



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING
TO BE HELD ON TUESDAY, 2ND MARCH, 2021
AT 7.00 PM**

**[Please click here to view the meeting on the 2
March 2021](#)**

MEETINGS THAT HAVE TAKEN PLACE SINCE THE LAST COUNCIL (28 January 2021)

Set out below is a list of meetings that will have taken place since the last Council Meeting: The contact names for the relevant officers are included.

Name of Meeting	Date	Officer	Contact Telephone
Joint Consultative Group for Teachers and Staff Forum	2 February 2021	Jo Fear	020 8132 1807
Planning Committee	2 February 2021	Jane Creer	020 8132 1211
Children and Young People and Education Scrutiny Panel	3 February 2021	Susan O'Connell	020 8132 1399
Cabinet	3 February 2021	Jacqui Hurst	020 8132 1207
Overview and Scrutiny Committee	4 February 2021	Andy Ellis	020 8132 1111
Member Governor Forum	9 February 2021	Sujal Zaveri	020 8132 2772
Environment and Climate Action Scrutiny Panel	9 February 2021	Andy Ellis	020 8132 1111
Regeneration and Economic Development Scrutiny Panel	10 February 2021	Penelope Williams	020 8132 1330
Housing Scrutiny Panel	11 February 2021	Andy Ellis	020 8132 1111
Winchmore Hill Ward Forum	11 February 2021	Jenny Beattie	020 8132 1207
Highlands Ward Forum	15 February 2021	Jenny Beattie	020 8132 1207
Town Ward Forum	15 February 2021	Jenny Beattie	020 8132 1207
Environment Forum	16 February 2021	Penelope Williams	020 8132 1330
Equalities Board	16 February 2021	Susan O'Connell	020 8132 1399
Overview and Scrutiny Committee	17 February 2021	Andy Ellis	020 8132 1111
Planning Committee	23 February 2021	Metin Halil	020 8132 1296

**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

Please Reply to: Penelope Williams
Phone: (020) 8132 1330
E-mail: Penelope.Williams@enfield.gov.uk
My Ref: DST/PW
Date: 02 March 2021

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held virtually on Tuesday, 2nd March, 2021 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

Jeremy Chambers

Director Law & Governance

[Click here to view the meeting](#)

ITEMS 1- 5 (15 MINUTES)

- 1. THE MAYOR'S CHAPLAIN TO GIVE A BLESSING**
- 2. MAYOR'S ANNOUNCEMENTS IN CONNECTION WITH THE ORDINARY BUSINESS OF THE COUNCIL**
- 3. APOLOGIES**
- 4. MINUTES OF THE MEETING HELD ON 28 JANUARY 2021** (Pages 1 - 18)

To receive and agree the minutes of the meeting held on 28 January 2021.

- 5. DECLARATION OF INTERESTS**

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

ITEMS 6 - 13 (60 MINUTES)

6. 2021/22 BUDGET AND 2021/22 TO 2025/26 MEDIUM TERM FINANCIAL PLAN (Pages 19 - 270)

To receive the report of the Executive Director of Resources, presenting for approval the Budget for 2021/22 and Medium-Term Financial Plan 2021/22 to 2025/26.

Members are asked to note that Cabinet considered the report at their meeting on 3 February 2021 and recommended it to Council.

7. HOUSING REVENUE ACCOUNT (HRA), BUSINESS PLAN BUDGET 2021, RENT SETTING AND SERVICE CHARGES (Pages 271 - 298)

To receive the joint report of the Executive Director of Place and Executive Director of Resources presenting for approval the revenue estimates of the Housing Revenue Account (HRA) for 2021/22, Business Plan Budget 2021/22 and rent setting and service charges.

Members are asked to note that this report was considered by Cabinet on 3 February 2021 and recommended to Council.

8. TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22 (Pages 299 - 372)

To receive a report from the Executive Director - Resources seeking approval of the Council's Treasury Management Strategy 2021/22.

Council is asked to approve the strategy and to note that this was recommended to Council for approval by Cabinet at their meeting on 3 February 2021.

9. PERIOD 8 CAPITAL MONITORING REPORT (Pages 373 - 388)

To receive the Capital 8 Monitoring report from the Executive Director Resources asking Council to approve the addition of £1.5m to the Council's approved ten-year Capital programme.

This report was considered by Cabinet on 3 February 2021 and recommended to Council for approval.

10. CAPITAL STRATEGY AND TEN YEAR CAPITAL PROGRAMME 202/22 TO 2030/31 (Pages 389 - 436)

To receive a report from the Executive Director Resources setting out the Council's Capital Strategy and Ten-Year Capital Programme.

Council is asked to approve the capital strategy and ten year programme and to note that Cabinet considered this report on 3 February 2021 and

recommended it for Council approval.

11. BETTER COUNCIL HOMES - PROGRESS, PLANS AND REVIEW OF HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN FOR 2021 (Pages 437 - 472)

To receive a report of the Executive Director Place and Executive Director Resources on Better Council Homes.

To note that the report was considered at Cabinet on 3 February 2021 and that it was agreed that the recommendations in the report be forwarded on to Council for approval.

Council is asked to approve the revised 13 year housing development programme and the revised Housing Revenue Account Business Plan.

To note the restricted appendices 1,2 and 3 which contain exempt information.

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

12. FAIRER ENFIELD POLICY 2021-25 (Pages 473 - 554)

To receive a report from the Chief Executive recommending that Council approve and adopt the Fairer Enfield Policy.

13. EARLY HELP FOR ALL (Pages 555 - 608)

To receive a report from the Executive Director People recommending the Early Help for All Strategy for Council approval.

14. REVIEW AND ADOPTION OF THE STATUTORY PAY POLICY STATEMENT - 2021 (Pages 609 - 646)

To receive the report of the Director of Human Resources and Organisational Development presenting the Council's Statutory Pay Policy Statement for consideration and approval.

Members are asked to note that the Pay Policy Statement was considered and approved for recommendation onto Council by the Staff Appeals, Appointments and Remuneration Committee on 11 January 2021.

15. MEMBERS ALLOWANCES 2021/22 (Pages 647 - 650)

To receive a report from the Director of Law and Governance on the Member's Allowances Scheme for 2021/2.

Council is asked to re-approve the current Members Allowances Scheme.

ITEM 16 (20 MINUTES)

16. COUNCILLOR QUESTION TIME

16.1 Urgent Questions (Part 4 - Paragraph 9.2.(b) of Constitution – Page 4-9)

With the permission of the Mayor, questions on urgent issues may be tabled with the proviso of a subsequent written response if the issue requires research or is considered by the Mayor to be minor.

Please note that the Mayor will decide whether a question is urgent or not.

The definition of an urgent question is “An issue which could not reasonably have been foreseen or anticipated prior to the deadline for the submission of questions and which needs to be considered before the next meeting of the Council.”

Submission of urgent questions to Council requires the Member when submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting.

16.2 Councillors’ Questions (Part 4 – Paragraph 9.2(a) of Constitution – Page 4 - 8)

Please note that the list of questions and their written responses have now been published.

ITEMS 17 - 20 (5 MINUTES)

17. COMMITTEE MEMBERSHIP

To confirm any changes to Committee memberships:

No changes have been received to date. Please note that any changes received once the agenda has been published will be tabled on the Council update sheet at the meeting.

18. NOMINATIONS TO OUTSIDE BODIES

To confirm any changes to the nominations to outside bodies:

No changes have been identified to date. Please note that any changes notified after the agenda has been published will be reported to Council on the update sheet tabled at the meeting.

19. DATE OF NEXT MEETING

To note the date agreed for the next Council meeting, Annual Council:

- Wednesday 19 May 2021 at 7pm

20. EXCLUSION OF PRESS AND PUBLIC

To consider passing a resolution under Section 100(A) of the Local Government Act 197 excluding the press and public from the virtual meeting for the item of business listed as part 2 on the agenda on the grounds that it involves 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)

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**MINUTES OF THE MEETING OF THE COUNCIL
HELD ON THURSDAY, 28 JANUARY 2021**

COUNCILLORS**PRESENT**

Sabri Ozaydin (Mayor), Christine Hamilton (Deputy Mayor), Huseyin Akpinar, Mahmut Aksanoglu, Maria Alexandrou, Daniel Anderson, Kate Anolue, Tolga Aramaz, Guner Aydin, Dinah Barry, Ian Barnes, Mahym Bedekova, Sinan Boztas, Anne Brown, Alev Cazimoglu, Nesil Caliskan, Mustafa Cetinkaya, Katherine Chibah, Birsen Demirel, Clare De Silva, Chris Dey, Guney Dogan, Elif Erbil, Ergin Erbil, Susan Erbil, Ergun Eren, Achilleas Georgiou, Alessandro Georgiou, Margaret Greer, Charith Gunawardena, Ahmet Hasan, Elaine Hayward, James Hockney, Stephanos Ioannou, Rick Jewell, Nneka Keazor, Joanne Laban, Bernadette Lappage, Dino Lemonides, Tim Leaver, Mary Maguire, Andy Milne, Gina Needs, Terence Neville OBE JP, Ayfer Orhan, Ahmet Oykenner, Lindsay Rawlings, Michael Rye OBE, George Savva MBE, Edward Smith, Jim Steven, Claire Stewart, Doug Taylor, Mahtab Uddin, Glynis Vince and Hass Yusuf

ABSENT

Yasemin Brett, Will Coleshill, Lee David-Sanders, Saray Karakus and Derek Levy

1**THE MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain, Kazim Yildirim from the Alevi Centre in Wood Green gave the blessing.

2**MAYOR'S ANNOUNCEMENTS IN CONNECTION WITH THE ORDINARY BUSINESS OF THE COUNCIL**

The Mayor began by wishing everyone good evening and welcoming them to the first Council meeting of the year. He trusted everyone had had a good Christmas.

He acknowledged that the pandemic was still affecting so many of our lives and advised that we must take as many precautions as possible to safeguard ourselves, our families and loved ones, whilst protecting our NHS.

He sent his best wishes to all the residents and staff and thanked again all those who were working so tirelessly to help defeat the virus.

This year Enfield Council had hosted and broadcasted a special online event to commemorate Holocaust Memorial Day – an International Day of Remembrance for the victims of the Holocaust and other genocides. This

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event had enabled those taking part to reflect on and remember the millions of people killed under Nazi persecution as well as the many other genocides that had occurred since the end of the second world war.

The Mayor said that the light at the Civic Centre would always burn brightly in remembrance of those lost. It is the "Light in The Darkness", lest we forget.

The Mayor then asked members to observe a minute's silence in memory of two former councillors who had recently passed away: Andrew Stafford and Jayne Buckland. Condolences were offered to their families at this sad time

Councillors Nesil Caliskan, Joanne Laban, Daniel Anderson, Doug Taylor, Alessandro Georgiou, Gina Needs, Kate Anolue, Ergin Erbil and Terry Neville, spoke in tribute to Andrew Stafford.

Councillor Mike Rye spoke in tribute to Jayne Buckland. Councillor Lappage said that tributes from the Labour group would be given at the next meeting.

A minute silence was held in memory of them both.

The Young Mayor, Kayhan Ali, gave a brief update on his activities since the last Council meeting. He thanked everyone who had helped him during the past year and said that he had been blessed to have had such an amazing opportunity. He was currently working with the Metropolitan Police on a booklet which he hoped would improve understanding between the police and young people and on a mental health project to support young people.

3

MINUTES OF THE MEETING HELD ON 18 NOVEMBER 2020

The minutes of the Council meeting held on 18 November 2020 were received and agreed as a correct record.

4

APOLOGIES

Apologies for absence were received from Councillors Brett, David-Sanders, Karakus, Levy and for lateness from Councillor Akpinar.

5

DECLARATION OF INTERESTS

NOTED the statement from Jeremy Chambers, Monitoring Officer and Director of Law and Governance as follows:

"In accordance with guidance from the Department for Communities and Local Government, there is no requirement for members to declare a disclosable pecuniary interest in relation to items 9 and 10.

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The exception to this being any councillor who is two or more months in arrears on their Council Tax, in which case they will need to declare this and not take part in the vote.”

Jeremy Chambers confirmed that there were no councillors who were more than two or more months in arrears.

There were no declarations of interest.

6

OPPOSITION BUSINESS - LOW TRAFFIC NEIGHBOURHOODS

Councillor Maria Alexandrou introduced the issues paper prepared by the majority opposition group.

1. Issues highlighted by Councillor Alexandrou were as follows:
 - The view that low traffic neighbourhood schemes were unwanted by local residents and had been ineptly implemented.
 - That the consultation on the schemes had been flawed and people living within the areas affected had not had an adequate opportunity to comment on them.
 - Concern that no paper copies of the consultation had been provided, which she felt discriminated against the weakest and most vulnerable.
 - That the imposition of the scheme had resulted in congestion and gridlock in surrounding roads which had increased pollution and made the roads more difficult to cross for pedestrians. The congestion could delay the delivery of lifesaving medicines and treatments.
 - They had caused local businesses to lose trade and some people had found it harder to sell their properties.
 - Concern that the Council were making money out of the penalty fines which had been imposed due to the schemes.
 - That there was no evidence that the schemes reduced traffic, which she felt was just transferred to neighbouring streets.
 - Schemes in other boroughs had been found to be unlawful and had been removed.
 - The Council's own vehicles had been parked with engines running causing more pollution.
 - Enfield in comparison to Wandsworth has less than half the number of electric charging points.
 - Currently there were a lack of alternative travel options. A car was one of the safest options.
 - A recent high court judgement from Mrs Justice Elisabeth Lang had criticised road closures under similar schemes
2. Councillor Barnes responded on behalf of the majority party highlighting:

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- That the current level of traffic on residential roads was unsustainable and destructive. The number of cars on the road had increased dramatically meaning in the last 12 years the number of miles driven on Enfield's roads every year has increased by over 300 million miles.
- There were now 140,000 vehicles registered in Enfield and this was predicted to continue to increase, while most of that extra traffic had been pushed onto residential 'C' and unclassified roads, sometimes at high speeds, by Sat-Navs.
- Low Traffic Neighbourhoods were part of Government policy to help fight climate change.
- They were beneficial to children and young people. They prevented rat-running. Cars in the Fox Lane estate have been measured up to 80mph which would kill a child on impact.
- Nearly a third of journeys were shorter than 15 minutes just over a mile which is a 15 minute walk for those who are able and the largest proportion of car journeys are for leisure.
- The Council had to meet the challenge to improve air quality and encourage more walking and cycling. This meant bringing about behavioural change.
- The schemes would lead to less congestion in future years for those who had to use a car such as those with disabilities.
- Low Traffic Neighbourhoods created safe corridors enabling children to travel to school safely inside the LTN and also the surrounding area. Many children are suffering from obesity. They need to walk and cycle more.
- The Fox Lane LTN scheme together with a school streets initiative have seen the number of children being driven to one school drop by 18%.
- Adapting to the new way of doing things was not easy and the necessary modal shift would take time. Tough decisions had to be made, but they should lead to a better future.
- There had been lots of misinformation spread about these schemes. Roads had not been completely closed and every house on streets within the schemes could still be reached by car.
- Engagement on the Fox Lane scheme had begun in November 2019 and took place over 6 weeks, over 1,500 responses had been received and changes to the design of the original scheme made in response. The Fox Lane scheme had been installed in October 2020 alongside a live consultation.
- The Opposition had had the opportunity to call in the decision to implement the Fox Lane scheme, when it was agreed but had not done so.
- The Bowes scheme had been introduced following years of traffic problems from the North Circular. It had been paid for by the government and introduced under its strict 8-week timescale. If the Council had not met this timescale the government would have reclaimed funds. The government has recently awarded the council a further £1.5 million.

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- The emergency services had been and had had to be consulted on all schemes. The chief operating officer of the Ambulance Service was not aware of any LTNs that have led to any patient safety concerns or any significant delays.
 - Unhindered routes monitored by CCTV cameras were agreed with the Ambulance Service and all signage conformed to the regulations.
 - The schemes did not cause congestion, that was the result of the numbers of cars on the roads. The LTNs directed dangerous rat running traffic back on to the main roads which were better designed for high volumes.
 - There was concern about the 10% of people living on major routes and there was a need to campaign for more cycle lanes to push cars further from houses, more trees to act as pollution buffers, more pedestrian improvements and to improve traffic infrastructure, which was never designed for this amount of vehicles.
 - Electric vehicles could help reduce pollution but not congestion. The Council hoped to be able to introduce lamppost chargers soon.
 - Thirty nine percent of Enfield's emissions was from its roads and fighting climate change should not be political.
 - It was disappointing that these schemes should not be supported cross party, especially as the Council was enacting government policy.
3. Cllr Lemonides added the following on behalf of the minority Opposition group:
- Concern about the lack of consultation. Dialogue was essential. If a substantial number of people were against the proposals the plans should be changed. This had happened with previous plans and the number of complaints had then decreased dramatically.
 - Concern about the political judgement and approach by members of the Cabinet.
4. The comments from members of the majority administration:
- a. An attack on low traffic neighbourhood schemes was also attack on school street projects. Together these schemes were creating safer, less polluted streets for local children, improving air quality and making it easier for them to walk and cycle to school.
 - b. The schemes would reduce traffic over time, would improve the environment and would be extended to cover streets in other parts of the borough to reduce congestion further.
 - c. One school within the scheme had reported an 18% fall in the number of children being driven to school.
 - d. Attacking these schemes was seen to be putting politics above the wellbeing of children.
 - e. The views of hundreds of residents have been listened to.
 - f. Local people's anxieties had been whipped up by opposition parties with untruths and ridiculous arguments. Some of the

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tactics used against the proposals had been appalling, reminiscent of Donald Trump.

- g. An acknowledgement that all new traffic schemes could be disruptive, but also there was an urgent need to reduce the number of short car journeys: 40% of greenhouse gasses were from road traffic vehicles. In order to tackle the climate emergency emissions from cars had to be reduced.
- h. Electric charging points were only one part of the solution. More electric cars would not solve traffic congestion.
- i. This administration was willing to take action on problems and was looking to the long term future of residents in the borough. These schemes were effective at taking traffic away from residential roads, reducing pollution and increasing walking and cycling.
- j. The abuse received by officers and members about these schemes was shameful and unacceptable.
- k. Other boroughs had benefitted from the reduction in traffic and the schemes in Enfield would be expanded to other areas, funding permitting. There was no evidence that they only benefitted the wealthier areas. Less traffic makes life better for all.
- l. In the middle of a climate emergency it was essential to support efforts to reduce traffic, encourage walking and cycling and make Enfield a better place to live.
- m. It was misleading to state that there had been no consultation on the schemes. In Bowes a live consultation was currently being carried out and in Fox Lane where improvements to the scheme had been made.
- n. There were signs that pollution had also decreased. Although this was too early to be able to make a meaningful assessment by how much at this point.
- o. It was essential to reduce obesity, to improve public health and wellbeing, to encourage people to become more active: (61% of Enfield residents were overweight and 41% of 11 year-olds). Obesity increased risk of heart disease and cancer. Physical inactivity was responsible for 1 in 6 deaths.
- p. Low traffic neighbourhoods were one part of the strategy to address public health problems as well as air pollution and injuries.
- q. Future generations would thank us for addressing these problems now.

5. Comments from the Majority Opposition members:

- a. More than 34,000 fines had been issued and £1.2m raised from people not obeying the new rules. This was felt to be immoral.
- b. Gridlock had been created in surrounding roads.
- c. There were accounts of carers refusing to visit clients in the restricted roads because of traffic delays.

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- d. Keys to access roads were said to be unavailable.
- e. The consultation had not been transparent. The schemes had serious flaws and the timing was unrealistic. They should be suspended.
- f. The Labour administration had chosen to bid for money to implement these schemes, designed them and chosen where they would be implemented not the Government.
- g. Moving traffic onto the already congested main roads traffic just increased pollution and congestion along those roads. People living along main roads were already more likely to suffer health problems. The schemes have benefitted the few at the expense of the many.
- h. These schemes punished the motorists and, although temporary at the moment, would soon be made permanent by the Mayor and Transport for London.
- i. Legitimate concerns had been dismissed. The Council should be serving the whole community.
- j. There was no real evidence that pollution had decreased. It was only being moved from one area to another.
- k. Emails leaked from the Ambulance Service showed that they did not support the scheme.
- l. The money from government should have been used around town centres for social distancing measures.
- m. There were a large number of residential properties along main roads.
- n. Councillors had received a large number of emails protesting against these schemes.
- o. Concern that there had been no equality impact statement. The elderly and the disabled were unable to walk and cycle and depended on their cars or taxis.

6. Comments of the minority opposition group:

- a. The traffic would not disappear as a result of low traffic neighbourhood schemes it would only be mainly displaced to other streets.
- b. Many residents have been annoyed by the patronising responses received to their complaints.
- c. The population in London has grown hugely which accounted for the rise in the number of cars. Areas needed servicing by vehicles.
- d. Traffic fines should not be used to raise money.
- e. The view that there was nothing in the 2018 Labour manifesto about low traffic neighbourhoods and that the schemes should be removed.
- f. A more effective solution would be to impose a 20mph limit across the whole borough.
- g. The money offered could have been used to encourage safe social distancing on footways.

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7. Summing up on behalf of the Opposition:

Councillor Laban asked the Leader and the Deputy Leader to listen to the community and agree to the recommendations in the Opposition business paper. These schemes had created awful divisions, setting neighbour against neighbour and the pain they had caused needed to be recognised.

8. Response on behalf of the administration:

Councillor Barnes responded by saying that the majority opposition had refused to co-operate and had not come up with a viable alternative to these schemes. There had been large amounts of misinformation put forward, emotions had been manipulated and divisions encouraged. Enfield Conservatives were opposing not only the Council and the Mayor of London, but also their own government. Quieter Neighbourhoods had been included in the Labour Manifesto. In Bowes Fines would have been imposed if rules had not been breached. the government would have clawed back funds if strict implementation timescales had not been met.

