492	Vehicle repair workshop	Poor. Needs refurb.	3 years expiring Sept 2020

3.23. The Council could utilise the industrial units for generating income as well as placemaking through meanwhile use. These units have particular potential for meanwhile use given their location adjacent to Building BloQs' current operation and the 'VOSA' building that is to be refurbished in to a state-of-the-art makerspace (PL 18/022, KD 4717). This presents an excellent opportunity to create a creative cluster to seed the future economy of Meridian Water.



Unit 3: Interior Warehouse: Unit 11

3.24. Income details are provided in Part 2 Report

3.25. **Valuation of site**

3.26. BNP Paribas undertook an independent red book valuation for the site, see Part 2 appendix for red book valuation of BNP Paribas

3.27. The valuation is in line with the purchase price agreed

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. **Do not purchase the land.** This is not recommended as Anthony Way is required for the completion of the SIW. Purchasing this site through private treaty will allow for works to commence earlier, reducing costs from delays. If the land is not purchased via private treaty the acquisition would require a CPO. This would incur delays which would impact on programme and cost of delivering the SIW.

5. REASONS FOR RECOMMENDATIONS

5.1. It is vital that the Council acquire Anthony Way in order to complete the SIW, to unlock the development of homes at Meridian Water. In order to acquire the land in a timely manner and to avoid delays with associated consequences it is recommended to acquire the site by private treaty as detailed in this report and in part 2.

5.2. An independent red book valuation of the site undertaken by BNP Paribas shows that the agreed price demonstrates good value for money. Furthermore, acquiring the site by private treaty avoids costs associated with CPO and costs incurred by delay, increasing the attractiveness of deal for the Council.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1. **Financial Implications**

See part 2

6.2. **Legal Implications**

6.2.1 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.

6.2.2 The Council also has a specific power under Section 120 of the Local Government Act 1972 (LGA) to acquire land for the benefit, improvement or development of their area. Section 123 of the LGA gives a power of sale or leasing. The recommendations detailed in this report are in accordance with these powers.

- 6.2.3 The proposed acquisition must comply with the Council's Constitution including its Property Procedure Rules which set out mandatory procedures regarding (amongst other matters) the acquisition and disposal of property assets. This report contains justification for the acquisition as being in the best interest of the Council, including confirmation as to market value from BNP Paribas Real Estate, the external registered valuer is appended to this report.
- 6.2.4 Any subsequent disposal by way of lease of all/part of the site to be acquired must comply with the Council's Property Procedure Rules and s123 LGA.
- 6.2.5 The contents of this report constitute a Key Decision as the proposed capital expenditure exceeds £250,000. The Council must comply with the Key Decision procedure set down in its constitution.
- 6.2.6 All legal agreements arising from the matters described in this report must be approved by Legal Services on behalf of the Director of Law and Governance.

6.3. **Property Implications**

- 6.3.1 This acquisition supports the principals of increasing in come and optimising assets in the Council's Strategic Asset Management Plan.
- 6.3.2 The following sections of the property procedure rules (PPRs).

- 4.1 *The acquisition, by any means, of a freehold interest or a leasehold interest over one year in duration requires the approval of the relevant Director and the Responsible Senior Officer, unless the acquisition is:*

4.1.1 Covered by the Property Scheme of Delegation

4.1.2 Vested by statutory authority

4.1.3 Owing to the Council acting as trustee

4.1.4 Made under planning and highways legislation as a condition of a planning permission or a planning obligation.

- This report delegates Authority for the acquisition to the Meridian Water Programme Director, in consultation with the relevant legal officer to finalise the documentation for exchange and completion of the agreement for sale.
- 4.2 *Any acquisition with a market value in excess of £250,000 and lower than £500,000 has to also be approved by the relevant service Cabinet Member and the Cabinet Member with the property portfolio, and any acquisition with a market value exceeding £500,000 has to be approved by Cabinet.*

- This acquisition is recommended for approval by cabinet as it exceeds £500,000.