It was necessary to contain pollution, to help address climate change and to put children first. Introducing 20 mph zones boroughwide would slow traffic down making the streets safer but would not solve the problem of congestion on the roads.

This administration would not be removing the trials at this time and would complete the consultations. When more funding became available, schemes would be introduced into the east of the borough. The administration would look to learn lessons and would continue to engage with residents. They would also work to join up the Bowes scheme with Haringey's LTN and would also look to find ways to reduce traffic and further protect residents on the main routes, aware of the 10% of residents who lived along them. Ultimately if the schemes were judged to be unsuccessful, they would try something else, because something needed to be done.

During the debate Councillor Vince moved and Councillor Laban seconded a procedural motion that discussion on the opposition business paper should be extended for a further 15 minutes. Councillor Stewart suggested that it should be extended for a further 30 minutes. This was unanimously agreed.

Later in the debate Councillor Vince moved and Councillor Laban seconded a further motion to extend the discussion for another 15 minutes. This was not agreed after a vote with the following result:

For: 18
Against: 38
Abstentions: 0

At the end of the debate, the majority group response to the opposition's recommendations was put to the vote and agreed with the following result:

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For: 38
Against: 18
Abstentions: 0

7

EMPOWERING YOUNG ENFIELD - CHILDREN AND YOUNG PEOPLE'S PLAN

Councillor Jewell proposed and Councillor Vince seconded the report of the Executive Director People – Empowering Young Enfield – Children and Young People’s Plan.

NOTED

1. In proposing the report Councillor Jewell (Cabinet Member for Children’s Services) highlighted the following:
 - Thanks to officers for creating a strong robust plan and doing such a fantastic job.
 - The past year had been very difficult for many children; some had missed almost 12 months of schooling, and this would have a far-reaching impact on their futures.
 - Supporting young people, at this time, was more important than ever.
 - This plan replaced and carries on from the previous young people’s plan.
 - Young people and youth organisations had been involved in creating the plan. It was full of many direct quotes from young people.
 - The plan had identified 6 priorities; empowering young people, including them in decision making, providing good accessible housing, giving them the best possible health and wellbeing, keeping them safe and protected from harm and giving them an environmentally sustainable future.
 - It was an overarching document which aimed to put young people at the heart of everything the Council does.
2. Councillor Vince welcomed the report in seconding it. She had been involved in children’s services for more than 27 years and seen many changes. During this time, she had visited all the schools in the borough and had always listened to young people and made sure their views were represented. She was pleased to support the adoption of the new policy.
3. Councillor Anderson on behalf of the Community First group welcomed the new plan and endorsed the comments above.
4. The comments of the majority administration members:

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- a. Strong support for the plan, especially from the younger councillors.
 - b. The new plan would bring in many positive changes including improving skills at the national and local level and creating safe, healthy and confident communities.
 - c. It would encourage stronger and more active youth participation and peer to peer co-operation.
 - d. The need for the Council to support young people and to make sure that they were engaged and listened to.
 - e. Concern about the financial difficulties many young people faced.
 - f. The Council wanted to work in partnership with young people and to enhance and improve the quality of their lives.
 - g. Over 900 people had been consulted.
 - h. To acknowledge that the Council was listening to young people, shared their vision and ambitions and what they could be empowered to achieve.
 - i. It was important to look after young people as they were the future. Housing, education and employment were key.
 - j. Praise for the excellent role model showed by the young mayor talking about his collaboration with the police at the start of the meeting.
5. The comments of the majority opposition members:
- a. Support for the plan.
 - b. Concern about the lack of information about the success of the previous plan and how the new plan related to what had been done before.
 - c. Concern about the lack of additional financial resources, despite these being much needed.
 - d. Thanks to all the staff who work in schools.
 - e. The need for high aspirations.
 - f. Concern about the lack of clarity on how the plan will be delivered.
6. The summing up by Councillor Jewell that this had been a disastrous year for everyone, especially young people. The last plan had been a success and he queried why the opposition had not made their concerns known earlier, during the extensive consultation on the plan.

Following the debate, the plan was approved unanimously without a vote.

AGREED to approve and adopt the new Children and Young People's Plan, Empowering Young Enfield 2021-25.

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8

ENFIELD COUNCIL CAMPAIGN FOR FAIRER FUNDING

Councillor Caliskan proposed and Councillor Maguire seconded a report of the Executive Director Resources on fairer funding for Enfield.

NOTED

1. Councillor Caliskan in proposing the report highlighted:
 - That the Council was under unprecedented financial pressure on account of the Coronavirus.
 - At the start of the pandemic crisis, the Government had promised to cover any extra costs arising from the pandemic response.
 - Enfield in good faith had acted quickly to support local people. They had organised food parcels, arranged prescription deliveries, provided local care homes with PPE grants, waived rents, administered grant fund relief and business rate reductions and provided housing for rough sleepers. They had done this in the belief that any extra costs would be covered by the Government.
 - The Government were now however asking local taxpayers to cover the costs by asking councils to increase their Council Tax.
 - Councillor Caliskan had written to the Chancellor of the Exchequer asking him to make sure that Enfield had the funding it needed to cover the extra costs incurred. She had approached the Leader of the Opposition to co-sign the letter, but the Leader of the Opposition had declined to do so.
 - Many Enfield residents had lost their jobs and were suffering during the pandemic. The Leader felt that it was unacceptable for the Government to put the burden of the cost of the pandemic onto residents.
 - The Government had so far only provided funding to cover 62% of the extra costs of the pandemic.

2. The response of Councillor Hockney on behalf of the majority opposition highlighting:
 - The Conservative Group agreed that there was a need to address the issue of damping, which meant that Enfield received less funding than it was estimated that it needed, but in the letter to the Chancellor, the Leader had conflated several other issues, which meant that the opposition could not support it.
 - This was a time when people should come together to support the Government.
 - Enfield had received an increase in Government funding and the Government has stepped in to fund extra costs. Enfield

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residents had also benefited from the Government's very generous furlough scheme and from business rate holidays.

- The ten percent increase in the Mayor of London's precept was part of the reason for the need to increase council tax.
- More Labour than Conservative authorities were increasing council taxes.

3. Councillor Anderson for Community First highlighted the following:

- Support for what had already been said. Enfield's unequal funding position had never been properly addressed and it was at a severe disadvantage in terms of low public health funding. The Council had also lost funding worth £193m, over the last decade.
- The large majority (82-84%) of Council funding came from Government. Only 10% from Council Tax. Council Tax could not make up the difference. The whole local government funding model needed reappraisal.

4. The comments of the majority group:

- a. The council was under huge pressure and had suffered from massive funding cuts. This had had a devastating impact on services.
- b. A council tax increase of 5% was an unfair burden to place on local residents, particularly when many were struggling financially.
- c. The Government should refund the Council fully for the extra costs of the pandemic.
- d. The Government needed to properly fund services for vulnerable people. Funding allocations were unfair. Westminster Council for example received 2.5 times more than Enfield for public health. The Council had suffered from 10 years of austerity under Conservative Governments. Enfield just wanted its fair share.
- e. The one-year funding deal currently offered created no certainty. The issue of social care needed to be addressed urgently. The sticking plaster approach could not continue. The Government should recognise the crucial role of local government.
- f. The Council had spent legitimate amounts of money on residents needs which the government should honour.

5. The comments of the majority opposition group:

- a. The opposition believed in fairer funding for Enfield including for public health and had in the past always supported this, but they could not support this paper because it was not just about the longstanding damping issue.
- b. The letter to the Chancellor went beyond this fairer funding.
- c. Councils had a finite budget and had to operate within it. There could not be a blank cheque. The Council could not be surprised

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that the Government would not cover out of control costs or pre-existing debts.

- d. Quarter two financial reports showed that the Council had enough money and did not need further financial support. The Government had already been generous, but this had not been recognised by the administration.

6. The summing up by the Leader, that the Government had promised at the start of the pandemic that Councils should do whatever was needed and that any money spent would be refunded. This promise had been broken. She could not understand why the opposition would not join with the administration to ask the Government to provide the funding that they had initially promised. This point of view was supported by the Conservative led Local Government Association.

After the debate the recommendations in the report were put to the vote and agreed with the following result:

For: 41
Against: 15
Abstentions: 0

AGREED:

1. To note the current financial context within which the budget for 2021/22 is being set.
2. To recognise and support the letter from the Leader of the Council to the Chancellor of the Exchequer issued on 18 January 2021 requesting the release of additional Government funding to help the local authority meet the costs incurred supporting residents and businesses during the Covid-19 pandemic.
3. To set up a fair funding webpage to enable residents to show their support for the Council, that the Council should continue to lobby government for the full costs incurred through the Covid-19 pandemic, should they wish to do so.

9

COUNCIL TAX SUPPORT SCHEME FOR 2021/22

Councillor Maguire proposed and Councillor Yusuf seconded the report of the Executive Director Finance on the Council Tax Support Scheme for 2021/22

NOTED

1. Councillor Maguire highlighted the following in proposing the report:
 - This scheme was reviewed annually. It enabled the Council to help people on low incomes who have difficulties paying their Council Tax.
 - The Council funds its own scheme.

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- The proposal was to retain the same scheme as last year as set out in appendix A to the report.
- Transitional arrangements would remain covering 122 residents.
- The scheme had provided vital support to low income households during the pandemic. During 20/21 the working age council tax support caseload had increased by 1,400. The highest number of claimants ever.
- The government had provided additional hardship funding of £6.2m to enable payments of £250 to be given to eligible council tax payers.
- Unemployment was predicted to rise at the end of the furlough scheme and it was important that the Council could continue to provide discretionary support for those who needed it most, to help people avoid falling into debt and support health and wellbeing.

2. In seconding the report Councillor Yusuf highlighted the following:

- He commended the report and said that the council was doing its best to support everyone despite the reductions in funding.
- The Council were willing to support everyone who had a reasonable claim. Even those currently on furlough did not have as much money as they would have had without the pandemic.
- It was wrong to increase the Council tax at this time.
- The Council Tax Support Scheme provided essential support to low income families including those effected by Covid and the introduction of universal credit.

At this point in the debate the time available for the discussion of reports came to an end under the guillotine arrangements.

The recommendations in the report were agreed without a vote. If there had been a vote the minority opposition group indicated that they would have voted against.

AGREED

1. To approve the Local Council Tax Support Scheme for 2021/22 as summarised in Appendix A to provide financial support for households on low incomes in paying their Council Tax. The 2021/22 scheme is based on the 2020/21 scheme, updated for legislative amendments, income uprating and administrative changes.
2. To delegate responsibility to make any minor and consequential changes, including the correction of accidental errors, necessary to the detailed council tax support provision as a result of any changes in the regulations upon which the scheme is based to the Executive Director of Resources following consultation with the Cabinet Member for Finance and Procurement.

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3. For the 2021/22 scheme:
- That the minimum contribution for working age households, not in a protected group, to be maintained at 24.5%
 - That the maximum earned income for Universal Credit claimants to receive council tax support to be £1,100 net per month
 - That the administrative changes set out in paragraph 15 and 16 of the report be incorporated into the scheme to improve service delivery.

**10
CHANGE IN ORDER OF BUSINESS**

Councillor Claire Stewart moved and Councillor Vince seconded a proposal under paragraph 4.2 of the Council procedure rules to change the order of items on the agenda so that Motion 2 under Item 13 Motions should be taken as the next item of business.

This was agreed unanimously.

**11
MOTIONS**

Councillor Laban moved and Councillor Dey seconded the following motion:

“In the week of Holocaust Memorial Day, this council reaffirms its adoption of the International Holocaust Remembrance Alliance's definition of antisemitism:

“Anti-Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Enfield Council pledges to continue to work towards combating antisemitism.”

Cllr Caliskan reaffirmed that previously Full Council has agreed to endorse the IHRA definition of anti-Semitism.

Following the debate on this motion, it was approved unanimously.

Motions 1,3,4,5,6,7,8,9,10,11,12,13 and 14 lapsed under the guillotine arrangements.

**12
DURATION OF COUNCIL MEETING**

The Mayor advised, at this stage of the meeting, that the time available to complete the agenda had now elapsed so Council Procedure Rule 9 would apply.

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NOTED that in accordance with Council Procedure Rule 8 (page 4-8 – Part 4), the remaining items of business on the Council agenda were considered without debate.

13

COUNCIL TAX AND BUSINESS RATE COLLECTION FUND 2021/22

RECEIVED the report of the Executive Director – Resources, on the Council Tax and Business Rate Collection Fund 2021/22.

AGREED

1. To increase the empty homes premium, for council tax for dwellings empty for more than 10 years, from 200% to 300% effective from 1 April 2021.
2. That pursuant to this report and in accordance with the Local Authorities (Calculation of the Tax Base) (England) Regulations 2012, the amount calculated by the London Borough of Enfield as its Council Tax Base for 2021/22 shall be 92,965 Band D equivalents.
3. To approve the Ministry of Housing, Communities and Local Government NNDR1 Business Rate base return for 2020/21 as set out in Appendix B to the report.

The majority opposition group indicated that they would have voted against this report if there had been a vote.

14

DESIGNATION OF THE CHIEF FINANCE OFFICER (S151) ROLE

RECEIVED the report of the Director of Law and Governance on the designation of the new Chief Finance Officer (s151) role.

AGREED

1. To note the contents of the report and to designate Fay Hammond, Executive Director Resources as the Council's Chief Finance Officer. (Section 151 Officer).

If there had been a vote on this report, the minority opposition group indicated that they would have abstained.

15

COUNCILLOR QUESTION TIME

1. Urgent Questions

There were no urgent questions.

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2. Questions by Councillors

NOTED

1. The forty four questions on the Council agenda and the written responses provided by the relevant Cabinet Members.

16

COMMITTEE MEMBERSHIP

There were no changes to membership of Committees,

17

NOMINATIONS TO OUTSIDE BODIES

There were no changes to the nominations to Outside Bodies.

18

DATE OF NEXT MEETING

NOTED that the next ordinary Council meeting will take place on Tuesday 2 March 2021 at 7pm. Not Wednesday 24 February 2021 as previously scheduled.

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London Borough of Enfield**Council****Meeting Date: 2 March 2021**

Subject: Budget Report 2021/22 and Medium Term Financial Plan 2021/22 to 2025/26**Cabinet Member: Cllr Maguire, Cabinet Member for Finance****Executive Director: Fay Hammond, Executive Director Resources**

Key Decision: 5213

Purpose of Report

1. The purpose of this report is to set the Revenue Budget and Council Tax for the 2021/22 financial year. It also updates the Council's Medium Term Financial Plan in the light of those decisions. In summary, it recommends:
 - i. A net revenue budget of £260.281m, a 6.74% increase when compared with 2020/21.
 - ii. The net revenue budget contains investment in services of £0.660m and savings/income generation proposals of £12.997m.
 - iii. A core council tax of £1,271.70 at band D, a 1.99% increase.
 - iv. A further £160.11 at band D to pay for Adult Social Care as allowed by Central Government, a 3.00% increase on 2020/21.
 - v. This results in a charge for Enfield Council of £1,431.81 at Band D, a 4.99% increase; equivalent to an increase of £1.30p per week for a Band D property.
 - vi. Additionally, the Council will levy a council tax of £363.66 at Band D on behalf of the Greater London Authority which is a 9.51% increase on last year.
 - vii. In total the impact of these proposals will be total council tax of £1,795.47 at Band D, a 5.87% increase on the 2020/21 level, equivalent to an increase of £1.91p per week for a Band D property.
2. These proposals are the culmination of the 2021/22 budget planning process and provide information on:
 - i. the financial outlook for the Council and its services
 - ii. the details of the Local Government Finance Settlement
 - iii. the impact of Covid-19 on the Council's overall financial position
 - iv. the outcome of the recent budget engagement
 - v. the details of the Council Tax

- vi. the Council's Medium Term Financial Plan over the next five years including savings proposals and pressures included in the Medium Term Financial Plan
3. As has been the case in recent years, the budget process has sought to protect the most vulnerable in the Borough with the reallocation of resources protecting Children's and Adults Social Care services.
4. The report also makes recommendations regarding the Schools' Budget.
5. The Budget has been developed alongside the Ten Year Capital Strategy and Capital programme 2021/22 to 2030/31 and the Ten Year Treasury Management Strategy 2021/22 to 2030/31; these are both separate reports on this agenda.
6. Finally, the report includes recommendations on the appropriate level for the Council's contingencies, balances and earmarked reserves undertaken in the context of the risks and uncertainties associated with the budget and Medium Term Financial Plan.

Proposals

7. Council is recommended to note:
 - i. The budget is in a balanced position, however, the forecast costs of Covid-19 have been offset by the underlying budget position which is a surplus of £7.071m
 - ii. The total cost of Covid-19 in 2021/22 is estimated to be £28.868m; funding levels do not fully meet this gap which totals £10.259m and therefore will need to be funded in part from the Council's reserves
 - iii. Government funding assumptions continue to rely on council tax as a key source of funding for Adult Social Care through the Precept
 - iv. The continuation of the London Business Rate pool was dependent on Government response to London Councils and safety net; this will not proceed in 2021/22 and the impact on Enfield in 2021/22 is a £0.425m reduction in income
8. Council is recommended to:
 - i. With regard to the Revenue Budget for 2021/22 to set the Council Tax Requirement for Enfield at £133.108m in 2021/22; and
 - ii. To set the Council Tax at Band D for Enfield's services for 2021/22 at £1,431.81, being a 1.99% general Council Tax increase and a 3.00% Adult Social Care Precept
9. Council is recommended to approve the Medium Term Financial Plan (MTFP), including:
 - i. The non Covid-19 pressures set out in Appendix 1 totalling £29.426m in 2021/22, which includes
 - a. £3.466m for Demographic pressures within Adults and Children's Social Care and SEN Transport to reflect growing demand in these areas.
 - b. £5.885m of Inflation and pay award funding

- ii. £1.819m investment in transformation funded by the flexible use of capital receipts.
 - iii. full year effects of prior year savings and income generation totalling £3.374m set out in Appendix 2a.
 - iv. the savings of £7.748m and income generation proposals of £1.875m in 2021/22 set out in Appendix 2b.
 - v. adopt the key principles set out in the Medium term Financial Plan section below (paragraphs 190 to 195).
 - vi. note the £2.709m for Capital Financing included within the pressures figure to invest in proposals to deliver long term benefits to the Borough.
10. Council is recommended to approve the planned flexible use of capital receipts in 2020/21 being £1.864m and approve the planned flexible use of capital receipts in 2021/22, being £1.819m (paragraphs 157 to 162 and Appendix 3).
11. Council is recommended to approve the Schools Budget for 2021/22 (paragraphs 163 to 183 and Appendix 4).
12. Council is recommended to approve the changes in Fees and Charges for 2021/22 as set out in paragraphs 138 to 156 and Appendices 11 to 14 and to approve the December Cabinet recommendation to Council to delegate authority to Executive Directors and Directors to negotiate discounts and make in year amendments where appropriate.
13. Council is recommended to note the gap remaining in the MTFP for 2022/23 of £13.685m; and of £36.812m for the period 2022/23 to 2025/26 and the actions being taken to address this challenging position
14. Council is recommended to approve that the New Homes Bonus funding of £0.608m is applied as a one-off contribution to the General Fund in 2021/22.
15. Council is recommended to note the feedback from the Budget Engagement at Appendix 5a and minutes of the Overview and Scrutiny Committee Budget Meeting on 4 February 2021 which are set out in Appendix 5b.
16. Council is recommended with regard to the robustness of the 2021/22 budget and the adequacy of the Council's earmarked reserves and balances to:
 - i. note the risks and uncertainties inherent in the 2021/22 budget and the MTFP (paragraphs 196 to 200) and agree the actions in hand to mitigate them;
 - ii. note the advice of the Executive Director of Resources regarding the recommended levels of contingencies, balances and earmarked reserves (paragraphs 201 to 208 and Appendix 8a) and have regard to the comments of the Director of Finance (paragraphs 225 to 227) when making final decisions on the 2021/22 budget; and
 - iii. approve the recommended levels of central contingency and general balances (paragraphs 201 to 208).

Reason for Proposal(s)

17. To set the Council's Budget Requirement and level of Council Tax for 2021/22 within the timescales set out in legislation. The Council has a statutory duty to approve a balanced budget for 2021/22 along with consideration of the finances over the medium term and the Council's reserves and balances. It is essential that there is a clear understanding of the anticipated income and expenditure flows for the Council, despite the uncertainties, and for savings proposals to ensure full delivery from 1 April 2021 wherever possible to maximise their contribution to addressing the financial pressures in 2021/22 and beyond.

Relevance to the Council Plan

18. The Council refreshed its Corporate Plan in July confirming three key objectives:
 - a. Good Homes in Well Connected Neighbourhoods
 - b. Safe, Healthy and Confident Communities
 - c. An Economy that Works for Everyone.
19. The development of the Budget 2021/22 and MTFP 2021/22 to 2025/26 is focused on the Corporate Plan and ensuring finite resources are focused on the Council's key objectives. As articulated in the Council's refreshed "Lifetime of Opportunities" Council Plan, "financial resilience and good governance" is an enabler to deliver transformation in the Borough.
20. In January 2020, a Poverty and Inequalities Commission report was issued setting out a number of actions. A commitment was made in the 2020/21 budget to set up a team to support those in financial hardship and to maximise benefit uptake, this team have dealt with over 2,000 enquiries to date. A continuing commitment implicit in the current budget is the Council Tax Support Scheme which has been increased to reflect anticipated cost of new claimants arising
21. In the summer of this year a Climate Action Plan was agreed, including a commitment to decarbonise the Council's infrastructure, this budget includes savings from investing in retrofitting LED lights following the capital investment made in the current financial year anticipated to result in a 47% reduction in street light emissions.
22. The Council's Commercial Strategy contributes to deliver a sustainable budget going forward through development of business cases for income generation as well as service redesign. In the 2021/22 budget additional income of £1.875m has been included as part of the contribution towards closing the budget gap. The approach to fees and charges was set out in the December report to Cabinet which included a review of service costs, benchmarking and market review.

Introduction

23. There are a number of components in the Budget 2021/22 and MTFP 2021/22 to 2025/26 report. In order to aid reading, a broad list of the sections, tables and charts within the report is set out below.

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24. The following Appendices can be found at the end of the report

No.	Appendix
1	Pressures in the MTFP 2021/22 to 2025/26
2a	Full Year Effects of Prior Year Savings
2b	New Budget Savings and Income Generation Proposals
2c	Equality Impact Assessments
3	Capital Receipts Flexibility Efficiency Statement
4a	Schools Budget 2021/22 – Summary
4b	Dedicated Schools Grant and Schools Budget - Details
5a	Budget Engagement - Summary of Results
5b	Budget Engagement – Minutes of OSC Budget Meeting
6	Budget Risks
7a	Earmarked Reserves Overview
7b	Estimated Movements in Earmarked Reserves
8a	Statement of Robustness of Budget Estimates
8b	Adequacy of Reserves – Risk Evaluation
9	Specific Grants 2021/22 to 2025/26
10	Revenue Budget – Departmental Control Totals 2021/22
11	Place Department Fees and Charges
12	People Department Fees and Charges
13	Chief Executive’s Department Fees and Charges
14	Resources Department Fees and Charges
15	Statutory Calculations and Resolutions 2021/22

National Context and Local Government Finance Settlement

25. The Council continues to operate in an environment of considerable uncertainty and financial challenge. The Council has experienced financial pressures of £73.155m due to Covid-19 in 2020/21 and whilst forecasting the in-year impact has been a challenging task, looking forward a year and assessing the impact beyond 1 April is yet more challenging. Added to this is late and single year announcements on Government funding along with no certainty on Fair Funding, the Business Rates reset and a long term solution to the funding of Adult Social Care.
26. The Chancellor of the Exchequer, Rishi Sunak made his Spending Review announcement on Wednesday 25th November 2020. The announcement acknowledged the pressure on public finances with the economy in the downside scenario only recovering to the pre Covid-19 level of GDP by the end of 2024. Government is set to miss three of its four fiscal targets on the structural deficit, debt as a percentage of GDP and a balanced budget.
27. The Spending Review was for a single year only, the headlines were:
- i. Core Spending Power 4.5% based on increasing Council Tax by 4.99% (1.99% core and 3.00% Adult social care precept)
 - ii. Increase in Settlement Funding Assessment by inflation
 - iii. £300m Children's and Adult Social Care Grant
 - iv. £1.55bn for Covid-19 pressures on 2021/22
 - v. Continuation of Sales, Fees and Compensation scheme in the first quarter of 2021/22
 - vi. £762m to support 202/21 Collection Fund deficits
 - vii. £670m for Council Tax Support
28. There was sufficient detail in the Announcement to make an assessment of Enfield's shares of ii. to iv. and this was commented on in the December update report and also set out later in this report. There was less certainty though with the Covid-19 allocations, especially the £762m for Collection Fund deficits.
29. The Provisional Local Government Finance Settlement was announced on Thursday 17th December 2020. The Provisional Settlement has confirmed the core elements of the Spending Review and provided further detail on a range of grants supporting on going Covid-19 pressures in 2021/22.
30. Despite the modest increases in SFA in 2020/21 and 2021/22 there has been a significant decline in Government support to Enfield over the past decade as set put in Table 1 below.

Table 1: Enfield Settlement funding Assessment 2010/11 to 2021/22

	2010/11	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m
Settlement Funding Assessment *	191.2	98.7	92.6	94.7	95.7
Annual cash change on previous year	N/A	-5.6	-6.1	+2.1	+1.0

Annual percentage change on previous year	N/A	-5.4%	-6.2%	+2.3%	+1.1%
Cumulative cash reduction since 2010/11	0.0	-92.5	-98.6	-96.5	-95.5
Cumulative percentage reduction since 2010/11	0.0	-48.4%	-51.6%	-50.5%	-49.9%

** Settlement Funding Assessment is composed of the Government's estimate of locally retained business rates, the business rates top up, and revenue support grant (RSG). These elements vary in presentation over financial years to reflect the change to the 100% pool in 2018/19, and 75% pool in 2019/20, in which years RSG was rolled into the retained rates. Therefore, for comparison, the combined total figures for the settlement funding assessment rather than the component elements, are shown here. Figures include compensation for under-indexing the business rates multiplier (s31 grant)*

31. There are anticipated further delays to both the Business Rates reset and implementation of Fair Funding with further work to proceed in late spring/early summer. This is undoubtedly at a cost to Enfield with the expectation that the Council will benefit through both the initiatives.
32. There is no mention of the longer term solution for Adult Social Care funding; the Adult Social Care precept has been in place since 2016/17. Of the additional resources for social care that have been made available since 2016/17, more than half is from the increase in grant funding (£3.8bn), with the remainder from expected increase in ASC precept (£3.1bn). The increase in grant in 2021/22 is the smallest increase in social care grant since 2015/16. The funding levels for Adult Social Care via Council Tax now exceed the levels of Government funding since this time. The national social care grant allocation distribution methodology (of the £240m) assumes that the ASC precept is implemented.
33. The Chancellor of the Exchequer has announced that the Government will publish the Budget on Wednesday 3 March 2021. The Budget will set out the next phase of the plan to tackle the virus and protect jobs and will be published alongside the latest forecasts from the Office for Budget Responsibility (OBR). Although the Council's budget will have been set at this point, these announcements may indicate how public finances will be balanced over time.

Local Context and Budget Process 2021/22

34. With the backdrop of Covid-19 the Council agreed its Medium Term Financial Strategy in July but committed to regular updates of the financial assumptions due to the extreme financial challenge and uncertainty.
35. Consequently there were further reports to Cabinet in both October and December in which there were reviews of the forecast assumptions and early savings brought forward for approval.
36. The Council has responded strongly to the Crisis and the work over the past two years of building a more robust and sustainable budget has paid off with there being a small underspend on the underlying budget in 2020/21. Further the Council took action to effect in year savings during 2020/21 to reduce the impact of Covid-19 pressures. These actions have ensured that the 2021/22 budget is on an improved financial foundation, albeit, in the uncertain context of Covid-19 set out below.

37. Enfield has been in as challenging position as most in 2020/21 as a consequence of the demographic make up of the Borough with low average wages and a large proportion of the population receiving benefits payments. There was a growth in unemployment in the Borough between 1st January and 31st August of 163% and at the peak 21,000 of a working age population of 161,000 furloughed. This has had a huge impact on the Council's Collection Fund which is forecast to be in deficit by £12.749m by 31st March 2021. More worrying though is the impact that the ending of the furlough scheme at the end of April 2021 will have on unemployment and benefits levels for 2021/22.
38. The impact of Covid-19 will continue to be felt on the Council's finances in 2021/22. There will be continued pressures on service delivery and losses from sales, fees and charges but they greatest impact is likely to be on the Council's tax revenues from Council Tax and Business Rates.

Financial Summary

39. The overall position for the Council is balanced budget for 2021/22 but with the need to use £1.927m of the Council's Risk Reserve and £36.812m of further savings and efficiencies to identify over the medium term. With regard to the use of reserves to support the Council's 2021/22 budget It is important to understand the impact of Covid-19 on the Council's finances alongside the robust underlying position which has been established. The Council's underlying budget is in good health but the one off nature of unfunded Covid-19 pressures does make it appropriate to apply the reserves, this is the very set of circumstances for which they are held.
40. A narrative of the key issues follows the table with further detail on all elements in the relevant sections of the report.

Table 2: Summary Position for 2021/22

	Forecast Costs	Forecast Grants/ Income	Gap
	£000	£000	£000
Impact of Covid-19 on Service Costs and Income			
Ongoing Covid-19 expenditure pressures	5,773	(10,534)	
Welfare Support (Balance of the £6.262m Hardship Grant)	1,466		
Sales, Fees and Charges pressures	2,697	(750)	
Concessionary Travel reductions in cost as a consequence of Covid-19	(1,364)		
Covid-19 contingency £10.534m Covid-19 grant set aside	4,183		
	12,755	(11,284)	
Impact of Covid-19 on Funding Sources			
Council Tax Support increased cost	4,796	(6,262)	
Council Tax reduction in recovery of 2%	2,642		

Business Rates reduction in income and recovery	4,000		
London Pool Benefit ceasing	425		
2020/21 Collection Fund deficit (£12.749m over 3 years)	4,250	(1,063)	
Use of smoothing reserves to address Collection Fund deficit		(3,188)	
	16,113	(10,513)	
Covid-19 – Total Impact	28,868	(21,797)	7,071
Underlying Budget			
Increase in General Grant SFA and Non-Core Funding Grants including New Homes Bonus and Flexible Homelessness Support Grant.		(497)	
Adult Social Care Grant		(1,727)	
Business Rates Multiplier and Lower Tier Grant		(1,589)	
Change in Council Tax Base		(945)	
Council Tax 1.99%		(2,522)	
ASC precept 3%		(3,803)	
Pool deficit, one off charges, reverses 2022/23		700	
Reverse 2020/21 use of reserves		1,565	
Use of Reserves 2021/22 to support overall budget		(1,927)	
Inflation, Demography, Investment and Pressures	16,671		
Savings already agreed in October and December	(11,737)		
February Savings	(1,260)		
Underlying Budget	3,674	(10,745)	(7,071)
Total Position	32,542	(32,542)	0

41. Covid-19 has had a major impact on the Council's finances with a gap of £7.071m between pressures and funding for 2021/22. As set out in the table above, this gap has been funded via the Council's underlying budget of £5.144 and £1.927m Risk Reserves.
42. A review has been undertaken of the impact of Covid-19 expenditure pressures and income losses on 2020/21 and the likely continuing impact in 2020/21, the review being a line by line analysis against the November MHCLG submission. These are forecast to be in the order of £7.2m but given the unprecedented levels of uncertainty it is appropriate to hold £4.183m as a contingent sum against the forecast grant payments of £11.284m. The Council share of the national allocation of £1.55bn of £10.534m is a notified sum but the £0.750m for the Sales, Fees and Charges Compensation Scheme is a forecast based on current year experience.

43. Council Tax Support is an area of concern given the levels of unemployment and furloughing in the Borough. There is already an underlying pressure of £2.5m in 2020/21 and it is forecast that this could be increased to the order of £4.796m in 2021/22. The Council has been notified that its share of the £670m announced nationally will be £6.262m and will also put an additional £1.466m into a discretionary Welfare Support and Hardship fund. Further detail is set out in paragraphs 94 to 95 below.
44. The Business Rates take has been under pressure in 2020/21 and this is set to continue into 2020/21 with a reduced base and potentially lower recovery rates. There is no Government support at this time, to both the Council and to local businesses. Further detail is set out in paragraphs 83 to 89 below.
45. Government initially permitted local authorities to address Collection Fund deficits arising from the Covid-19 crisis over a three year period and this has now been supplemented by a grant. Government is consulting on the allocation of the grant, but it is very unlikely to cover 75% of the Council's shortfall as per the Government; the grant is £762m nationally but local authorities have collectively been reporting deficits of £3.1bn and the guidance excludes cover for reduced recovery and bad debt provisions on Council Tax. The Council has reviewed its earmarked reserves in year, and it is deemed appropriate to make up the gap with a one of use of smoothing reserves as this is a known one off sum, albeit across a three year period.
46. Covid-19, therefore, allowing for Government grant is presenting a pressure of £10.259 on the Council's finances for 2021/22, reduced to £7.071 after the one of use of reserves.
47. The underlying budget for 2021/22 is in much better health and this is essential given the financial challenges in the future years of the Medium Term Financial Plan. Had it not been for Covid-19 there would have been a £7.071m surplus.
48. The Council has continued to direct its resources to its corporate priorities and the most vulnerable in the Borough. Table 3 sets out investments, pressures and savings by service.

Table 3: Investment, Pressures and Savings by service 2021/22

	Corporate	Chief Exec/ Resources	Adult Social Care	Public Health	Children's and Education	Place	Total
	£m	£m	£m	£m	£m	£m	£m
Demography	0.000	0.000	2.086	0.000	0.750	0.630	3.466
Inflation	4.078	0.000	1.565	0.000	0.000	0.242	5.885
Investment	0.000	0.350	0.130	0.000	(0.070)	0.250	0.660
Capital Financing	2.709	0.000	0.000	0.000	0.000	0.000	2.709
Pressures	12.187	0.688	0.000	0.000	1.400	2.431	16.706

	18.974	1.038	3.781	0.000	2.080	3.553	29.426
Full Year savings	1.500	(0.630)	(0.100)	0.000	0.000	(4.144)	(3.374)
New Savings	0.000	(1.650)	(2.019)	(0.100)	(1.486)	(4.368)	(9.623)
	1.500	(2.280)	(2.119)	(0.100)	(1.486)	(8.512)	(12.997)
Net Increase in Resources	20.474	(1.242)	1.662	(0.100)	0.594	(4.959)	16.429
Funding	(7.349)	0.000	(4.666)	0.000	(0.864)	0.000	(12.879)
Gap	13.125	(1.242)	(3.004)	(0.100)	(0.270)	(4.959)	3.550
Reversal of Use of Reserves from 2020/21	1,565	0.000	0.000	0.000	0.000	0.000	1,565
Use of Reserves to address Collection Fund deficit	(3.188)	0.000	0.000	0.000	0.000	0.000	(3.188)
Use of Reserves for 2021/22	(1.927)	0.000	0.000	0.000	0.000	0.000	(1.927)
Total	9.575	(1.242)	(3.004)	(0.100)	(0.270)	(4.959)	0.000

Summary of Budget Proposals and Impact on Council Tax

49. The Localism Act requires Council approval of the Council Tax Requirement.
50. Table 4 sets out the Council's budget position and Council Tax Requirement after taking into account the proposed changes detailed in this report

Table 4: Budget Position & Council Tax 2021/22

	2020/21	2021/22
	£000	£000
Net revenue budget		
Other Services (base budget)	232,488	243,852
	232,488	243,852
Budget Movements:		
Demographic and Cost Pressures	22,258	26,057
Investment in Services	4,487	660
Reduction in Employers Pension Contribution	(3,600)	0
Capital Financing	3,403	2,709
Full Year Effect of previous budget decisions	(3,279)	(3,374)
Proposals for New Savings	(11,905)	(9,623)
Net Budget	243,852	260,281

Less Corporate Funding:		
Settlement Funding Assessment ¹	(98,241)	(94,241)
London Pilot Pool Growth	(425)	0
Reserves	(1,565)	(5,115)
Corporate Specific Grants	(10,345)	(13,096)
Covid-19 Funding	0	(18,609)
Collection Fund Net (Surplus)/Deficit	0	3,888
Corporate Funding	(110,576)	(127,173)
Council Tax Requirement	133,276	133,108
Tax Base (Band D equivalents)	97,726	92,965
Council Tax (Band D)	£1,363.77	£1,431.81

¹ includes Revenue Support Grant, Business Rates Income and section 31 grants

Schools Budget	2020/21	2021/22
	£000	£000
Schools Budget	351,258	373,187
Dedicated Schools Grant	(351,258)	(373,187)
London Borough of Enfield Total	0	0

Housing Revenue Account Budget	2020/21	2021/22
	£000	£000
Supervision & Management General & Special	21,736	21,623
Repairs and Maintenance	12,889	12,540
Corporate & Democratic Core	367	367
Cost of Capital & Depreciation	21,592	23,412
Bad Debt Provision	710	858
Self-financing contribution	8,448	10,848
Expenditure Total	65,742	69,648
Rents, Service Charges and Other Income	(65,742)	(69,648)
Income Total	(65,742)	(69,648)
Net Total	0	0

Grant Funding

51. Settlement Funding Assessment
52. There has been an increase in the Settlement Funding Assessment (SFA) for a second successive year after ten years of reduction from 2011/12 onwards. This is a modest increase only as it is in line with September CPI which was only 0.55% and is also only on the Revenue Support Grant (RSG) element of £17.570m of the total 2020/21 SFA of £91.735m. There was no uplift for the retained business rates element of £74.164m. Nationally, in 2021/22, spending power is 5p per head higher than it was in 2010/11.
53. Lower Tier Services Grant
54. This is a new grant announced for 2021/22 aimed at reducing variances in core spending power between local authorities. It is not ring-fenced and is assumed to be one-off funding for 2021/22.
55. New Homes Bonus

56. New Homes Bonus (NHB) is awarded on the basis of new properties eligible for council tax in the Borough, and is not ring-fenced, so can be used to support the general budget. For 2021/22 Enfield's allocation has reduced from £0.646m to £0.608m. The methodology for calculating the New Homes Bonus changed in 2018/19 resulting in falling levels of funding in future years. Changes included reducing the number of years that councils would receive funding for eligible increases in the council tax base and reviewing the base line threshold for growth, below which NHB is no longer paid. The payment for 2021/22 is based on two years of legacy payments not three years as in 2020/21 hence the reduction. The future of the NHB grant is very uncertain and the MTFP is forecasting this grant to cease after 2022/23.
57. Homelessness Prevention Grant
58. The Homelessness Prevention Grant (HPG) combines and increases the overall funding of what was previously the Flexible Homelessness Support Grant (FHSG) and Homelessness Reduction Grant (HRG). This funding is aimed at giving local authorities more control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. Enfield's allocation of HPG in 2021/22 is £8.928m compared to the 2020/21 allocation of £8.348m (made up of £7.163m FHSG and £1.185m HRG) so an increase of £0.580m. The Homelessness budget will need to increase in 2021/22 by circa £0.9m because of the additional pressure caused by the pandemic, this pressure being the resultant increase in demand in 2021/22 as a consequence of the ban on evictions being lifted. It is expected that this pressure will be for one year only and the budget will reflect this in 2022/23 onwards.
59. Rough Sleeping Initiative Fund
60. Grant funding for Rough Sleeping Initiatives has yet to be announced for 2021/22 however the MHCLG have confirmed that Enfield will receive at least as much as was received in 2020/21, which was £0.699m.
61. Housing Benefit Administration Grant
62. Details on this grant are still awaited, the current assumption is for a 10% reduction from 2020/21 level in MTFP.
63. Social Care Support Grant
64. The Spending Review 2020 confirmed a further overall increase of £300m to the Social Care Support Grant. This adds to the £410m awarded in 2019/20 and the £1billion from 2020/21 which are both ongoing. This grant can be used to address Adults or Children's Social Care pressures and Enfield has chosen to allocate the funding 50:50. Enfield's allocation of the grant will be £9.375m for 2021/22 which is an increase of £1.727m from the 2020/21 figure.
65. In addition, £3.8m has been allocated to Adult Social Care in respect of the additional council tax raised from increasing the ASC precept by 3.00% in 2021/22.
66. Domestic Abuse Bill
67. £125m announced nationally but allocations are still to be confirmed.
68. Public Health Grant

69. Awaiting confirmation of the 2021/22 Public Health Grant. For now assuming the same level of funding as in 2020/21 (£17.290m).
70. Covid-19 Grants
71. Collection Fund Deficit Grant
72. Details on this grant are set out as part of the commentary on the Collection Fund, Business Rates and Council Tax from paragraph 81 onwards.
73. Covid-19 General Grant
74. The Government made general grant payments across four tranches during 2020/21 to help local authorities manage the cost pressures arising from Covid-19.
75. Enfield has received £10.534m of Covid-19 Expenditure Pressures grant (from the national pot of £1.55bn); although this pot is unringfenced, the guidance explains that the purpose of this grant is to cover expenditure such as adult social care, children’s services, public health services, household waste services, shielding the clinically extremely vulnerable, homelessness and rough sleeping, domestic abuse, managing excess deaths, support for re-opening the country and, in addition, the additional costs associated with the local elections in May 2021. Further, the guidance explains that “Councils should plan on the basis of not receiving any additional funding for the above pressures.
76. The Council is utilising this grant alongside the Sales, Fees and Charges Compensation Grant below and the full extent of the pressures is set out in paragraphs 110 to 129.
77. Sales, Fees and Charges
78. MHCLG announced an extension to the compensation scheme for local authority sales, fees and charges which have been impacted by Covid-19. Enfield’s anticipated funding is estimated at £0.750m which will cover the first quarter of 2021/22. This grant falls short of the estimated impact of Covid-19 on income by £1.950m. This shortfall will need to be covered by the Covid-19 “cost pressures” grant above in the absence of further sales, fees and charges income losses scheme extension beyond June 2021.

Council Tax, Business Rates and Collection Fund

79. The statutory calculations of the proposed Council Tax for each property band and the formal Council resolutions required under the 1992 Local Government Finance Act will be reported to full council on 24th February 2021 for approval.
80. The Collection Fund
81. Pressure on the Business Rates and Council Tax bases along with poorer recovery rates and a need for increase bad debt provision has placed the Collection Fund under severe pressure on 2020/21 giving rise to a forecast deficit of £12.749m.