4.3 *Every acquisition must be accompanied by the service Director's report that states:*

4.3.1 *How the acquisition will help deliver the Council's strategy, goals, metrics and initiatives*

4.3.2 *The life-cycle costs whereby the Council is able to demonstrate its ability to fund all costs (including running costs), expenses, impacts and risks and any other costs associated with the acquisition (for example allowed/required by legislation).*

4.3.3 *The report is approved by the Responsible Senior Officer and the Director of Finance Resources and Customer Services*

4.3.4 *The Responsible Senior Officer has approved the provisional terms for the acquisition*

4.3.5 *The Responsible Senior Officer has certified that the price and terms and conditions represent value and in most circumstances has obtained an independent valuation*

- This acquisition is required to deliver the construction of the Strategic Infrastructure Works. This will in turn help the Council to deliver Meridian Water, its flagship regeneration project.
- The life-cycle costs of the acquisition have been considered in the body of the Part 2 report at section 3.16 to 3.26.
- Strategic Property Services have approved the provisional terms for the acquisition and following the receipt of an independent Red Book valuation can confirm that this acquisition is value for money and the price agreed is in line with market value.

5.1 *A resolution to make a Compulsory Purchase Order must be made by Cabinet, following a recommendation by the appropriate Director and the Responsible Senior Officer.*

5.2 *Compulsory purchases or purchases by agreement prior to a Compulsory Purchase Order being confirmed, are considered as acquisitions and subject to these Rules.*

- The site is included in the Compulsory Purchase Order Boundary which is due to be recommended for approval by Cabinet on [KD4832].
- This acquisition is a purchase by agreement prior to a Compulsory Purchase Order being confirmed.

6.3.3 This acquisition will add to the Council's corporate landlord liabilities and will need to be added to the Council's asset register. The expected income from the asset is expected to be sufficient to cover all corporate landlord liability.

7. KEY RISKS

Risk: Council cannot secure tenants for the site

Impact: Reduced income generated

Mitigation: Two out of the three units are tenanted and generating rental income. The market demand for industrial units for rent is strong and the vendor is already in negotiation with a prospective tenant for the third unit (see Part 2). If this tenant is not secured before acquisition, the Council will immediately market the site in order to secure a tenant and generate income.

Risk: Anthony Way gets fly tipped

Impact: Financial and reputational cost to the Council

Mitigation: The Council has requested that the access roads leading to the rear, Anthony Way and the yard to the rear of the property are to be empty and cleared of waste on completion. The road and property are protected by the security measures in place including two barrier entrances to the site, as well as the court injunction.

Risk: HIF Funding is not received.

Impact: Strategic Infrastructure works would not proceed as per the current proposal and timeframe.

Mitigation: The asset being acquired is generating a rental income so can cover holding costs. Given that the property is only scheduled for development in c. 15 years' time, there is a time window for a mitigation Strategic Infrastructure plan to be developed or alternative funding to be secured. As a worse case scenario, if development on the East Bank was not to proceed, the property can be re sold at industrial values for the price for which it is being acquired (as confirmed via the independent Red Book valuation). In the meantime any necessary maintenance works to the road or the buildings to secure meantime income can be met through an existing capital budget allocations.

8. INTERNAL DEPARTMENT IMPLICATIONS/CONSULTATION

- 8.1 There are no immediate implications for other Place departments, however this report has been shared with the Planning Policy, Highways, Enforcement and Development Control teams.

9. IMPACT ON COUNCIL PRIORITIES

9.1. Good homes in well-connected neighbourhoods

Acquiring this land is necessary to ensure delivery of the strategic infrastructure. The strategic infrastructure will provide key infrastructure enabling the development of 5,000 homes (with the potential for an additional 5,000) and the regeneration of Meridian Water. The infrastructure will ensure that the development is well connected.