Table 5: Enfield collection Fund 31 March 2021

	£000
Council Tax	
Reduced recovery/Increased Council Tax Support	6,755

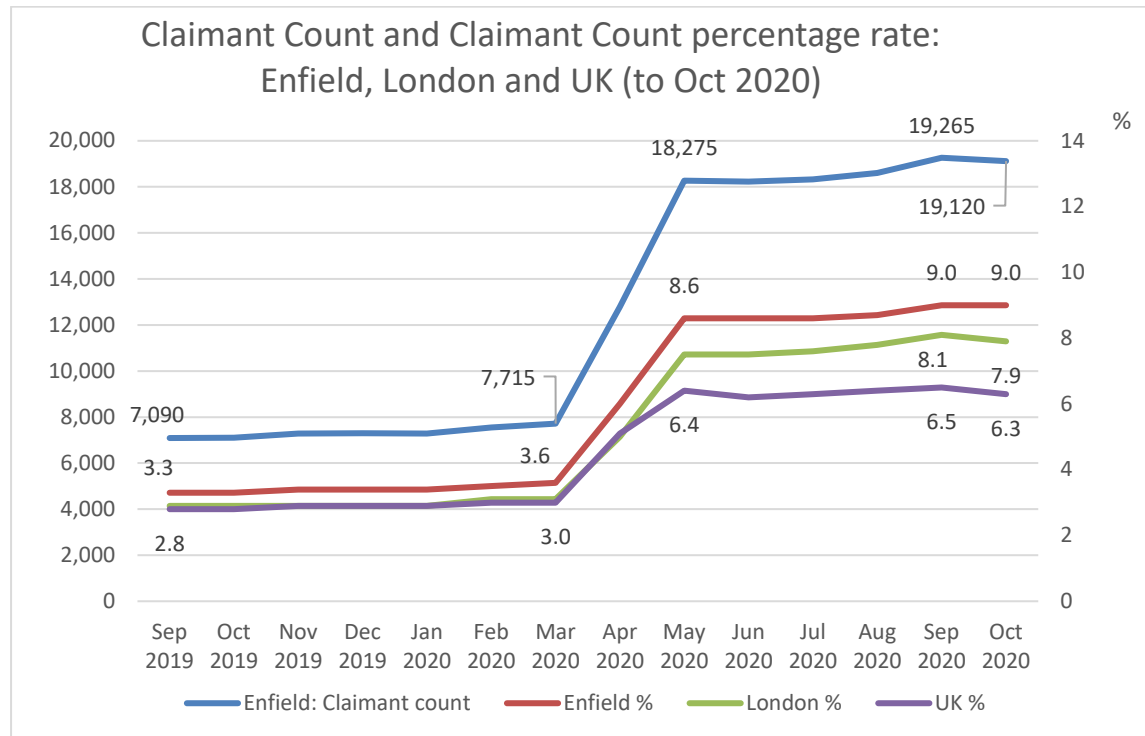
Bad Debt provision	2,354
Local Business Rates	3,640
Total Net	12,749

82. In July 2020 Government announced that local authorities could address Collection Fund deficits over three years rather than the established approach of addressing it full in the following year's budget setting. The £12.749m deficit therefore creates a base pressure of £4.250m in 2021/22 and will be reversed out of the MTFP in 2024/25. Further support for Collection Fund deficits was included in the Spending Review announcement with £762m made available nationally to address 75% of the deficit cost. However, current information suggest that the sum of deficits nationally is £3.1bn and the likelihood of 75% of the £12.749m is very low. This has been made clearer with publication of some further guidance which clarifies that for the Council Tax element of the deficit the grant only covers tax base growth that has not materialised and additional Council Tax Support costs but not reduced recovery and bad debt provisions. A review of Council reserves has been undertaken and a specific smoothing reserve is in place to cover the fact that for 2021/22 to 2023/24 reserves of £3.188m will be applied annually to take up the gap between the £4.250m cost and forecast £1.063m grant. This will be subject to iterative review and monitoring.
83. National Non-Domestic Rates (NNDR) and Business Rates Retention
84. Integral to setting the Council's budget is forecasting the business rate income; of the total business rate income collected the Council retains 30% share and the remaining share is allocated to the GLA and central Government.
85. In previous years, a pan-London business rate pool has been in place which resulted in a net benefit to the Council, however, in 2021/22 this pool will not be operational because of the uncertainty of business rate income across London. The pandemic has led to a far worse economic outlook than was anticipated in October, and the latest in-year monitoring exercise, suggested the benefit in 2020/21 is significantly less than forecast. In 2020/21 there is Government support for the collection rate losses (up to 75% of the irrecoverable loss), however, this protection is not in place for 2021/22, and London Councils estimate that with the worsening economic position, it is looking likely that the pool would be in deficit, meaning some authorities would be worse off by being in the pool next year.
86. The Spending Review confirmed the business rates holiday for Retail, Hospitality and Leisure businesses would end in March, which is worth £3 billion for London businesses (£46.5m for Enfield). If the current business rate relief scheme is not extended, there could be significant reductions in business rates collected from businesses in these sectors. The Central London office sector is also experiencing a significant increase in the number of Material Change of Circumstances appeals, which represents a significant further risk to potential revenues collected next year, with the office sector generating nearly £4.5 billion a year, almost half of London's business rates. At this stage, across London Treasurers it has been agreed that no provisions will be set up for this risk for 2021/22; there are £8.6m of business rates collected in Enfield from office accommodation, of which the Council retains 30%.

87. Every month the ONS produces insight into the economic impact of Covid-19 on businesses; this national information has been used to inform the forecast position on business rates base in Enfield for 2021/22. This is very difficult to forecast due to the impact of various lockdowns on different sectors. Across all businesses the data sets out that 2% to 3% of businesses across all sectors have permanently ceased trading. Further, that across all industries 32% had less than 3 months cash; the hospitality industry being most adversely impacted where this figure increases to 52%. Across all industries, of businesses not permanently stopped trading 15% had no or low confidence that their business would survive the next three months. The data also indicates that the size of business impacts on resilience; of businesses with less than 50 employees - 20% have temporarily ceased trading, compared to 10% of businesses in excess of 50 employees.
88. For each sector of business rates an assumption has been made regarding the economic impact on business rates next year; assuming that no additional rate relief is given to the retail and hospitality sectors. In total, an overall reduction of 11% in collectible business rates has been assumed. However, within this overall 11% reduction a number of assumptions have been made: there has been no change in collection made for more resilient sectors and larger retailers such as supermarkets, in contrast to an assumed reduction in the business rate base for retail and the hospitality sectors, in particular small businesses and a generic assumption about the overall economic position on the total base. In addition, a review of the top 30 business rate payers in the Borough has been undertaken to gain assurances around the likelihood of failure of any one single business significantly impacting on business rate income.
89. This assessment has resulted in a prudent assumption that a £4m loss in business rates will impact in 2021/22, however, this remains an estimate. Any under or over estimate compared to the assumed business rate base will be monitored throughout the year and reported via the quarterly budget monitor; the accounting on business rates means that the final position is then becomes a brought forward position to the following financial year. Should the Government subsequently announce any further rate reliefs this will improve the Council's position.
90. Council Tax Base
91. There has been continued modest growth in the underlying tax base with 986 additional properties in the Borough in 2020/21 and future growth expected to be at similar levels.
92. The local Council Tax Support Scheme, whereby Council Tax benefits are provided through locally determined discounts applied to residents' Council Tax bills has been in effect since 2013, replacing the previous national Council Tax Benefit Scheme which was abolished by the Government. The 2021/22 scheme was approved by Council on 28th January 2021, with the contribution maintained at 24.5% as per the 2020/21 level.
93. There are no changes to the Scheme for 2021/22 but there has been a steep rise in eligibility and hence cost as a result of the economic consequences of the Pandemic. This growth in Council Tax Support is difficult to forecast for 2021/22 and even more challenging for the future

years of the MTFP. There was a steep rise in the number of residents qualifying for Council Tax support in April and May, right at the start of the Pandemic at which point there had been a rapid rise in unemployment nationally with a more marked rise local. As part of the Chancellor's Spending Review announcement there was commentary on the Office of Business Responsibility's (OBR) forecast of unemployment which is set to rise to 7.5% nationally in 2021/22. This will undoubtedly be felt more greatly in Enfield and have a significant impact on eligibility for Council Tax Support. This is forecast to be £4.796m in 2021/22 with an expectation that it may take as long as three years for numbers to return to pre pandemic levels.

Chart 1: Unemployment



94. As part of the Spending Review Government announced £670m of support nationally for Hardship. It has been distributed on the basis of working age local tax support claimant numbers, Enfield's share being £6.262m. This funding will be utilised to support the increased cost of Council Tax Support and to fund the increased level of discretionary hardship payments. Further, the Government Support is for one year only and it is evident that the heightened levels of Council Tax Support will persist beyond 2020/21.
95. During 2020/21 there was a reduction in the collection rate to 97% from the historical level of 98% due to the pandemic. This rate did hold up well despite earlier in the financial year that that the negative impact was looking greater. However, it held up in part due to £5.9m of Hardship Grant which was distributed to 27,648 tax payers in receipt of Council Tax Support up to £250. With the ongoing impact of Covid-19 and cessation of furlough, it is assumed prudently that the collection rate for 2021/22 will be 96% and will take three years to return to the historical 98.0%.
96. On the 28th January 2021, the Council agreed a Council Tax Base of 92,965 Band D properties for 2021/22 (97,726 in 2020/21), based on the

latest composite collection rate of 96.0% (98% in 2020/21). The reduction in the Tax Base of 4,761 is broken down in the table below:

Table 6: Council Tax Base 2021/22

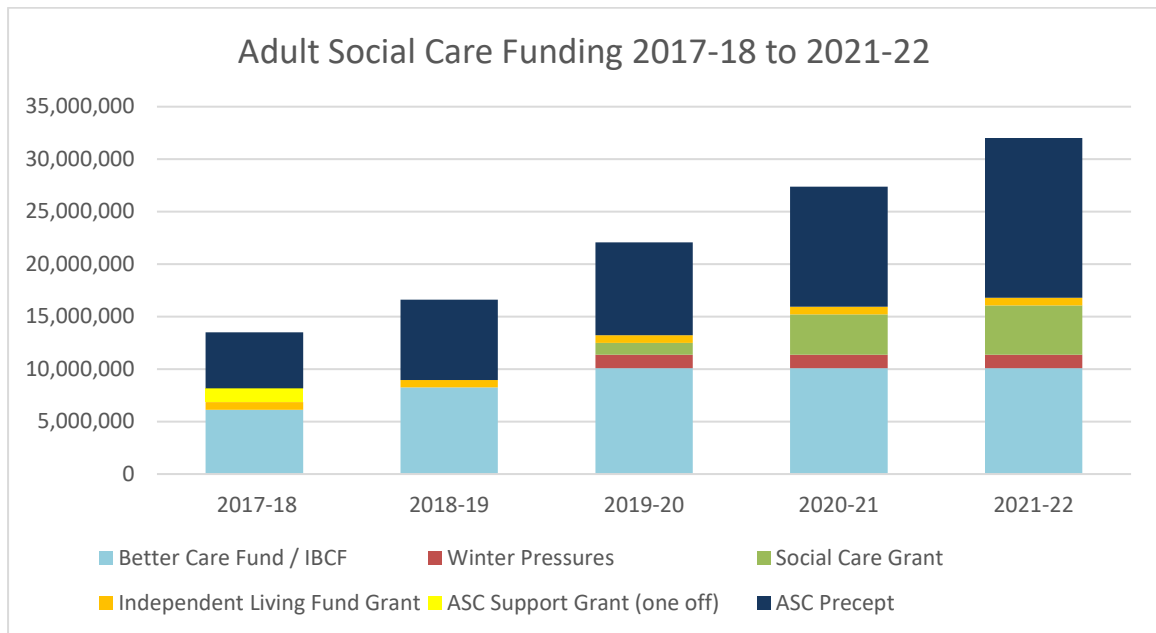
Council Tax Base Change – Band D Equivalent	Band D Equivalent
Tax Base 2020/21	97,726
Increase in Band D Equivalent Properties	986
Change in Council Tax Discounts, including CTS	(3,517)
Discounts, Exemptions & Empty Homes Premium	(293)
Impact of reduction in assumed collection rate to 96.00%	(1,937)
Tax Base 2021/22	92,965

97. Local Referendums on Council Tax Increases
98. The Localism Act requires councils to hold a referendum for proposed Council Tax increases in excess of a threshold set annually by the Secretary of State for Communities and Local Government. The Referendums Relating to Council Tax Increases (Principles) (England) Report 2021/22, published with the settlement, sets out the principles which the Secretary of State has determined will apply to local authorities in England in 2021/22
99. For 2021/22, the increase in the relevant basic amount of council tax is excessive if the increase in the authority's relevant basic amount of council tax for 2021/22 is 2.00% or more above the relevant basic amount of council tax for 2020/21. In addition to this, a further amount, known as the Adult Social Care Precept, can be raised for expenditure on Adult Social Care, which should not exceed 3.00% in 2021/22. For 2021/22 Enfield Council is therefore increasing the Council Tax by 4.99%; this is made up of 1.99% general council tax increase and 3.00% on ASC precept.
100. The Council is required to determine whether its basic amount of Council Tax is excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992. The London Borough of Enfield element of the Council Tax, in accordance with the regulation, is not excessive as it is within the thresholds set by the Secretary of State.
101. Enfield froze council tax for 6 years from 2010/11 to 2015/16, saving taxpayers a potential 15.5% increase. This was partially compensated for between 2012/13 and 2015/16 by a government grant paid to all councils who froze their council tax but has resulted in foregone income of around £14m in the base budget.
102. Adult Social Care Precept
103. The capacity for councils to charge an Adult Social Care (ASC) Precept was introduced in the Spending Review and Autumn Statement 2015. This was designed to help local authorities with responsibility for Adult Social Care to meet the increasing care needs of their population. The additional Council Tax raised from this precept must be used for Adult Social Care. Enfield has made use of this facility since 2016/17. The 2020 Spending Review confirmed a maximum 3.00% ASC Precept could be charged in 2021/22. The funding from the ASC precept and additional grant funding announced by the Government will be used by the Council directly on maintaining and improving provision of Adult Social Care. In 2019/20 an additional £11.4m

budget was allocated to address Adults and Children's Social Care pressures in part funded from other savings in the wider Council's budget; in 2020/21, the ASC overall budget will increase again, the application of the precept ensures that the ASC can be protected from the need to make further budget reductions.

104. In December 2016, the Kings Fund noted the impact of this precept where income generation has no relation to population need. Based on income deprivation among older people, the 10 least deprived council areas this year will raise almost two-and-a-half times as much from the precept as the 10 most deprived. A permanent, sustainable funding of Adult Social Care need is imperative.

Chart 2: Adult Social Care Funding



105. Chart 2 above demonstrates that the Adult Social Care Precept charged to council tax payers is an increasingly significant part of funding Adult Social Care in Enfield relative to the various Government grants that are received. The Government are proposing a fundamental review of funding for social care and the chart shows that this is very much needed to avoid putting a greater burden on the tax payer.

106. Greater London Authority (GLA) Precept

107. The GLA Assembly reviewed the Mayor's draft GLA budget on 16th December 2020 with the final draft budget due to be agreed by the London Assembly on 25th February 2021. This is after the publication of the budget report to Council and so any changes to the GLA precept will be reported as revised statutory calculations and resolutions for approval by Council. The budget was recommended with an increase in the Band D precept from £332.07 to £363.66. The Band D Council Tax payable by Enfield residents for 2021/22 based on the budget proposals (including GLA precept) is £1,795.47. This is made up as set out in Table 7:

Table 7: Council Tax Band D Charge 2021/22

	2020/21	2021/22	Change	Change *
	£	£	£	%
Core Council Tax	1,244.57	1,271.70	27.13	1.99%
Adult Social Care Precept	119.20	160.11	40.91	3.00%
London Borough of Enfield Total	1,363.77	1,431.81	68.04	4.99%
Greater London Authority	332.07	363.66	31.59	9.51%
Total	1,695.84	1,795.47	99.63	5.87%

*The percentage change shown is calculated in reference to the 2020/21 LBE Total Band D charge of £1,363.77 not the individual elements shown.

108. There are 126,063 chargeable properties in the Borough, however, less than half (61,344) of these pay full council tax due to single person discount or eligibility for council tax support. On average (Band D) the impact of the council tax changes proposed is an increase of £1.92 per week for those households paying full council tax and £0.47p a week for those working age and in receipt of Council Tax Support.

Revenue Budget Proposals

109. The following paragraphs cover the update to the MTFP relating to the review of pressures and full year effects of savings agreed in previous years plus the new savings and income generation proposals being put forward for 2021/22 and beyond.

Pressures

110. The demographic and other pressures the Borough faces are regularly reviewed and updated throughout the lifetime of the Medium Term Financial Plan (MTFP). The Council faces additional service pressures in 2021/22, especially from demographic growth, increased demand on services, changing needs and cost inflation. Services are expected to manage pressures within existing budgets where possible, but for those pressures that are ongoing and considered to be unmanageable, additional funding has been included in the MTFP in order to set a realistic and sustainable budget. The pressures are summarised by category and department in the following two table with narrative in the following paragraphs.

111. Table 8 sets out pressures over the next five years by category and Table 9 by department. For full details of the pressures please refer to Appendix 1.

Table 8: Pressures in the MTFP by Category

Category	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Inflation	5,885	7,435	7,461	7,487	7,513	35,781
Demography	3,466	3,466	3,466	3,466	3,466	17,330
Investment	660	410	150	150	150	1,520
Capital Financing	2,709	3,520	2,643	3,800	1,648	14,320
Pressures	15,953	(16,627)	224	(83)	274	(259)
NLWA	753	753	753	753	753	3,765
Total	29,426	(1,043)	14,697	15,573	13,804	72,457

Table 9: Pressures in the MTFP by Department

Department	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Corporate	18,974	(467)	8,618	10,475	8,349	45,949
Place	3,553	(1,953)	93	697	1,054	3,444
Chief Executive	186	0	0	0	0	186
Resources	852	(3,284)	1,585	0	0	(847)
Adult Social Care	3,781	3,781	3,651	3,651	3,651	18,515
Children's	2,580	880	750	750	750	5,710
Education	(500)	0	0	0	0	(500)
Public Health	0	0	0	0	0	0
Total	29,426	(1,043)	14,697	15,573	13,804	72,457

112. Inflation provision of £5.885m has been set aside in 2021/22. This is broken down below.

113. The Provisional Local Government Finance settlement confirmed the consultation on a public sector pay freeze included in the Spending Review 2020 Announcement. This excludes those earning less than £24,000 who it is anticipated will receive a pay award of £1.000m. In London the overall principles of the national pay award have historically been followed, however, central government cannot impose a pay freeze or cap on local Government as pay is determined between the employers and unions. This provision is held corporately and will be allocated to service budgets when the full details are known following negotiations. There is further unallocated provision for general inflation of £2.758m and specific allocations for:

- i. Adult Social Care - £1.565m for contract inflation
- ii. Street Lighting - £0.184m
- iii. Highways Maintenance – £0.047m
- iv. IT contract inflation - £0.320m
- v. Water - £0.011m

114. Demography

115. There was a thorough review of the approach to demography in setting the 2020/21 Budget which was wider in scope than had previously been the case and there was also a more detailed assessment of the cost pressure arising over the medium term, so Children's Social Care and Special Educational Needs Transport covered as well as Adult Social Care. £3.466m has been allocated to services in 2021/22 to offset demographic and cost pressures and £17.330m across the five year Plan.

116. Investment

117. Investment of £0.560m has been made within Adults and Children's Services in 2021/22. £0.260m of this is to fund additional social workers in response to the ongoing workload pressures in the services, with a further £0.300m investment in Children's Services social care workforce skill mix, creating an improved career pathway. In addition, £0.250m has been allocated in 2021/22 within the Place directorate, £0.100m of this is for Property Services and the development of the Council's asset management

system and £0.150m investment is being made to the Repairs and Maintenance budget. Finally, planned investment of £0.350m to fund the Council's IT service following the team restructure and new digital strategy.

118. It was approved by Council in the 2019/20 budget setting process that £0.500m per annum be allocated within the 2019/20 and 2020/21 budgets to fund an enhanced mentoring programme and data analytics to enable targeted early intervention for young people at risk of involvement in serious youth violence. This funding is now ending and is being removed from the budget for 2021/22.

119. Capital Financing

120. The Council changed its MRP Policy in 2017/18 and as a result of over provision was able to put resources into an earmarked reserve. During the intervening period the underlying budget was not increased to match the underlying pressure, and this is now being implemented over the life of the MTFP. The budget is being gradually built up over the period and the reserve being gradually drawn down. Budget and requirement will match from 2025/26 onwards. The reserve movements are set out in Appendix 7b.

121. Other Pressures

122. The Council has had a programme of Budget Pressure Challenge sessions over the past eighteen months to address historical underlying cost pressures and unrealistic savings and income targets. Much of this was factored into the 2019/20 and 2020/21 budgets and has given rise to the more resilient and sustainable finances which has seen the Council through the challenges of Covid-19 in 2020/21. The final area of review has been the Council's culture budget and £0.632m has been added to the budget in 2021/22 with efficiency built in over subsequent years from increasing income levels.

123. There are minimal other pressures to be recognised with the exception of £1.2m for a specific high cost placement in Children's Services.