9.2. Sustain strong and healthy communities

Acquiring this land is necessary to ensure delivery of the strategic infrastructure. The strategic infrastructure works will deliver two new parks to provide green space vital to a healthy community. The works will also provide cycle routes to encourage cycling, which is beneficial to health.

9.3. Build our local economy to create a thriving place

Acquiring this land is necessary to ensure delivery of the strategic infrastructure. The strategic infrastructure enables the delivery of Meridian Water. As well as delivering homes, Meridian Water will deliver non-residential space including retail, workspace and community space. This will enable animated streets with mixed uses, developing a local economy and thriving place.

10. EQUALITY IMPACT IMPLICATIONS

- 10.1. An EQIA is not considered to be relevant or proportionate for the acquisition of this site

11. PERFORMANCE AND DATA IMPLICATIONS

- 11.1. Income generated by the units will be monitored by the Meridian Water and Finance Teams

12. HEALTH AND SAFETY IMPLICATIONS

- 12.1. N/A

13. HR IMPLICATIONS

- 13.1. N/A

14. PUBLIC HEALTH IMPLICATIONS

- 14.1. Acquiring Anthony Way will allow the Council to improve the road, which is currently poorly maintained with fly tipping of waste and broken cars. This will improve the environment of the surrounding area, which should bring positive public health benefits.

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.)**

MUNICIPAL YEAR 2019/2020

DECEMBER 2019

- 1. Housing and Growth 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)**
- 2. Preventing Homelessness and Rough Sleeping Strategy** Sarah Cary

This will set out how the council will help to prevent homelessness and rough sleeping. **(Key decision – reference number 4809)**
- 3. Tranche Two Budget Proposals 2020/21** Fay Hammond

This will provide an update on the Medium Term Financial Plan position and present further budget proposals for Cabinet approval in order to close the remaining budget gap. **(Key decision – reference number 5024)**
- 4. Meridian Water – Meridian Two Developer** Sarah Cary

This will seek approval to the procurement to appoint the Meridian Two Developer. **(Key decision – reference number 4952)**
- 5. Local Authority Trading Companies – Annual Accounts** Fay Hammond

This will report the contents of the annual audited accounts of the Council's wholly owned trading companies. **(Key decision – reference number 5013)**
- 6. 2020/21 Corporate Capital Condition Programme** Sarah Cary

This will set out the capital programme of major repairs to corporate buildings determined from prioritised condition survey data. **(Key decision – reference number 5004)**
- 7. Getting to School 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. **Asset Management System Project (Atrium Replacement)** Sarah Cary
- This will seek approval for the funding of a project to replace the corporate asset management system, Atrium, which is to be discontinued by the supplier in December 2021. **(Key decision – reference number 5011)**
9. **Future Operating Model IWE Ltd.** Tony Theodoulou
- This will seek approval to the future operating model of IWE Ltd. **(Key decision – reference number 5035)**
10. **10 Year Capital Strategy and Capital Programme 2020/21 to 2029/30** Fay Hammond
- This will update Cabinet on the Council's 10 year capital strategy and capital programme. **(Key decision – reference number 5026)**
11. **10 Year Treasury Management Strategy 2020/21** Fay Hammond
- This will update Cabinet on the Council's 10 year treasury management strategy. **(Key decision – reference number 5027)**
12. **Meridian Water Infrastructure 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)**
13. **Council Tax Support Scheme 2020/21** Fay Hammond
- This will seek agreement of the Council Tax Support Scheme for 2020/21, for recommendation to Council. **(Key decision – reference number 5032)**

JANUARY 2020

1. **Quarterly Corporate Performance Report** Fay Hammond
- This will present the quarterly corporate performance report. (Non key)
2. **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)**

3. **Corporate Property Investment Programme (CPIP)** Sarah Cary

This will seek approval to a block programme of capital investment into the Council's Corporate Property assets to support the delivery of the Strategic Asset Management Plan (SAMP). **(Key decision – reference number 5006)**