124. Covid-19 Pressures

125. £7.101m has been allocated to corporate pressures in 2021/22 to cover forecast known Covid-19 pressures for expenditure of £4.404m and income loss £2.697m. The majority though not all of the additional expenditure and lost income pressure identified in 2020/21 will continue for the first quarter of 2021/22

126. The current assumptions regarding additional Covid-19 pressures are:

- i. A provision is allowed for to cover the additional long term care purchasing costs that could result for the cancellation of routine operations
- ii. The lifting of the eviction ban will create a surge in demand for Temporary Accommodation in 2021/22 whilst this expected to be a one year problem only and will return to usual demand levels for 2022/23 onwards.
- iii. The expenditure also allows for a provision for a further increase in the share of mortuary and coroners provision across London

- iv. The loss of income impact is anticipated to continue for the first quarter of 2021/22 with the most significant being the impact of parking income and court cost income.
127. This remains difficult to forecast, and additionally, £4.183m is being put aside as a contingency for the unknown Covid-19 expenditure and income loss pressures. This equates to the balance of the Covid-19 cost pressures grant losses that the Government guidance indicated was the last grant allocation for Covid-19 and forecast grant for Sales, Fees and Charges compensation.
128. It is important to consider the Covid-19 pressures on spend and lost income and lost tax revenues as these have a significant impact on not just 2021/22 but across the Medium Term. This is set out in Table 10 below which is presented on an absolute basis rather than the iterative basis used elsewhere across the report.
129. However, Government support only extends to 2021/22 and a number of pressures being experienced will undoubtedly persist into 2022/23 and beyond. Consequently, £4.648m of the £12.141m Council Funding Gap in 2022/23 is due to the financial impact of the Pandemic. There is a net cost of £8.796m across the five years of the MTFP.

Table 10: Covid-19 Pressures and Funding across the Medium Term

Category	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Funding						
Government Grants	0	0	0	0	0	0
Covid-19 £1.55bn Grant	(10,534)	0	0	0	0	(10,534)
Extension of Sales, Fees and Charges compensation scheme into Q1 21/22	(750)	0	0	0	0	(750)
Sub-total	(11,284)	0	0	0	0	(11,284)
Taxes						
Business Rates Income (assumed flat)	4,000	4,000	3,000	1,500	0	12,500
BR loss of London Pool benefit	425	425	425	425	425	2,125
Council Tax Recovery Reduction (98% down to 96% in 21/22 recovering to 97% in 22/23, 97.5% in	2,642	1,352	685	0	0	4,679

23/24 and 98% in 24/25)						
Council Tax Support	4,796	2,397	1,198	0	0	8,391
Council Tax Support	(6,262)	0	0	0	0	(6,262)
Collection fund deficit arising from Covid-19 carried forward over three years	4,250	4,250	4,250	0	0	12,750
Collection Deficit Grant	(1,063)	(1,063)	(1,063)	0	0	(3,188)
Sub-total	8,788	11,361	8,495	1,925	425	30,994
Total Funding	(2,496)	11,361	8,495	1,925	425	19,710
<u>Spending</u>						
Covid-19 Pressures	11,289	(3,525)	(3,535)	(3,675)	(3,370)	(2,816)
Welfare Support / Hardship	1,466	0	0	0	0	1,466
Total Spending	12,755	(3,525)	(3,535)	(3,675)	(3,370)	(1,350)
Use of reserves to address Collection Fund deficit	(3,188)	(3,188)	(3,188)	0	0	(9,564)
Total	7,071	4,648	1,772	(1,750)	(2,945)	8,796

Savings and Income Generation Proposals

130. Savings workstreams developed proposals to bridge the starting budget gap of £13.266m and the full year effect of proposals in the 2020/21 budget were thoroughly reviewed and updated. Tranche 1 and 2 savings have already been reported to Cabinet for approval on 16 October 2020 and 4 December 2020. The final schedule of savings and income generation proposals are detailed in Appendix 2b.

Table 11: Savings and Income Generation Proposals (including Full Year Effects)

Department	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Chief Executive	(850)	0	0	0	0	(850)
Adult Social Care	(2,119)	(213)	(477)	(100)	0	(2,909)
Children's Social Care	(1,290)	0	0	0	0	(1,290)
Education	(196)	0	0	0	0	(196)

Public Health	(100)	0	0	0	0	(100)
Place	(8,512)	360	(969)	(1,234)	0	(10,355)
Resources	(1,430)	(1,010)	(700)	(500)	(50)	(3,690)
Corporate*	1,500	500	0	0	0	2,000
Total	(12,997)	(363)	(2,146)	(1,834)	(50)	(17,390)

*prior year saving reversals as for one year only.

Full Year Effect savings

131. The savings proposals in the MTFP includes the Full Year Effects (FYE) of savings agreed in previous years which total £7.238m with £3.374m in 2021/22. Table 12 summarises FYE savings by department:

Table 12: Full Year Effects of Savings and Income Generation Proposals agreed in prior years

Department	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Corporate	1,500	500	0	0	0	2,000
CEX	(50)	0	0	0	0	(50)
People – Adult Social Care	(100)	(213)	(477)	(100)	0	(890)
Place	(4,144)	1,204	(969)	(1,999)	0	(5,908)
Resources	(580)	(710)	(650)	(450)	0	(2,390)
Total	(3,374)	781	(2,096)	(2,549)	0	(7,238)

132. Tables 13 and 14 summarise the final savings and income generation proposals over the 5 year MTFP period:

Table 13: Savings over MTFP period

Department	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
Chief Executive	(800)	0	0	0	0	(800)
Adult Social Care	(1,899)	0	0	0	0	(1,899)
Children's Social Care	(1,290)	0	0	0	0	(1,290)
Education	(96)	0	0	0	0	(96)
Public Health	(100)	0	0	0	0	(100)
Place	(2,713)	300	0	0	0	(2,413)
Resources	(850)	(300)	(50)	(50)	(50)	(1,300)
Corporate	0	0	0	0	0	0
Total	(7,748)	0	(50)	(50)	(50)	(7,898)

Table 14: Income Generation proposals over MTFP period

Department	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£'00	£000	£000	£000	£000

Chief Executive	0	0	0	0	0	0
Adult Social Care	(120)	0	0	0	0	(120)
Children's Social Care	0	0	0	0	0	0
Education	(100)	0	0	0	0	(100)
Public Health	0	0	0	0	0	0
Place	(1,655)	400	0	0	0	(1,255)
Resources	0	0	0	0	0	0
Corporate	0	0	0	0	0	0
Total	(1,875)	400	0	0	0	(1,475)

133. The early savings and income generation proposals were taken to Cabinet in October with some further items being taken to December Cabinet. The position as at these two dates is set out below, together with the final savings and income generation proposals to be considered by Cabinet in February before Council approves the entire list of savings and income generation proposals.

Table 15: Change in Savings since December

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£000	£000	£000	£000	£000	£000
FYE Savings (December)	(2,627)	(1,602)	(2,352)	(1,925)	0	(8,506)
TA future years changes	(789)	839	256	141	0	447
Out of Hours review saving	42	0	0	0	0	42
Crematorium Development reprofiled		1,544		(765)		779
Revised FYE	(3,374)	781	(2,096)	(2,549)	0	(7,238)
October Cabinet	(7,313)	(250)	0	0	0	(7,563)
December Cabinet	(1,050)	250	(50)	(50)	(50)	(950)
<u>Further proposals for February Cabinet:</u>						
Review of Property portfolio	(80)	0	0	0	0	(80)
Enforcement efficiencies	(200)	0		0	0	(200)
Additional Fees & Charges	(280)	0	0	0	0	(280)

Income (5% increase)						
Bunding Income (one off for 2021/22)	(400)	400	0	0	0	0
Whitewebbs Lease Income	(100)	0	0	0	0	(100)
Catering Service efficiencies	(200)	0	0	0	0	(200)
February Cabinet	(1,260)	400	0	0	0	(860)
Total of FYE & New Savings and Income Generation Proposals	(12,997)	1,181	(2,146)	(2,599)	(50)	(16,611)

Equalities Impact Assessments

134. The Council is committed to its responsibilities under the Public Sector Duty of the Equality Act 2010. These duties are set out in the Equalities Impact Assessment section later on in this report (paragraphs 135 to 137 below)

135. For 2021/22 there are 41 individual savings proposals, and these have all been evaluated to determine whether an Equality Impact Assessment (EQIA) is required and there is paperwork in place to support this evaluation.

136. Of the 41 proposals 30 have required a full EQIA.

137. Of the 30 proposals:

- 14 are likely to have an impact on staffing and in these cases Human Resources guidance and principles on managing reorganisations will be used to minimise the impact for staff;
- 13 proposals are considered to have an impact on customers and accessibility requirements. These will be considered and built into the specifications of any new systems and the business case for change;
- 10 proposals relating to an internal system will impact on staff as users of the system and again accessibility requirements will be built into the system specifications,
- Some of the proposals will have a combination of impacts described above, and
- A further 11 proposals will have no planned reduction on services or impact on the Council's employees.

Review of Fees and Charges

138. As part of the budget setting process for 2021/22, officers from the Commercial Services Team and the Finance Team worked together with services to review the Council's traded services fees and charges. The annual review assesses the Council's current fees and charges to establish whether the service delivery costs are being covered by the charges set, considers whether income generation opportunities are being maximised and benchmarks the proposals with other councils.

139. There has been a focus on strengthening income streams in order to support the MTFP and a strategy to increase charges by 5% or moving into upper quartile charging levels compared with peers rather than a default to increase in line with CPI (Consumer Price Index, the Government's key measure of inflation). There is more work to do following recommendation on to Council to approve the charges for 2021/22. Services have worked through the impact of fees and charges increases alongside forecast volume levels and these have been reflected in the Medium Term Financial Plan.
140. The current charges for 2020/21 and proposed charges for 2021/22 for services provided are set out in Appendices 11 to 14 of this report with the main changes noted below in paragraphs 142 to 156. These were presented initially to the 9th December 2020 Cabinet and then subsequent updates to the 3rd February 2021 Cabinet where on both occasions they were recommended on to Council for approval.
141. Traditionally the Council's fees and charges once approved through the Budget Report then remain set for the financial year. However, as part of the Council's response to dealing with the financial impact of Covid-19 a mid-year review of the fees and charges was undertaken and it is recognised that greater flexibility in amending fees and charges during the year will not only enable services to respond to changing market conditions but also help support the Council's overall financial position. Therefore, it is proposed that from 1st April 2021 individual services will be able to amend the fees and charges where it is considered appropriate to do so. In order to do so, services will work with finance and commercial services to determine and consider the market factors and propose amendments. These proposals will be reviewed by the Commercial Board, and then implemented via delegated authority to the Executive Directors in consultation with the relevant Cabinet Member.
142. People
143. Adult Social Care
144. The Care Act 2014 introduced a single legal framework for charging for care and support (section 14-17). Each client will be financially assessed taking account of income such as pension and benefits. For community-based care, clients who have savings or investments (not including their home) of more than £23,250 will pay the full cost of their care. People who have savings under £23,250 will be assessed to see if they are able to contribute to the cost of their care and support. For residential care the Council can offer financial support on a temporary basis through the Deferred Payment scheme. This is for people who either do not wish to sell their former home during their lifetime or who cannot sell it quickly enough to pay for their care. Under the Care Act, the Council can charge interest on the amounts deferred and an administration fee. There is a minimum savings and capital threshold that is applied in line with national guidelines.
145. Other charges such as Safe and Connected, which are not financially assessed are charged at the full cost of the service and any increases reflect increase in costs. The cost of a blue badge remains at £10 as specified on the gov.uk website and any future changes will be in line with this.

Place

146. Fees and charges for the majority of services within the Place department have been increased in line with the corporate approach. However, following analysis, charges have been reviewed and increased to reflect the relevant cost analysis or benchmarking data and any relevant market conditions.
147. The Statutory fees have been updated to reflect the latest statutory fees and charges.
148. The proposed fees and charges as set out in the schedule will contribute towards the Medium Term Financial Plan which includes an expectation of £0.460m, of which £0.180m that was agreed in the 2020/21 budget setting process and a further £0.280m following this year's review, for increased fees and charges across the Place department as well as other service specific increased income which are based on price and volume increases.
149. In the event that a household is in financial hardship and the Green Waste charge is not affordable, financial support may be accessible via the Welfare Hardship Funding.

Resources & Chief Executive

150. The Registrars service charges have been reviewed and increased to acknowledge market testing conducted. The range of services and fees charged have also increased following a recent review of the service offer.
151. The Print and Design service charges have been raised slightly above RPI having regard for external market conditions and business costs.
152. Library charges have been reviewed to consider consortium unity and localised pricing to align relevant charges and consider customer demand and the impact of ICT enhancements across the range of services provided. Fees and charges will continue to be reviewed annually and adjusted as required to remain competitive in the market and to maintain where possible cost neutrality.
153. The Library Service is also keen to promote space in libraries, find new income streams through funding and will work collaboratively with partners to develop income generation by renting out available space and delivering new initiatives.
154. The Catering Service meal charges have been reviewed to consider the competitiveness of the service and no adjustment to charging is expected in 2021/22.
155. Music Service tuition fees to parents and charges to schools and academies have remained mostly unchanged. This decision was informed by bench marking that has been carried out and also by the need to reflect the full cost of delivery.
156. The increase in the level of court costs charged in 2020/21 for council tax and business rates when making an application for a liability order to ensure the council's costs are met is not expected to increase again next financial year. The level of court cost related income is to ensure that costs of legal action are predominantly met by the non-paying council tax and business rates customer.

Flexible Use of Capital Receipts

157. With effect from 2016/17 the Government provided a general capitalisation directive to all councils, enabling them to utilise new capital receipts to finance projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. The 2018/19 Local Government Finance Settlement extended the temporary capital receipts flexibility, under which local authorities can fund transformative revenue costs from capital receipts, for a further three years to 2021/22. The Local Government Finance Settlement 2021/22 has now extended the arrangements for a further three years to 2024/25.
158. To take advantage of the flexibility local authorities must produce a strategy which discloses the individual projects that will be funded, or part funded, through capital receipts flexibility and this must be approved by full Council or the equivalent. As a minimum, the strategy should list each project that plans to make use of the capital receipts flexibility and provide details, on a project-by-project basis, of the expected savings or service transformation that will result. The strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years. Enfield is planning to use £1.9m of capital receipts to fund transformation projects in 2020/21 and £1.8m in 2021/22. The strategy is therefore set out in Appendix 3, for consideration and for recommendation to Council. The strategy includes details of the proposed schemes for 2020/21 and 2021/22 and a backward look at 2017/18, 2018/19 and 2019/20.
159. Over the past couple of years the approach has been to reduce the reliance on capital receipts. However, specifically for 2021/22, the strategy will be adopted to use of capital receipts to support cashable savings, income generation and cost avoidance projects for 2022/23 budgets and beyond. The aim is to fund transformation over time and to move the budget into an increasingly resilient financial position.
160. All departments of the Council were invited to submit "invest to save" funding bids that will produce sustainable savings/income generation to reduce our future budget gap from 2022/23 or sooner if possible. Therefore, making the most of the opportunity under the current flexibilities to invest in projects/proposals that will have long term savings.
161. The majority of these proposals are currently being assessed and further work is required to quantify the benefits. Once this is finalised any proposals that are put forward for approval will be reported in the Quarterly Revenue Monitoring reports during 2021/22.
162. However, two of the proposals submitted to date have been evaluated as sufficiently progressed to be adopted at the stage and these are the "Break the Cycle" project within Children's Social Care and the transition costs associated with establishing Millfield House and Theatre as an independent cultural venue. The investment in 2021/22 required for these two proposals is £0.200m and £0.180m respectively.

Dedicated Schools Grant and the Schools Budget

163. The Dedicated Schools Grant (DSG) allocation in Enfield is £373.187m for 2021/22, which represents a 6.24% gross increase on the 2020/21 DSG. However, funding for teachers pay and pension increases funded through separate grants in 2019/20 and 2020/21 has been subsumed into the DSG with effect from 2021/22 and excluding this £12m, the net DSG increase is 2.8%. Key issues impacting on the DSG are:
- The implementation of a National Funding Formula for Schools
 - High Needs Cost pressures relating to pupils with SEN
 - Deficit DSG Position
 - Schools Forum Budget Setting Process
164. In July 2020 the Government confirmed that they would continue with their proposal to implement a National Funding Formula (NFF) for the Schools and High Needs Blocks. Additional funding was announced in 2019/20 to support this transition with the following increases in school funding over a 3 year period of £2.6bn for 2020/21, £4.6bn for 2021/22 and £7.1bn for 2022/23. Whilst this funding is welcomed, it does not result in any real terms growth due to funding cuts since 2009/10.
165. For 2021/22, as in 2020/21, a 'soft' NFF is in place, whereby local authorities' allocations were based on the NFF, but authorities have some local flexibility regarding the distribution of these funds. There is, however, very limited flexibility to move funds between blocks and other than an allowable 0.5% transfer to the High Needs Block, funding received in the Schools Block must all be delegated to schools.
166. Since 2018/19, Enfield has continued with a local funding formula but with a phased move to the NFF unit rates. Following a further consultation exercise with schools in Autumn 2020, Schools Forum agreed at their meeting on 20th January 2021 to move fully to NFF values. For 2021/22, the NFF unit rates, including Enfield's area cost adjustment, have been applied for all formula factors. The formula allocations include a 1.89% Minimum Funding Guarantee so all schools should see a minimum funding increase of this level per pupil. The draft budget and further details of the funding blocks are included in Appendix 5 for approval.
167. There are ongoing risks in the School's Budget for 2021/22 mainly due to the ongoing increase in numbers of children presenting with special educational needs (SEN). This has resulted in a projected DSG deficit of £7.7m in 2020/21 which will be carried forward to 2021/22 and whilst funding for high needs has increased by £5.8m, the full year effect of current year pressures will leave little funding to address this deficit. The Authority continues to work on various initiatives to develop additional in Borough special education provision which will reduce the number of children being educated in independent out borough provision and reduce costs.
168. Other Schools Funding
169. Pupil Premium Grant
170. The Pupil Premium is allocated in addition to the DSG to enable schools to work with pupils who have been registered for free school meals (FSM) at any point in the last six years (known as 'Ever 6 FSM'). The Government

has confirmed that the rates for 2021/22 will remain at 2021/22 levels i.e. £1,345 for primary FSM 'Ever 6' and £955 for secondary FSM 'Ever 6' pupils.

171. Looked After Children (LAC), and children who have been adopted from care, will continue to attract a higher rate of funding than children from low-income families and this will continue at the 2020/21 rate of £2,345 in 2020/21. The NFF does not include a LAC factor and this increase in pupil premium funding will help to compensate schools who previously received formula funding for LAC.
172. Children who have parents in the armed forces are supported through the Service Child Premium, which remains at £310 per pupil in 2021/22.
173. The Pupil Premium is a specific grant that the Council has to passport directly on to schools, who can then decide how they will use the additional funding to achieve improved outcomes for this group of children. The latest pupil premium allocation for 2020/21 totals £8.9m and this is expected to increase for 2021/22 to reflect a 4% increase in pupils eligible for FSM. Allocations for 2021/22 will be based on the October 2020 census data rather than January 2021 to bring this grant in line with the DSG. We expect the funding allocations to be announced by April 2021 and this earlier publication will support schools with their budget planning.
174. Early Years Pupil Premium (EYPP)
175. EYPP was introduced in 2015/16 with schools, nurseries and child-minders receiving £300 for every 3 and 4-year-old from a low-income family, to enable these children to start school on an equal footing to their peers. This is based on the 3 and 4-year olds taking up their full entitlement of 570 hours. This will continue at the same rate in 2021/22.
176. Sixth Form Funding
177. The Education, Skills and Funding Agency (ESFA) is responsible for the funding of 16-19 provision in academies, general further education colleges, sixth-form colleges and independent provision. The EFA also distributes resources to local authorities for them to pass on to maintained schools.
178. Funding increases for the 2021/22 academic year are expected to be confirmed in January 2021. School sixth forms will receive their 2021/22 indicative allocations during February 2021 followed by final allocations in March 2021. Similarly, to 2020/21, the ESFA will set a deadline in April to receive business cases where exceptional circumstances have affected their 2021/22 indicative allocation. Considerations will be given to:
 - Cases where there has been a major error in the data submitted by the institution via the school census
 - Cases where exceptional growth has been experienced based on a minimum threshold of 5% of students or a minimum of 50 students, whichever is lower
 - other cases not covered above, reviewed individually
179. Universal Infant Free School Meals
180. Funding for free school meals for infant pupils will continue in 2021/22 based on a rate of £2.32 per day.

181. Primary PE and Sport Premium

182. This grant will continue in 2021/22 for schools with pupils in years 1 to 6. The funding rates are expected to continue as a lump sum of £16,000 plus £10 per pupil.

183. Covid-19 Funding for Schools. During 2020/21 various grant funding has been provided to schools to support them with their response to the pandemic and provide support to pupils and staff during this period. The key areas of funding are as follows:

- i. Coronavirus Schools Fund – schools could submit claims direct to the ESFA for additional costs incurred during the Summer 2020 term in respect of 3 specific areas – increased premises related costs, support for FSM, additional cleaning. As at 31.12.2020, £0.5m funding had been received in respect of these claims and distributed to schools. Schools were given a further claim window for the summer term that closed on 27.11.2020 and further reimbursements are expected in respect of these but based on latest announcements, schools are expected to fund these additional costs from their own budgets from September 2020 onwards
- ii. Catch Up Premium - £1bn funding provided nationally to support schools catch up lost teaching time due to school closures. Of this, £650m is being provided direct to schools at a rate of £80 per pupil (recep-year11) and £240 per high needs pupil for the 2020/21 academic year. Funding is allocated to schools on a termly basis and support regarding the use of these funds has been provided by the Education Endowment Foundation. The remaining £350m will be allocated via the National Tutoring Programme, which aims to provide additional, targeted support to the pupils who need most help. Schools can submit bids for this funding based on their individual needs.

Budget Engagement

184. The Council's 2021/22 Budget Engagement was open from 19th November 2020 to 20th January 2021 (9 weeks). This year residents' views were collected through a questionnaire available online.

185. The questions asked in the questionnaire were

- i. To what extent do you agree or disagree that we should consider the following approaches to address our budget shortfall? (options were strongly agree, tend to agree, tend to disagree, strongly disagree and not sure).
 - a. Reducing the number of staff delivering certain services and functions
 - b. Increasing the income we receive and/or reducing costs of certain activities and services
 - c. Improving how we use technology and/or manage our back-office processes
 - d. Changing our contracts with providers of certain goods and services

- e. Encouraging self-service from residents and other customers
 - f. Reducing services
 - g. Making better use of our properties
- ii. Thinking about the proposals as a whole, to what extent do you feel we are taking the right approach? (options were strongly agree, tend to agree, neither agree nor disagree, tend to disagree, strongly disagree and don't know).
 - iii. How much of a positive or negative impact do you feel the various approaches [as set out in paragraph 185 (i)] could have on your household? (options were very positive, fairly positive, neither positive nor negative, fairly negative, very negative and not sure).
 - iv. If you have any other comments you would like to make about the savings proposals or the budget challenge we face, please let us know.
186. A link to the budget engagement was advertised prominently on the Council's website and information was also included in the Council's e-newsletter sent out to around 40,000 residents.
187. In order to help set the financial context and provide information to those responding to the public engagement, information was provided on the Council's financial position (including links to the Council's Medium Term Financial Strategy, latest MTFP position and the latest revenue monitoring report). In addition to this a facts and figures summary was provided setting out the Council's expenditure and funding and finally the proposed savings which were considered by Cabinet on 14th October 2020.
188. In total 151 responses were received through the online questionnaire.
189. The feedback from the public engagement was presented to the Overview and Scrutiny Committee Budget Meeting on 4th February 2021. Appendix 5a to this report provides a summary of the findings from the engagement exercise. The minutes and recommendations of the OSC Budget Meeting are included as Appendix 5b of this report.

Medium Term Financial Plan

190. The Corporate Plan is linked to the budget through the Medium Term Financial Plan (MTFP) and the annual budget process. The Budget and MTFP 2021/22 to 2025/26 forecasts funding requirements for the Council's General Fund services and provides the mechanism to redirect limited resources to priorities. The Corporate Plan sets out the Council's financial objectives, which aim to "target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality" by:
- i. Continuing to make best use of all available financial resources and balance risks and opportunities;
 - ii. Ensuring effective governance is in place to support the efficient and smart delivery of our services;
 - iii. Maximising the procurement of services and assets to support local businesses and residents wherever possible.

191. In setting the Council's 2021/22 Budget and MTFP, the Council's aim has been to continue to maintain, and where possible, improve services provided with a focus on protecting the most vulnerable in the Borough. It has recognised the need to increase in Council Tax to balance the growing pressures being faced by the Council especially the increased demand in Children's and Adults Social Care. The focus continues to be on delivering high quality services more efficiently through reductions in costs. The Council routinely, throughout the year, takes action to cut costs and make efficiency savings wherever possible. Every attempt continues to be made to minimise additional costs, but the ability to influence many of them is limited and the ability to make back office savings is increasingly difficult as a result of the scale of public spending cuts. Decisions are becoming more difficult and potentially not without significant impact.
192. There has been a renewed focus on pressures and need to invest in services for the five year MTFP. There has been a robust assessment of future pressures and the MTFP now allows for contractual commitments on Adult Social Care contracts, Children's demographic pressure and increased demand for SEN transport.
193. All risks related to the delivery of proposals in the MTFP and any future uncertainties will be reviewed on a regular basis, the detailed budget tracker is already being put in place for 2021/22 savings. The MTFP is based upon the principle that savings identified will be implemented to allow benefit realisation as soon as possible.
194. There are risks inherent in the MTFP exemplified in paragraphs 196 to 200 of this report and Appendix 6. A number of key items in the plan cannot be estimated with 100% accuracy. The figures in the plan also assume that significant savings will be made. In this situation, it is essential to maintain sufficient balances, not only to deal with unforeseen events but also to cover the potential risk of not achieving the savings required. In addition, the Council will need to maintain adequate reserves for future commitments.
195. No final decision has been taken on taxation levels for 2022/23 and later years, but there is currently a 1.99% core council tax annual increase included in 2022/23 to 2025/26 for planning purposes. The following table summarises the MTFP position over the coming five years and the current forecast of the budget gaps for the period of the MTFP (2021/22 to 2025/26):

Table 16: Medium Term Financial Plan 2021/22 to 2025/26

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Council Tax Base Provision	133,276	133,108	140,337	145,824	151,507
Movements:					
Inflation/Pay Awards	5,885	7,435	7,461	7,487	7,513
Demography	3,466	3,466	3,466	3,466	3,466
Investment	660	410	150	150	150

Capital Financing	2,709	3,520	2,643	3,800	1,648
Pressures	16,706	(15,874)	977	670	1,027
Total Pressures	29,426	(1,043)	14,697	15,573	13,804
Full Year Effect of Previous years' savings decisions	(3,374)	781	(2,096)	(2,549)	0
New Savings and Income Generation Proposals	(9,623)	400	(50)	(50)	(50)
Changes to Specific Grants	(3,716)	2,003	1,168	826	745
SFA increase	(97)	0	0	0	0
Business Rates	4,000	0	(1,000)	(1,500)	(1,500)
Business Rates - London Pool	425	0	0	0	0
Council Tax Support Funding £670m nationally	(6,262)	6,262	0	0	0
SFC Compensation Scheme extension	(750)	750	0	0	0
Covid-19 Grant	(10,534)	10,534	0	0	0
Collection Fund	700	(700)	0	0	0
Collection Fund Deficit (Covid-19)	4,250	0	0	(4,250)	0
Collection Fund Deficit Grant	(1,063)	0	0	1,063	0
Use of Reserves to address CF deficit	(3,188)	0	0	3,188	0
Reversal of 2020/21 Use of Reserves	1,565	0	0	0	0
Use of reserves in the	(1,927)	1,927	0	0	0

2021/22 budget					
Gap Still to be Found	0	(13,685)	(7,232)	(6,618)	(9,277)
Council Tax Requirement	133,108	140,337	145,824	151,507	155,229
Council Tax Base	92,965	96,101	97,910	99,741	100,197
Band D Charge (£)	1,431.81	1,460.31	1,489.37	1,519.00	1,549.23
% tax change	4.99%	1.99%	1.99%	1.99%	1.99%

196. Budget Risks, Uncertainties and opportunities

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

- i. Local Government funding changes
- ii. BREXIT impact
- iii. Pressures on Children's and Adults' Social Services
- iv. Scope to make savings while maintaining services
- v. Temporary Accommodation
- vi. Covid-19

198. The 2021/22 budget includes the best estimate of financial achievement of savings and likely pressures. Where there are potential risks of higher cost pressures as in the areas listed above or slippage in realisation of savings these have been factored into the assessment of budget robustness, balances and reserves to ensure the Council can meet any short-term pressures without an impact on service delivery. Corporate and Service budget risks are detailed in Appendix 6. Many factors affect the Council's future financial position which can be estimated with some degree of confidence for the first year of the plan but become increasingly uncertain for later years. It is therefore essential to test the sensitivity of the plan to changes in the main assumptions. The figures in the following table illustrate the extent to which the plan would be affected by such changes:

Table 17: Sensitivity Indicators

Item	Budget Impact
	£000
1% Change in Pay	1,350
1% Increase in Departmental price Inflation across Income and Expenditure	550
1% Increase in Community Based Costs	550
1% Increase in Residential Care Costs	420
1% Change in Settlement Funding Assessment based on 2020/21	960
1% increase in Council Tax Support claimants	50
1% reduction in businesses chargeable for business rates	370
1% increase in numbers requiring temporary accommodation	75
1% increase in Children Looked After Population	125

199. The Government had announced radical changes to Local Government Finance arrangements, the most significant at this stage being the localisation of business rates, and the review of formula funding. Whilst these changes are delayed it is certain that the new arrangements will create winners and losers, and as such represent both opportunity and risk to Enfield and all councils in England. At this stage the MTFP assumes that funding is constant from 2021/22 to 2025/26 and this will be updated as further information becomes available.
200. Throughout the budget process, officers have kept under review the key risks, uncertainties and opportunities that could have implications for the Council's financial position in 2021/22 and in the medium term. The systematic review, particularly of risks and mitigating actions is a key part of any effective planning system and therefore crucial in the budget setting process. This process was reinforced by the creation in 2018/19 of a Pressures Challenge Board which seeks to find ways to manage in year and ongoing pressures and will continue to operate in 2021/22.

Contingencies, Reserves and Balances

201. The Budget includes a central contingency for unforeseen circumstances; the balance in 2021/22 is £3m in recognition of the current level of national and local financial risks. The Council also holds centrally a number of contingent items relating to spending requirements that are expected to arise at some point in the budget year but about which there is some uncertainty regarding the timing or magnitude of the financial impact. These will be allocated to services during the year.
202. The Council's policy will continue to be one of containing spending within the budgets set for each department, without recourse to the central contingency other than in exceptional circumstances. However, there are significant risks facing the Council in 2021/22 and throughout the period of the MTFP. Appendix 6 provides details of the high-risk areas identified corporately and by departments. In view of the level of risks it is recommended that the central contingency be retained at £3m for 2021/22.
203. As set out above for 2021/22 there is also a Covid-19 Contingency of £4.183m to cover unquantified expenditure pressures and losses of sales, fees and charges.
204. The Council's General Fund Balances (excluding schools) stood at £14m as at 31 March 2020. The latest 2020/21 Revenue Monitoring report to Cabinet forecasts an overall underspend position of approximately £1.587m as at the end of December, which will be applied to the Council's Risk Reserve and be used to support the 2021/22 budget.
205. The level of balances is examined each year, along with the level of reserves and contingencies, in light of the risks facing the Authority in the medium term. Following consideration of risks outlined in Appendix 6, which have been analysed against reserves in Appendices 8a and 8b, it is recommended that the General Fund balance be maintained at £14m.
206. Earmarked reserves are held to meet the cost of specific one-off projects or specific risks. Any balance on reserves once the projects are completed or the risk has ceased is returned to General Fund balances. A list of the Council's Earmarked Reserves and the purposes for which they are held is set out in Appendix 7a. Planned movements in the reserves' balances over

the period of the MTFP are shown in Appendix 7b. These are split between revenue and capital projects which are included in the MTFP and Capital Programme respectively.

207. The current level of available usable General Fund specific reserves is forecast to reduce from £76.841m as at 31st March 2021 to £48.549m by 31st March 2026 based on the projects currently planned. The use of reserves will be monitored, and projects revised depending on competing priorities for investment to generate revenue savings.
208. It is also recommended that any uncommitted departmental resources at year end are added to central reserves, so they can be managed more flexibly to support the achievement of corporate priorities.

Outlook and Budget Process 2022/23

209. The impact of changes to business rates, the funding formula and the future of social care funding cannot yet be determined, leaving great uncertainty over the future of local government finance. The Council's medium term financial planning process recognises this uncertainty, but it is clear that savings in addition to those in this report will be needed between 2022/23 and 2025/26 to balance the budget. For example, as shown in Table 18, the budget gap for 2022/23 to 2025/26 is currently expected to be in the region of £37m, assuming the level of core Government funding remains static.
210. This is a challenging target for Enfield in the context of £193.2m of savings already delivered since 2010 and a further £9.623m of new savings and £3.374m of full year effect savings to be delivered in 2021/22. Further, independent benchmarking of Council costs has shown that Enfield are lower quartile in the majority of services areas.
211. Savings workstreams will commence with immediate effect and there will be work corporately to develop and implement new savings proposals as soon as possible. There will need to be a focus on demand management of social care services as well as driving further commercial savings including generating greater levels of income and being more efficient in procurement and contract management. The use of capital receipts for transformation projects will support "invest to save" businesses cases identified not able to be funded from within existing budgets to drive forward 2022/23 and later years' savings.

Table 18: Medium Term Financial Plan Budget Gap 2021/22 to 2025/26

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Budget (Gap)/ Surplus in future years of MTFP	0	(13,685)	(7,232)	(6,618)	(9,277)

212. The approach to the 2021/22 budget has built on the work in 2019/20 and 2020/21 with continued transparency, enabling enhanced levels of scrutiny and appropriate challenge of budget decisions, and this will continue throughout future budget processes. The capital programme had been extended to include a ten year forecast of expenditure that will enabling the long term impact on borrowing to be factored into the extended medium term plan. This will help to ensure that decisions are made in the context of a longer term financial view. Both the Capital Programme and Treasury

Management Strategies have been rolled forward one year to maintain the ten year time horizon.

213. For 2022/23 there will undoubtedly be a familiar look to the approach with savings workstreams to include:

- i. demand management strategies in social care to address the significant demographic pressures being experienced.
- ii. exploitation of commercial opportunities.
- iii. use of digitalisation and system improvement opportunities to improve customer experience and reduce cost
- iv. reduced use of agency staff across the Council
- v. seeking opportunities to partner with others where this makes financial and operational sense

214. Further, an outcome/priority based review of the budget is planned for 2022/23 and more detail of this will follow in the Medium Term Financial Strategy 2022/23 to 2026/27 in July.

Alternative Options Considered

215. The Council operates a budget planning and consultation process during which a wide range of options are considered in detail before recommendations are made. Issues raised and discussed have greatly contributed to this report including information from the Budget Engagement exercise set out elsewhere in this report. As part of its planning for both 2021/22 and future years the Council has considered future levels of Council Tax.

Safeguarding Implications

216. The report includes service reductions across all services including Adult Social Care and Children's Social Care. Officers have worked through these to ensure there is no impact on the Council's safeguarding duties for vulnerable adults and children in the Borough. There are inherent risks in demand in these services which may be compounded by the pandemic for which the Council holds a revenue contingency and reserves.

Public Health Implications

217. The Council's core business is to maintain and enhance the wellbeing of the community; austerity and the financial climate is severely challenging its ability to do this. The MTFP outlines how the Council aims to meet its financial demands whilst minimising the effect of these pressures on the community. However, it is difficult to envisage how continuous cuts to the Council's budget will not impact upon its ability to support and maintain community wellbeing.

Equalities Impact Implications

218. Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.

219. The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for those in our communities from the protected characteristic groups or those disadvantaged through socio-economic conditions.
220. The Council undertakes Equality Impact Assessment (EqIAs) to help make sure we do not discriminate against service users, residents and staff, and that we promote equality where possible
221. An Equality Impact Assessment will be completed for individual budget/savings proposals. These assessments will evaluate how the proposal will impact on people of all protected characteristics and will identify alternative action or mitigating action where any adverse impact is identified. This will include consultation and engagement with affected people and organisations as appropriate.

Environmental and Climate Change Considerations

222. None. The October report included proposals for rationalisation of the office estate which should enable the Council to operate out of more modern energy efficient buildings which will benefit the environment.

Risks that may arise if the proposed decision and related work is not taken

223. The Council faces an enormous financial challenge and it is essential that the opportunity is taken to progress savings at the earliest possible time. Delaying the decision will impact on the delivery of those savings and also impact on work to further close the financial gap.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

224. Risk and uncertainty are two of the major themes running through the report. The report has sought to continue to identify as many of the financial risks facing the Council at this time and where possible to also quantify them. Identification is naturally one of the key steps in managing risk and this will be supplemented by regular review.

Financial Implications

225. The Local Government Act 2003 places a duty on the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves. Statutory guidance in this area is provided by Local Authority Accounting Panel (LAAP) Bulletin 77 (Nov 2008) and is the basis on which the Chief Finance Officer's annual financial risk assessment has been updated in the Council Budget report. A full statement of robustness is provided at Appendix 8a.
226. The 2021/22 budget has been prepared taking into account the following:
- (i) Specific cost pressures set out in paragraphs 110 to 129;
 - (ii) The uncertainty around changes in central government funding over the period of the Medium Term Financial Plan – the recent settlement only covered 2021/22;
 - (iii) Provision for legislative change and changes to the Council's statutory responsibilities; and
 - (iv) The estimated impact of underlying cost pressures, as evidenced by financial monitoring reports in the current year.

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

Legal Implications

228. This report sets out the basis upon which recommendations will be made for the adoption of a lawful budget and setting of the council tax. The report also outlines the financial outlook for the Council and its services.
229. The setting of the budget is a matter for the Council, having considered recommendations by the Cabinet. The Council's budget-setting process is set out in the Constitution. Before the final recommendations are made to the Council, an Overview and Scrutiny Committee must have been given an opportunity to scrutinise the proposals and the Cabinet must have taken any comments of the OSC into account when making these proposals.
230. The amount of Council Tax must be sufficient to meet the Council's legal and financial commitments, ensure the proper discharge of its statutory duties and lead to a balanced budget. Members should be mindful of their fiduciary duty to ratepayers when adopting a budget and setting a council tax
231. The Council is required by section 33 of the Local Government Finance Act 1992 ("the Act") to calculate for each financial year the basic amount of its council tax. The basic amount of council tax must be calculated from the Council Tax base. This base is created by applying a prescribed formula under the Local Authorities (Calculation of Council Tax Base) Regulations 2012
232. The Council is required to submit its council tax base to the GLA between 1 December and 31 January in the financial year preceding the financial year for which the calculation of council tax base is made. If the Council does not submit its council tax base to the Greater Local Authority ('GLA'), then the GLA is required to determine the calculation for itself, in the manner prescribed in the above Regulations.
233. Members are obliged to consider all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully in adopting a budget and setting Council Tax. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge it properly. Where there is discretion as to how to discharge duties, that discretion should be exercised reasonably.
234. The Council is obliged by section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation under section 151 for the Council to adopt and monitor a Medium Term Financial Strategy as this informs the budget process and is viewed as a related function.
235. The Council has carried out appropriate budget consultation. Those representations have been taken into account as part of this process and are reflected in this report.
236. In considering the budget for 2021/22, the Council must have due regard to its ongoing duties under the Equality Act 2010. The Equality Act 2010

requires the council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not (the public sector equality duty). The Council should consider how its decisions will contribute towards meeting these duties, against other relevant circumstances such as economic and practical considerations. The relevant departments should undertake detailed impact assessments of major proposals to ensure that any proposals for savings are reasonable and meet Equality Act duties.

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

Workforce Implications

238. Any proposal that is likely to impact on posts or changes and potential closure of services, will require the Council to conduct a meaningful consultation with trade unions and staff. This will include consideration of alternative proposals put forward as part of the consultation process. The Council's HR policies and procedures for restructures should be followed. Any consideration for staff structural changes should ensure there is a resilient workforce to deliver on-going service requirements. Therefore, consideration of workforce planning should be included in the process.
239. Where redundancies are necessary the appropriate HR policies and procedures should be followed. Redeployment options must be considered.
240. It is important that services engage with HR at the earliest opportunity.

Property Implications

241. Given the high-level perspective of this report, there are no specific property implications from within its contents. However, as the budget and MTFP is implemented over time, there is the real possibility of property implications arising on specific projects and other activities. These will be addressed as necessary as they come forward in future reports.