4. **Compulsory Purchase Order for the Redevelopment of The Montagu Industrial Estate** Sarah Cary

This will seek approval of the Compulsory Purchase Order (CPO) and amended capital budget to cover the estimated CPO cost, demolition, remediation and on-going vacant property management as part of the Montagu Industrial Estate Redevelopment. **(Key decision – reference number 4873)**

5. **2020/21 Council Tax and Business Rate Tax Bases** Fay Hammond

This will seek agreement to the 2020/21 Council Tax and Business Rate Tax Bases for recommendation to Council. **(Key decision – reference number 5031)**

6. **Proposal for Private Rented Property Licensing Schemes** Sarah Cary

This will consider proposals to introduce additional and selective licensing schemes for private rented properties. **(Key decision – reference number 4999)**

7. **Partially Owned Companies Update** Fay Hammond

(Key decision – reference number tbc)

8. **Meridian Water Employment Strategy** Sarah Cary

This will seek approval to the employment strategy for Meridian Water. **(Key decision – reference number 4881)**

9. **Housing Revenue Account 30-Year Business Plan Update** Sarah Cary

This will update Cabinet on the HRA 30 year business plan, capital programme and rents. **(Key decision – reference number 4969)**

10. **Housing Development Delivery Strategy** Sarah Cary

This will set out the Council's Housing Development Strategy and seeks delegated authority from Cabinet to deliver the strategy. **(Key decision – reference number 4998)**

11. **Beck House Site Redevelopment, Upton Road, Edmonton, N18 2LJ** Sarah Cary

This will seek approval of the investment decision, acquisition of land interests, consultation and development to enable the delivery of new Council homes. **(Key decision – reference number 4970)**

12. **Business Case for Capital Funding for Highways, Street Scene and Parks Infrastructure 2020/21** Sarah Cary

This will set out a business case for capital funding for additional programmes for flood management, bridge schemes and parks infrastructure in addition to the previously agreed business case for Highways and Street Scene for 2020/21. **(Key decision – reference number tbc)**

FEBRUARY 2020

1. **Broomfield House** Sarah Cary

This will refer to the Broomfield Conservation Management Plan and Options Appraisal and, set out options for the next steps. **(Key decision – reference number 4419)**

2. **Quarterly Revenue Monitoring (including HRA) 2019/2020 Quarter 3** Fay Hammond

This will present the quarterly revenue monitoring 2019/20 quarter 3. **(Key decision – reference number tbc)**

3. **Quarterly Capital Monitoring 2019/2020 Quarter 3** Fay Hammond

This will present the quarterly capital monitoring 2019/20 quarter 3. **(Key decision – reference number tbc)**

4. **Budget Report 2020/21 and Medium Term Financial Plan 2020/21 to 2029/30** Fay Hammond

This will present the budget report 2020/21 and the medium term financial plan 2020/21 to 2029/30. **(Key decision – reference number tbc)**

5. **Capital Strategy and Capital Programme 2020/21 to 2029/30** Fay Hammond

This will present the capital strategy and capital programme 2020/21 to 2029/30. **(Key decision – reference number tbc)**

6. **HRA Business Plan Budget 2020/21 and Rent Setting and Service Charges Report 2020/21** Fay Hammond

This will present the HRA Business Plan and Rent Setting Report 2020/21. **(Key decision – reference number 5008)**

7. **Treasury Management Strategy 2020/21** Fay Hammond

This will present the treasury management strategy 2020/21. **(Key decision – reference number tbc)**

8. **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)**

MARCH 2020

1. **Company Business Plans** Fay Hammond

(Key decision – reference number tbc)

2. **Future Company Decisions** Fay Hammond

(Key decision – reference number tbc)

APRIL 2020

1. **Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)

2. **Company – Regulatory Compliance** Fay Hammond

(Key decision – reference number tbc)

3. **Re-appointment of Company Directors** Fay Hammond

(Key decision – reference number tbc)

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