Other Implications

242. None identified.

Options Considered

243. None applicable for this report.

Conclusions

244. The report puts forward a prudent budget in a very challenging and uncertain financial environment.

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Date of report 22 February 2021

Appendices

Appendix 1 – Pressures included in the MTFP 2021/22 – 2025/26

Appendix 2a – Full Year Effects of Prior Year Savings

Appendix 2b – New Budget Savings and Income Generation Proposals

Appendix 2c – Equalities Impact Assessments

Appendix 3 – Capital Receipts Flexibility Efficiency Statement

Appendix 4a – Schools Budget 2021/22 - Summary

Appendix 4b – Dedicated Schools Grant and Schools Budget - Details

Appendix 5a – Budget Engagement - Summary of Results

Appendix 5b – Minutes of OSC Budget Meeting

Appendix 6 – Budget Risks

Appendix 7a – Earmarked Reserves Overview

Appendix 7b – Estimated Movements in Earmarked Reserves

Appendix 8a – Statement of Robustness of Budget Estimates

Appendix 8b – Adequacy of Reserves - Risk Evaluation

Appendix 9 – Specific Grants 2021/22 to 2025/26

Appendix 10 – Draft Budget Departmental Control Totals

Appendix 11 – Place Department Fees and Charges

Appendix 12 – People Fees and Charges

Appendix 13 – Chief Executive's Fees and Charges

Appendix 14 – Resources Fees and Charges

Appendix 15 – Statutory Calculations and Resolutions

Background Papers

Medium Term Financial Strategy 2021/22 to 2025/26 – Cabinet, July 2020

Medium Term Financial Plan 2021/22 to 2025/26 Update and Early Savings – Cabinet, October 2020

Medium Term Financial Plan 2021/22 to 2025/26 Update and Further Savings – Cabinet, December 2020

Pressures in the Medium Term Financial Plan 2021/22 - 2025/26									
Ref No.	Department	Proposal Summary (from template)	Category	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Pay Awards and Inflation									
General inflation	Corporate	General inflation (split out some more specific items - street lighting etc.)	Inflation	2,758	3,000	3,000	3,000	3,000	14,758
Pay Awards	Corporate	Pay Awards (work out true 2% cost and offset against inflation so net nil impact)	Inflation	1,000	2,550	2,576	2,602	2,628	11,356
Customer Experience & Change 1	Corporate	Inflation specifically for IT contracts	Inflation	320	320	320	320	320	1,600
Highways inflation	Place	Highways Ground Maintenance Contract Inflation (one off increase)	Inflation	47	0	0	0	0	47
Street Lighting Inflation	Place	Street Lighting energy price increase, market proposal is 27.49% increase for 25 months (ending in March 23)	Inflation	184	0	TBC	TBC	TBC	184
Water Inflation	Place	Water Price Increases (estimated 2% inflation)	Inflation	11	TBC	TBC	TBC	TBC	11
Gas & Electricity Inflation	Place	Gas and Electricity Price Increases (no increase currently estimated for 21/22)	Inflation	0	TBC	TBC	TBC	TBC	0
ASC_P1_1920	People ASC	Customer Pathway Contract Inflation ASC	Inflation	814	814	814	814	814	4,070
ASC_P2_1920	People ASC	Learning Disabilities Contract Inflation ASC	Inflation	584	584	584	584	584	2,920
ASC_P3_1920	People ASC	Mental Health Contract Inflation ASC	Inflation	167	167	167	167	167	835
Total Pay Awards and Inflation				5,885	7,435	7,461	7,487	7,513	35,781
Demographic Pressures									
ASC Demographic Pressure	People ASC	Adult Social Care Demographic Pressures estimated July 2019 (and updated September 2020)	Demography	2,086	2,086	2,086	2,086	2,086	10,430
CSC Demographic Pressure	People C&F	Further Children's Social Care Demography	Demography	750	750	750	750	750	3,750
Home To School Transport/SEN Transport	Place	Home To School Transport Pressures (ongoing annual demand pressures impact of £530k) + other current pressures	Demography	630	630	630	630	630	3,150
Total Demographic Pressures				3,466	3,466	3,466	3,466	3,466	17,330
Investment / Capital Financing									
Capital Financing	Corporate	Capital Financing	Cap Fin	1,000	1,000	1,000	1,000	1,000	5,000
Capital Financing existing programme	Corporate	Capital Financing existing programme	Cap Fin	1,500	1,500	1,500	1,500		6,000
Capital Financing 10 year programme	Corporate	Capital Financing 10 year programme (provisional pending further work)	Cap Fin	1,500	1,500	1,500	1,500		6,000
- Montagu	Corporate	Capital Financing Costs - Montagu	Cap Fin		869				869
- Fleet Replacement	Corporate	Capital Financing Costs - Fleet Replacement	Cap Fin	304	458	360	360		1,482
- Additional Affordable Housing Meridian 1	Corporate	Capital Financing Costs - Additional Affordable Housing Meridian 1	Cap Fin	405	193	1	440		1,039
- Crematorium Development	Corporate	Capital Financing Costs - Crematorium Development	Cap Fin			282			282
NEW	Corporate	Capital Financing - Adjustments	Cap Fin	(2,000)	(2,000)	(2,000)	(1,000)	648	(6,352)
Investment in Youth Crime	People Education	Two Year Pilot on Prevention of Serious Youth Violence ends	Investment	(500)					(500)
Social Work Apprenticeships - ASC	People ASC	Social Work Apprenticeships (new)	Investment	130	130				260
Social Work Apprenticeships - CSC	People C&F	Social Work Apprenticeships (new)	Investment	130	130				260
Property & Economy	Place	Property Restructure and Asset Management System	Investment	100					100
R&M Budget	Place	Repairs and Maintenance budget shortfall (non-capital planned works)	Investment	150	150	150	150	150	750
Childrens Social Care	People C&F	Childrens Social Care Investment/Early Help	Investment	300					300
Customer Experience & Change 2	Resources	IT Team staffing	Investment	350					350
Total Investment / Capital Financing				3,369	3,930	2,793	3,950	1,798	15,840
North London Waste Authority									
NLWA	Corporate	North London Waste Authority (NLWA) - new waste facility	NLWA	753	753	753	753	753	3,765
Total NLWA				753	753	753	753	753	3,765

Pressures in the Medium Term Financial Plan 2021/22 - 2025/26									
Ref No.	Department	Proposal Summary (from template)	Category	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Pressures									
ENV_S9_1819_T1	Place	Traffic and Transportation Income (2018/19 saving for 3 years only)	Pressure	130					130
Morson Road Rent	Place	Morson Road Depot Rent Review	Pressure	0	0	266	89	0	355
Local Plan (Plan Making)	Place	Local Plan (Plan Making)	Pressure	300	(300)				0
Culture Pressure	Place	Cultural Services Development	Pressure	632	(47)	(32)	(32)	(31)	490
Unquantified Covid-19 pressures	Corporate	Unquantified Covid-19 pressures	Pressure	4,404	(4,404)				0
Unquantified Covid-19 lost income ongoing	Corporate	Unquantified Covid-19 lost income ongoing	Pressure	2,697	(2,023)	(674)			0
Covid-19 Contingency	Corporate	Covid-19 Pressures Contingency	Pressure	4,183	(4,183)				0
Welfare Support / Hardship	Resources	Welfare Support / Hardship	Pressure	1,466	(1,466)				0
Members SRA costs	CEX	Members Support relating to Special Responsibility Allowances	Pressure	36					36
CEX Legal Costs	CEX	Legal Services due to an increase in children's related legal cases - CEX element	Pressure	150					150
T&I Costs - Children's	People C&F	Translation & Interpreting costs in Children's Services	Pressure	50					50
Children's Legal Costs	People C&F	Legal disbursement cost due to an increase in children's related legal cases - Children's element	Pressure	150					150
Children's CP - high cost placements	People C&F	High cost Children's placements	Pressure	1,200					1,200
Redmond Review	Corporate	Redmond Review Pressure (Audit costs)	Pressure	150					150
Court Cost Income/BDP	Resources	Court Cost Income/BDP	Pressure	400					400
Homelessness demand pressure	Place	Homelessness demand pressure (£0.939m already in Unquantified Covid)	Pressure	1,369	(2,386)	(921)	(140)	305	(1,773)
Concessionary Fares	Resources	Concessionary Travel costs will reduce significantly due to fewer journeys being made as a result of COVID-19 restrictions and changes to lifestyles	Pressure	(1,364)	(1,818)	1,585			(1,597)
Total Pressures				15,953	(16,627)	224	(83)	274	(259)
Overall Pressures in the MTFP 2021/22 - 2025/26				29,426	(1,043)	14,697	15,573	13,804	72,457
Full Year Effect of savings already agreed				(3,374)	781	(2,096)	(2,549)	0	(7,238)
Spending Pressures net of FYE savings				26,052	(262)	12,601	13,024	13,804	65,219

Full Year Effect of Prior Year Savings in 2021/22 - 2025/26

			2021/22	2022/23	2023/24	2024/25	2025/26	Total
Directorate	Reference	Title	£'000	£'000	£'000	£'000	£'000	£'000
Corporate	CORP 20-21 S01	Utilisation of council tax balances; £2,000k in 2020/21 reducing to £500k in 2021/22 and then £0 in 2022/23	1,500	500				2,000
Resources	RES 20-21 S02	Update of financial systems			(250)			(250)
Resources	RES 20-21 S04	Payroll Service expansion to schools				(200)		(200)
Resources	RES 20-21 S05	Staff savings from implementation of a vendor payment portal				(200)		(200)
Resources	RES 20-21 S06	Single view of the customer debt				(50)		(50)
Resources	RES 20-21 S07	On line forms and ability to upload information required to go into back office systems for revenues and benefits	(120)					(120)
Resources	RES 20-21 S08	Greater automation to reduce staff resources in administering DWP notifications	(60)					(60)
Resources	RES 20-21 S10	Customer Service Centre demand reduction and channel shift	(100)					(100)
Resources	RES 20-21 S14	Reducing costs associated with data storage	(300)					(300)
Resources	RES 20-21 S15	Reducing cost of maintaining staff laptops and devices		(60)				(60)
Resources	RES 20-21 S16	Procurement saving resulting from replacing our digital customer platform	600	(400)	(400)			(200)
Resources	RES 20-21 S17	Application Rationalisation - ongoing reduction of other applications	(200)	(200)				(400)
Resources	RES 20-21 S18	Rationalisation of telephony contracts	(200)					(200)
Resources	RES 20-21 S19	Automation of routine processes including the exploration of Artificial Intelligence	0	(50)				(50)
Resources	RES 20-21 S21	Digital support to the UK immigration and visa verification service	(140)					(140)
Resources	CSA3	Payments Programme - new system allowing efficiencies in Exchequer	(60)					(60)
CEX	CEX 20-21 S01	Improve our registration offer to local residents	(50)					(50)
People	PEOPLE 20-21 S05	Increased income through fees and charges for chargeable Adult Social Care Services	(100)	(100)	(100)	(100)		(400)
People	ASC1	Reardon Court – Extra Care		(113)	(377)			(490)
Place	PLACE 20-21 S01A	Increase in fee income in the planning service	(170)	(20)				(190)
Place	PLACE 20-21 S01D	Building Control Plan Drawing Service	(30)	(20)				(50)
Place	PLACE 20-21 S02A	Genotin Road Car Park Redevelopment	(1,579)					(1,579)
Place	PLACE 20-21 S02B	Montagu Industrial Estate Redevelopment			(300)	(900)		(1,200)
Place	PLACE 20-21 S02G	Reardon Court Development Rental Income			(600)	(30)		(630)
Place	PLACE 20-21 S02J	Insource Cleaning Contract ongoing efficiencies	(50)					(50)
Place	PLACE 20-21 S02L	Sub-stations rent reviews	(50)					(50)
Place	PLACE 20-21 S03	Crematorium Development		0		(765)		(765)
Place	Rationalisation of Property Estate	Rationalisation of property estate	(640)	0				(640)
Place	PLACE 20-21 S05A	Meridian Water Meanwhile use income	387	86	0	(81)		392
Place	PLACE 20-21 S05B	Meridian Water Non-Residential Rental Income				(194)		(194)
Place	PLACE 20-21 S06A	Parking Contract Renewal	(35)					(35)
Place	PLACE 20-21 S07	Additional LED street light savings	(260)					(260)
Place	PLACE 20-21 S10	Inflation uplift on external clients and receipts income	(180)	(180)	(180)	(180)		(720)
Place	PLACE 20-21 S11	Homelessness Service Review	0	(125)	(125)			(250)

Full Year Effect of Prior Year Savings in 2021/22 - 2025/26

			2021/22	2022/23	2023/24	2024/25	2025/26	Total
Directorate	Reference	Title	£'000	£'000	£'000	£'000	£'000	£'000
Place	PLACE 20-21 S12	Southgate Cemetery - Mausoleum and Vaulted graves sales	149	46	(10)	10		195
Place	PLACE 20-21 S17	Reprofiled Holly Hill Bunding Income	600	600				1,200
Place	ENV6	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	(6)	(6)				(12)
Place	ENV7	Additional Traffic & Transportation income from recharges to capital		25				25
Place	ENV12	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	(60)	(31)				(91)
Place	HPR5	Temporary Accommodation - Future Years	(1,500)	839	256	141		(264)
Place	HPR7	Market Rentals for Council Properties	(20)	(10)	(10)			(40)
Place	Waste Saving Place	Waste Savings - Place element of the £2.5m over 2 years	(700)					(700)
			(3,374)	781	(2,096)	(2,549)	0	(7,238)

Savings and Income Generation Proposals 2021/22 - 2025/26

Reference	Department	Agreed at Cabinet	Description of Saving/Income Generation Proposal	2021/22	2022/23	2023/24	2024/25	2025/26	Total
				£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive									
CEX 21-22 S01	CEX	October	Staff Restructures	(800)	0	0	0	0	(800)
Chief Executive Total				(800)	0	0	0	0	(800)
Resources									
RESOURCES 21-22 S01	Resources	October	Staffing efficiencies within Resources Department	(650)	(250)	0	0	0	(900)
RESOURCES 21-22 S02	Resources	December	Customer Operations	0	(50)	(50)	(50)	(50)	(200)
RESOURCES 21-22 S03	Resources	February	Catering Service efficiencies	(200)	0	0	0	0	(200)
Resources Total				(850)	(300)	(50)	(50)	(50)	(1,300)
Adults and Public Health									
PEOPLE 20-21 S01	Adult Social Care	October	Recommissioning & Procurement	(190)	0	0	0	0	(190)
PEOPLE 20-21 S02	Adult Social Care	October	Reduced cost of DOLs (Deprivation of Liberty Safeguards)	(25)	0	0	0	0	(25)
PEOPLE 20-21 S03	Adult Social Care	October	Additional income	(120)	0	0	0	0	(120)
PEOPLE 20-21 S04	Adult Social Care	October	Independence & Wellbeing Senior Management Restructure – Staffing	(180)	0	0	0	0	(180)
PEOPLE 20-21 S05	Adult Social Care	October	Staff Reduction – Service Reduction	(750)	0	0	0	0	(750)
PEOPLE 20-21 S06	Adult Social Care	October	Maximise use of block contracts and in-house services	(389)	0	0	0	0	(389)
PEOPLE 20-21 S07	Adult Social Care	October	Learning Disabilities Care Purchasing	(325)	0	0	0	0	(325)
PEOPLE 20-21 S08	Adult Social Care	October	Use of Technology	(40)	0	0	0	0	(40)
PEOPLE 20-21 S09	Public Health	October	Staff Reductions in the Commissioning Team and the Smoking Cessation Team – Service Reduction	(100)	0	0	0	0	(100)
Adults and Public Health Total				(2,119)	0	0	0	0	(2,119)
Children's and Education									
PEOPLE 21-22 S10	Children Social Care	October	Care Leavers commissioning and benefit maximisation - Efficiency	(500)	0	0	0	0	(500)
PEOPLE 21-22 S11	Children Social Care	October	Review of threshold in financial assessment of new Special Guardians	(80)	0	0	0	0	(80)
PEOPLE 21-22 S12	Children Social Care	October	Service Restructure – Service Reduction (excluding frontline staff)	(500)	0	0	0	0	(500)
PEOPLE 21-22 S13	Children Social Care	October	Children in Care – reduction	(210)	0	0	0	0	(210)
PEOPLE 21-22 S14	Education	October	DSG Substitution - no impact on services	(100)	0	0	0	0	(100)
PEOPLE 21-22 S15	Education	October	Reduction in the Children Centre Service – Service Reduction	(50)	0	0	0	0	(50)
PEOPLE 21-22 S16	Education	October	Career Service Restructure – Service Reduction	(46)	0	0	0	0	(46)
Children's and Education Total				(1,486)	0	0	0	0	(1,486)

Savings and Income Generation Proposals 2021/22 - 2025/26

Reference	Department	Agreed at Cabinet	Description of Saving/Income Generation Proposal	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Place									
PLACE 21-22 S01	Place	October	Reduce building maintenance	(500)	0	0	0	0	(500)
PLACE 21-22 S02	Place	October	Morson Road rent review	(200)	0	0	0	0	(200)
PLACE 21-22 S03	Place	October	Facilities Management Review	(400)	0	0	0	0	(400)
PLACE 21-22 S04	Place	October	Bring forward operational property consolidation	(390)	0	0	0	0	(390)
PLACE 21-22 S05	Place	October	Close canteen	(18)	0	0	0	0	(18)
PLACE 21-22 S06	Place	October	CMFM reduction in agency staff	(125)	0	0	0	0	(125)
PLACE 21-22 S07	Place	October	Planning - expand services	(150)	0	0	0	0	(150)
PLACE 21-22 S08	Place	October	Reduction in highways service	(250)	0	0	0	0	(250)
PLACE 21-22 S09	Place	October	Parking charges	(100)	0	0	0	0	(100)
PLACE 21-22 S10	Place	October	Traffic Orders	(125)	0	0	0	0	(125)
PLACE 21-22 S11	Place	December	Planning Income - Expanding Services	(100)	0	0	0	0	(100)
PLACE 21-22 S12	Place	December	Reduction in Highways Services	(100)	0	0	0	0	(100)
PLACE 21-22 S13	Place	December	Economic Development Team	(400)	300	0	0	0	(100)
PLACE 21-22 S14	Place	December	Review of Parking Permit Charges	(150)	0	0	0	0	(150)
PLACE 21-22 S15	Place	December	Additional income from Green Waste collection as demand for service has exceeded initial projections	(250)	0	0	0	0	(250)
PLACE 21-22 S16	Place	December	Review of property portfolio	(50)	0	0	0	0	(50)
PLACE 21-22 S17	Place	February	Further review of property portfolio	(80)	0	0	0	0	(80)
PLACE 21-22 S18	Place	February	Enforcement efficiencies	(200)	0	0	0	0	(200)
PLACE 21-22 S19	Place	February	Additional Income due to 5% increase in Fees & Charges	(280)	0	0	0	0	(280)
PLACE 21-22 S20	Place	February	Bunding Income (one off in 2021/22)	(400)	400	0	0	0	0
PLACE 21-22 S21	Place	February	Whitewebbs Lease Income	(100)	0	0	0	0	(100)
Place Total				(4,368)	700	0	0	0	(3,668)
Total Savings and Income Generation proposals				(9,623)	400	(50)	(50)	(50)	(9,373)

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
CEX	Staff Restructures	CEX 21-22 S01	(800)	0	0	0	0	Y	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
People ASC	Recommissioning & Procurement	PEOPLE 21-22 S01	(190)	0	0	0	0	Y	N	N	N	N	
People ASC	Reduced external cost of DOLs (Deprivation of Liberty Safeguards)	PEOPLE 21-22 S02	(25)	0	0	0	0	Y	N	N	N	N	
People ASC	Additional income	PEOPLE 21-22 S03	(120)	0	0	0	0	Y	Y	N	N	Y	
People ASC	Independence & Wellbeing Senior Management Restructure – Staffing	PEOPLE 21-22 S04	(180)	0	0	0	0	Y	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
People ASC	Staff Reduction – Service Reduction	PEOPLE 21-22 S05	(750)	0	0	0	0	N	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
People ASC	Maximise use of block contracts and in-house services	PEOPLE 21-22 S06	(389)	0	0	0	0	Y	N	N	N	N	
People ASC	Learning Disabilities Care Purchasing	PEOPLE 21-22 S07	(325)	0	0	0	0	Y	N	N	N	N	

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
People ASC	Use of Technology	PEOPLE 21-22 S08	(40)	0	0	0	0	Y	Y	N	N	Y	Individual service user needs are considered as part of any changes (on a case by case basis)
People Public Health	Staff Reductions in the Commissioning Team and the Smoking Cessation Team – Service Reduction	PEOPLE 21-22 S09	(100)	0	0	0	0	Y	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
People C&F	Care Leavers commissioning and benefit maximisation - Efficiency	PEOPLE 21-22 S10	(500)	0	0	0	0	N	Y	N	N	Y	
People C&F	Review of threshold in financial assessment of new Special Guardians	PEOPLE 21-22 S11	(80)	0	0	0	0	N	Y	N	Y	Y	
People C&F	Service Restructure – Service Reduction (excluding frontline staff)	PEOPLE 21-22 S12	(500)	0	0	0	0	N	N	Y	Y	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
People C&F	Children in Care – reduction	PEOPLE 21-22 S13	(210)	0	0	0	0	N	N	N	N	Y	
People Education	DSG Substitution - no impact on services	PEOPLE 21-22 S14	(100)	0	0	0	0	Y	N	N	N	N	

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
People Education	Reduction in the Children Centre Service – Service Reduction	PEOPLE 21-22 S15	(50)	0	0	0	0	N	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
People Education	Career Service Restructure – Service Reduction	PEOPLE 21-22 S16	(46)	0	0	0	0	Y	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
Place	Reduce building maintenance	PLACE 21-22 S01	(500)	0	0	0	0	Y	N	N	Y	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Morson Road rent review	PLACE 21-22 S02	(200)	0	0	0	0	Y	N	N	N	N	
Place	Facilities Management Review	PLACE 21-22 S03	(400)	0	0	0	0	N	Y	Y	Y	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff. Accessibility requirements will be built into specification/ business case for change.
Place	Bring forward operational property consolidation	PLACE 21-22 S04	(390)	0	0	0	0	Y	N	N	Y	Y	Accessibility requirements will be built into specification/

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
													business case for change.
Place	Close canteen	PLACE 21-22 S05	(18)	0	0	0	0	Y	N	Y	Y	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
Place	CMFM reduction in agency staff	PLACE 21-22 S06	(125)	0	0	0	0	Y	N	N	N	N	
Place	Planning - expand services	PLACE 21-22 S07	(150)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Reduction in highways service	PLACE 21-22 S08	(250)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Parking charges	PLACE 21-22 S09	(100)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Traffic Orders	PLACE 21-22 S10	(125)	0	0	0	0	Y	N	N	N	N	
Place	Planning Income - Expanding Services	PLACE 21-22 S11	(100)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
													business case for change.
Place	Reduction in Highways Services	PLACE 21-22 S12	(100)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Economic Development Team	PLACE 21-22 S13	(400)	300	0	0	0	N	N	N	Y	Y	
Place	Review of Parking Permit Charges	PLACE 21-22 S14	(150)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Additional income from Green Waste collection as demand for service has exceeded initial projections	PLACE 21-22 S15	(250)	0	0	0	0	Y	N	N	N	N	
Place	Review of property portfolio	PLACE 21-22 S16	(50)	0	0	0	0	Y	N	Y	Y	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
Place	Further review of property portfolio	PLACE 21-22 S17	(80)	0	0	0	0	Y	N	Y	Y	Y	HR guidance, "Principles of Managing Reorganisations" will

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
													be used to minimise impact for staff.
Place	Enforcement efficiencies	PLACE 21-22 S18	(200)	0	0	0	0	Y	N	Y	Y	Y	
Place	Additional income due to 5% increase in fees & charges	PLACE 21-22 S19	(280)	0	0	0	0	Y	Y	N	N	Y	Accessibility requirements will be built into specification/ business case for change.
Place	Bunding Income (one off in 2021/22)	PLACE 21-22 S20	(400)	400	0	0	0	Y	N	N	N	N	
Place	Whitewebbs lease income	PLACE 21-22 S21	(100)	0	0	0	0	Y	N	N	N	N	
Resources	Staffing efficiencies within Resources Department	RESOURCES 21-22 S01	(650)	(250)	0	0	0	N	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
Resources	Customer Operations	RESOURCES 21-22 S02	0	(50)	(50)	(50)	(50)	N	N	Y	N	Y	HR guidance, "Principles of Managing Reorganisations" will be used to minimise impact for staff.
Resources	Catering Service efficiencies	RESOURCES 21-22 S03	(200)	0	0	0	0	N	N	Y	N	Y	HR guidance, "Principles of Managing

Department	2021/22 Proposal	Ref. No	2021/22	2022/23	2023/24	2024/25	2025/26	No planned reduction in service	Customer impact	Staffing Impact	Internal Systems	EQIA required	EQIA Part 2 & Action Plan Completed
													Reorganisations" will be used to minimise impact for staff.

London Borough of Enfield: Flexible Use of Capital Receipts Strategy

Our approach to Efficiency and the Use of Capital Receipts

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

Enfield Council has a proven track record in successfully responding to the financial pressures in local government, demonstrated by managing with significantly reduced resources and delivering savings of £193.2m since 2010, with a further £9.6m of new savings proposed for 2021/22 plus the delivery of £3.4m of savings agreed in prior years.

The Government has extended the capital receipts flexibility until 2021/22. However, the Council is mindful of over reliance on and sustainability of this one-off funding. The EDGE contract, Edge of Care and co-managed procurement and commissioning arrangements are time limited costs. However, the Council's ongoing investment in transformation and ICT indicates that longer term solutions to fund these pressures will be needed in future years.

This Strategy reports on how capital receipts were used to fund investment in 2017/18, 2018/19 and 2019/20 as well as how they are planned to be used to fund investment in 2020/21 and 2021/22. In using this flexibility, £1.819m of capital receipts have been earmarked as one-off funding in 2021/22.

Impact on the Prudential Indicators

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

Use of Capital Receipts in 2017/18

The table below shows how we used capital receipts in 2017/18

2017/18 Initiatives Funded from Capital Receipts	£	Planned Savings and Demand Reductions
Housing, Health and Adult Social Care Services		
Adults with Learning Disabilities: Groundwork for the Transforming Care Programme	797,000	There is a national plan, Building the Right Support, in the cross-system Transforming Care programme, to meet individuals' needs, more choice for people and their families, and more say in their care. This will include more innovative services to give people a range of care options, with personal budgets, so that care meets individuals' needs and providing early more intensive support for those who need it, so that people can stay in the community, close to home. This approach will also reduce duplication and review existing care packages and cost savings will be achieved where appropriate. This will save £1.5m on the cost of existing contracts from 2017/18 to 2019/20.
Review of residential, nursing and supported accommodation to older people and people with physical disabilities	92,000	To maximise income particularly in the field of complex care packages. This will achieve additional income of £425k over 2017/18 and 2018/19.
Customer Pathway Review	217,000	Reviewing care packages for older people and people with physical disabilities to determine changes could better suit their needs. This will contribute towards achievement of the £4.8m savings target in the MTFP from 2017/18 to 2019/20.
Review of Mental Health Packages	157,000	Review complex mental health packages to maximise income. This will contribute towards achievement of the £415k target in the MTFP.
Schools and Children's Services		
Work on new databases for children, including SEN children, together with work to deliver the savings needed to respond to the cut in Educational Support Grant	157,700	Will support savings in the MTFP, including the reductions needed to offset the cut in ESG Grant which has resulted in a net loss of £2.2m in funding for Enfield.

2017/18 Initiatives Funded from Capital Receipts	£	Planned Savings and Demand Reductions
Finance, Resources and Customer Services		
Financial Support	337,000	Financial support to Service Departments and Transformation programme in identifying and assessing feasibility of savings proposals, identifying mitigating actions on cost pressures to ensure delivery of the savings targets required by the Council's Medium Term Financial Plan, and providing financial input and business partnering support to services for restructuring and other savings initiatives.
Operational Support	23,000	Continued review of operational support activities to reduce resources required and transform service delivery.
Transformation Management	150,000	Programme management of Enfield's Transformation Programme.
Transport Management Reviews	679,377	Operational and Demand Management Initiatives which delivered savings of £562 in 2016/17, £1,050k in 2017/18 and £1,329k in 2018/19.
Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.	1,437,500	Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.
Cultural Survey and Organisational review	200,933	This work will inform the design and implementation of the new leadership and management staffing structure.
ICT Costs to support Transformation	1,252,390	ICT projects that will deliver transformation and more efficient ways of working that will generate revenue savings and improve performance.
Redundancy	1,146,048	These redundancies will enable future years' savings in the MTFP to be achieved.
Total funded from Capital Receipts in 2017/18	6,739,000	

Use of Capital Receipts in 2018/19

The table below shows how we used capital receipts in 2018/19.

2018/19 Estimated Cost of Start-Up Initiatives to be funded:	£	Planned Savings and Demand Reductions
People		
Edge of Care (Children's)	390,000	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
Place		
EDGE Transport Contract	182,000	The EDGE Transport Contract is an invest to save initiative relating to the Councils People Transport Service, carried out by EDGE Public Solutions with and on behalf of the Council. This is the third and final year of the project and has been successful in terms of both savings and improvement of customer experience.
Resources		
IT Services and Transformation Team	1,750,000	ICT projects that will deliver transformation and more efficient ways of working that will generate revenue savings and improve performance.
Procurement and Commissioning co-managed service contract	1,890,000	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-managed partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
Total funded from Capital Receipts 2018/19	4,212,000	

Use of Capital Receipts in 2019/20

The table below shows how we used capital receipts in 2019/20.

2019/20 Estimated Cost of Start-Up Initiatives to be funded:	£	Planned Savings and Demand Reductions
People		
Edge of Care (Children's)	324,000	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
Resources		
Procurement and Commissioning co-managed service contract	1,461,000	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-manage partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
Transformation Team	359,000	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. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments, Children's Transformation, Build the Change, Customer Experience.
Place		
EDGE Transport Contract	30,000	The EDGE Transport Contract is an invest to save initiative relating to the Councils People Transport Service, carried out by EDGE Public Solutions with and on behalf of the Council. This is the third and final year of the project and has been successful in terms of both savings and improvement of customer experience.

2019/20 Estimated Cost of Start-Up Initiatives to be funded:	£	Planned Savings and Demand Reductions
Mobilisation costs associated with the implementation of waste service changes	547,000	<p>The changes being implemented will revise the waste and recycling collection system for kerbside properties with a wheeled bin. The changes are:</p> <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 funded from Capital Receipts 2019/20	2,721,000	

Planned Use of Capital Receipts in 2020/21

The table below shows how we plan to use capital receipts in 2020/21.

2020/21 Estimated Cost of Start-Up Initiatives to be funded:	£	Planned Savings and Demand Reductions
People		
Children's & Families	45,000	Pilot scheme for 1 year to evaluate the use of Virtual Reality to improve Social Worker practice and increase recruitment and retention of Foster Carers.
Chief Executive		
Procurement and Commissioning co-managed service contract	765,000	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-manage partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
Resources		
Digital Services (formerly IT)	452,000	The service is continuing to implement changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered.
Digital Services	60,000	To develop business cases for new projects as part of the Portfolio's pipeline. This is the estimated value for 2020/21 and these costs will continue into 2021/22.
Transformation	324,000	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. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments, Children's Transformation, Build the Change, Customer Experience.
Finance & Commercial	50,000	Implementation of the Social Value Portal and associated training programme.

Place		
Mobilisation costs associated with the implementation of waste service changes	103,000	<p>The changes being implemented will revise the waste and recycling collection system for kerbside properties with a wheeled bin. The changes are:</p> <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>
Homelessness	125,000	These costs included the implementation costs of new allocations system, project management of the establishment of Enfield Lets, implementation of the LIFT dashboard and review of Brickfield House.
Total to be funded from Capital Receipts 2020/21	1,864,000	

Planned Use of Capital Receipts in 2021/22

The table below shows how we plan to use capital receipts in 2021/22.

2021/22 Estimated Cost of Start-Up Initiatives to be funded:	£	Planned Savings and Demand Reductions
Chief Executive		
Communications	29,000	Reflects transfer of Communications post from the Transformation team to the Communications team.
People		
Children's & Families	200,000	Investment in year 1 of the "Break the Cycle" initiative within Children's and Families services.
Resources		
Digital Services	60,000	The service is continuing to implement changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered.
Digital Services	700,000	To develop business cases for new projects as part of the Portfolio's pipeline. This will start in 2020/21 with £60k forecast, however, if there are any delays to recruitment then this will carry forward to 2021/22. The total identified is £0.760m
Transformation	650,000	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. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments, Children's Transformation, Build the Change, Customer Experience.
Place		
Culture	180,000	Costs associated with establishing Millfield House and Theatre as an independent cultural venue.
Total to be funded from Capital Receipts 2021/22	1,819,000	

Appendix 4a	
SCHOOLS BUDGET 2021/22	£
INCOME	£m
Schools Block - 5-16 year olds	283.399
Central Services Schools Block	2.537
Early Years Block	26.553
High Needs Block	60.697
TOTAL DSG	373.187
TOTAL RESOURCES	373.187
EXPENDITURE	
SCHOOLS BLOCK	
Total Funding	283.399
0.5% Trf to High Needs Block	-1.357
Net Funding	282.042
Schools Delegated Formula Funding	281.892
Growth Fund	0.150
TOTAL SCHOOLS BLOCK EXPENDITURE	282.042
CENTRAL SERVICES SCHOOLS BLOCK (CSSB)	
Total Funding	2.537
Statutory Functions	1.953
Historic Commitments	0.584
TOTAL CSSB	2.537
EARLY YEARS BLOCK	
Total Funding	26.553
3 & 4 Year Allocations - PVI & Maintained	17.106
3 & 4 Year Allocations - PVI & Maintained - 30 Hours	4.218
2 Year Old Allocations - PVI & Maintained	3.829
Early Years Central Functions	1.122
Early Years Pupil Premium	0.177
Disability Access Fund	0.101
TOTAL EARLY YEARS BLOCK	26.553
HIGH NEEDS BLOCK	
Gross High Needs Block (pre recoupment)	60.697
Total High Needs Funding	60.697
0.5% transfer from Schools Block	1.357
Total Funding	62.054
Allocations Update to be provided at next meeting	62.054
TOTAL HIGH NEEDS BLOCK	62.054
TOTAL BUDGET	373.187

Dedicated Schools Grant and the Schools Budget

The Dedicated Schools Grant (DSG) is a ring-fenced grant, the majority of which is used to fund Individual Schools Budgets. In July 2020, the Government confirmed that they would continue with their proposal to implement a National Funding Formula (NFF) for the Schools and High Needs Blocks. With effect from 2018/19, a 'soft' NFF has been in place which means the funding provided to local authorities has been calculated using the NFF, but authorities have had some local flexibility regarding the distribution of these funds. Options for the schools' funding formula ranged from continuing with the local funding formula to partly, or fully, implementing the NFF. Following an annual consultation process with schools, Enfield moved approximately 50% towards NFF unit rates in 2018/19, 60% towards NFF rates in 2019/20 and 85% towards NFF rates in 2020/21 although for 19/20 and 20/21, the full NFF rate was applied for Enfield priority areas of low prior attainment, English as an additional language and pupil mobility.

The Government initially provided £1.3bn over 2 years to support the implementation of the school funding reforms and implementation of the NFF. Additional funding was announced in 2019/20 to support this transition with the following increases in school funding over a 3 year period, £2.6bn for 2020/21, £4.6bn for 2021/22 and £7.1bn for 2022/23. Whilst this funding is welcomed, it does not result in any real terms growth due to funding cuts since 2009/10.

In July 2020, the DfE published information on the funding arrangements for 2021/22, together with indicative information using October 2019 census data on funding individual local authorities would receive. The DfE confirmed that they would continue with the use of a 'soft' NFF for 2021/22 as they were satisfied with the progress that individual local authorities had made in moving towards the NFF.

Under Department for Education regulations, certain specific decisions relating to the distribution of the DSG funding are subject to consultation with the Schools Forum, with the Council making the final decision on the allocation of available resources taking account of any recommendations made by the Schools Forum. The draft 2021/22 School's Budget was presented to Schools Forum on 20th January 2021 for agreement of the School Block formula funding allocations prior to submission of the data to the Education, Skills Funding Agency (ESFA) by their deadline of 21st January 2021. The draft budget is detailed in Appendix 5a for approval.

Enfield's initial 2021/22 DSG settlement was announced on 17th December 2020 as £373.187m based on the October 2020 Census dataset. This DSG allocation will be adjusted during 2021/22 to reflect the January 2021 census for early years and academy recoupment. Updates will be provided to the Schools Forum as and when revised allocations are received.

There are ongoing, considerable risks in the school's budget for 2021/22, mainly due to the ongoing increase in numbers of children presenting with special educational needs. The projected, cumulative DSG deficit for 2020/21

is £7.7m which will be carried forward to 2021/22 and although we received an additional £5.8m High Needs Block funding as part of our increased allocation for 21/22, this will not match the increased costs of provision for SEND pupils. The authority is working on various initiatives to develop additional in borough special education provision which will reduce the number of children being educated in independent out of borough provision and reduce costs.

Additional information about the individual blocks is detailed below.

Schools Block

Grant Income

- For 2021/22 most of the funding is based on a per pupil allocation calculated on the number of pupils recorded on the October 2020 census. Separate per pupil funding rates have been received and for Enfield these are £4,894.22 for primary and £6,530.94 for secondary. This represents 6.36% and 7% increases to the 2020/21 funding rates, but this increase includes funding previously allocated via the Teachers Pay and Pensions Grant which have been subsumed into the DSG. Excluding this adjustment, the net increase is just under 2%.
- The per pupil funding increases for 2021/22 is the second year of significant increases after a period of 5 years with little or no increase but are still insufficient to address the pay and inflationary pressures faced by schools during this period.
- In addition to the per pupil funding, the authority receives a block allocation to cover growth and premises factors. For 2021/22, the premises allocation will continue to be based on historic spend but for growth funding a formulaic approach is now in place which has resulted in a 10% reduction of funding of £0.118m.

Funding Allocations

- With effect from 2018/19, new funding regulations required the majority of Schools Block funding to be passported to schools via a funding formula. Funding can only be retained centrally to support the requirements of the Growth Fund.
- With the approval of Schools Forum, 0.5% of the Schools Block allocation can be transferred to the High Needs Block. For 2021/22, as in the previous 3 years, this transfer was agreed by the Forum to support the current arrangements for pupils with exceptional needs (special educational needs). This is the only transfer between funding blocks
- 2 formula models were considered for 2021/22 and following consultation with schools and discussion with Schools Forum, it was agreed to move 100% to National Funding Formula (NFF) rates (plus Enfield's area cost adjustment).

Central Services Schools Block

Grant Income

- The Central Services Schools Block (CSSB) was introduced as part of the new funding arrangements in 2018/19 and brings together funding for the
 - retained duties element of the Education Services Grant (ESG)
 - ongoing central statutory functions
 - historic commitments
- Funding for statutory duties is allocated on an NFF per pupil basis. For Enfield, the rate for 2021/22 is £39.01 per pupil, which is a 2.5% reduction on the 2020/21 rate plus an adjustment for pay and pension grants. Funding for historical commitments is based on historic spend in 2017/18 but this is gradually been phased out and a further 20% funding reduction has been applied for 2021/22 reducing the Enfield allocation from £730k to £584k.

Funding Allocations

- For 2021/22 the reduction in funding of £146k for statutory services has been matched by savings that have been identified through a review of these services
- Schools Forum agreed at their meeting in December 2020 to continue to fund the services that had been funded in previous years.

Early Years Block

Grant Income

- This is a per pupil allocation initially based on the January 2020 census and then updated for the January 2021 census for 3 & 4-year-old free entitlement, 30 hours provision for working parents and 2-year-old free entitlement.
- The Early Years National Funding Formula (EYNFF) was implemented with effect from 2017/18. For 2021/22, Enfield will receive £5,472 per Full Time Equivalent (FTE) pupil for 3 and 4-year olds, a £0.06 per hour increase compared to 2020/21. We are required to pass most funding to providers but can continue to hold back 5% for central early years expenditure.
- The 2021/22 allocation also includes an allocation to reflect the ongoing effect of the 30 hours early years initiative for working parents, which was introduced in September 2017. This allocation will also be revised to reflect the January 2021 census.
- The initial allocation for the 2-year-old free entitlement is also based on January 2020 census data at a rate of £5,529 per pupil (FTE), a £0.08 per hour increase compared to 2020/21. This funding is fully passported to providers
- The overall Early Years Block allocation also includes funding for Early Years Pupil Premium (£177k) and Disability Access Fund (£101k).

Funding Allocations

- 5% of funding received for 3 and 4 years olds will be retained centrally to fund central early years services. The balance of funding will be allocated to

providers based on an hourly rate, deprivation allocations and an Inclusion Fund to support pupils with special educational needs.

- Funding received for 2-year olds is fully passed to providers.
- Allocations are made from the Early Years Pupil Premium and Disability Access Fund for pupils who meet specific deprivation and disability criteria.

High Needs Block

Grant Income

- The High Needs Block is calculated via a national funding formula based on proxy indicators, historic spend and pupil numbers
- The authority has also received an additional £5.8m in 2021/22 following the release of additional funding from the DfE to target high needs pressures.

Funding Allocations

- Funding will be delegated to special schools and mainstream schools for Additional Resource Provisions and pupils with exceptional needs;
- Funding for pupils in external school and college payments has been estimated based on current levels of expenditure and full year effects of starters and leavers. There is a risk that these budgets will overspend during the year if current trends continue and there is no contingency available to address this pressure;
- Funding for commissioned and central services is based on 2020/21 budgets, adjusted for any changes in service provision.

Other Schools' Funding

Pupil Premium Grant

The Pupil Premium is allocated in addition to the DSG to enable schools to work with pupils who have been registered for free school meals (FSM) at any point in the last six years (known as 'Ever 6 FSM'). The Government has confirmed that the rates for 2021/22 will remain at 2020/21 levels i.e. £1,345 for primary FSM 'Ever 6' and £955 for secondary FSM 'Ever 6' pupils.

Looked After Children (LAC), and children who have been adopted from care, will continue to attract a higher rate of funding than children from low-income families and this will continue at the 2020/21 rate of £2,345 in 2021/22. The NFF does not include a LAC factor and this increase in pupil premium funding will help to compensate schools who previously received formula funding for LAC.

Children who have parents in the armed forces are supported through the Service Child Premium, which remains at £310 per pupil in 2021/22.

The Pupil Premium is a specific grant that the council has to passport directly to schools, who can then decide how they will use the additional funding to achieve improved outcomes for this group of children. The latest pupil premium allocation for 2020/21 totals £8.9m and this is expected to increase for 2021/22 to reflect a 4% increase in pupils eligible for FSM. Allocations for 2021/22 will

be based on the October 2020 census data, rather than January 2021, to bring this grant in line with the DSG. We expect the funding allocations to be announced by April 2021 and this earlier publication will support schools with their budget planning.

Early Years Pupil Premium (EYPP)

EYPP was introduced in 2015/16 with schools, nurseries and child-minders receiving £300 for every 3 and 4-year-old from a low-income family, to enable these children to start school on an equal footing to their peers. This is based on the 3 and 4-year olds taking up their full entitlement of 570 hours. This will continue at the same rate in 2021/22.

Sixth Form Funding

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

Funding increases for the 2021/22 academic year are expected to be confirmed in January 2021. School sixth forms will receive their 2021/22 indicative allocations during January 2021 followed by final allocations in March 2020. Similarly, to 2020/21, the ESFA will set a deadline in April to receive business cases where exceptional circumstances have affected their 2021/22 indicative allocation. Considerations will be given to:

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

Universal Infant Free School Meals

Funding for free school meals for infant pupils will continue in 2020/21 based on a rate of £2.32 per day.

Primary PE and Sport Premium

This grant will continue in 2020/21 for schools with pupils in years 1 to 6. The funding rates are expected to continue as a lump sum of £16,000 plus £10 per pupil.

Have your say on the 2021/22 Budget (phase 1)

Summary report

1. Methodology

- The Council invited responses from those who live, work, study and do business in the borough
- An online questionnaire was hosted on the Council website. Those visiting the webpage were informed that they could submit responses via the questionnaire or by email. Alongside the questionnaire, respondents were provided with the following documents:
 - Budget summary (to provide context)
 - Budget facts and figures
 - List of specific savings items (themed)
- The intended outcomes of the questionnaire, were to establish:
 - If respondents agree or disagree with the different elements of the Council's approach to delivering savings (for example, reducing services and encouraging self-service)
 - The perceived potential impacts of the different elements of the Council's approach (with reference to savings items)
 - How the Council can address the potential impacts (with reference to savings items)
 - If respondents agree or disagree with the Council's approach as a whole
 - Suggestions on alternative approaches of delivering the savings
- Third Sector organisations and local businesses were asked to submit their responses via email
- The consultation was launched on 19 November 2020 and closed on 20 January 2021
- Respondents were provided with an email address for queries and requests for assistance in participating in the consultation (for example, making the consultation available in a different format)

Please note, it was made clear in the questionnaire that in the coming months residents will be given opportunities to share their views on proposals relating to some of the specific savings items.

2. Respondents

- In total, 151 responses were submitted via the questionnaire
- The Council did not receive any responses by email

3. Marketing and promotion

The consultation was signposted through the following channels:

- Press release (issued 16 December to local press)
- Information for Local Business e-newsletter (circulation of 10,881)
- Have Your Say e-newsletter (circulation of 10,187)
- Jobs and Training e-newsletter (circulation of 10,676)
- Waste and Recycling Newsletter (circulation of 13,539)
- Email sent to all Third Sector organisations
- Twitter (16 tweets)
- Facebook (16 posts)
- Council website
- Council intranet

4. Key findings

The full set of topline data for the closed questions is available in Appendix 1.

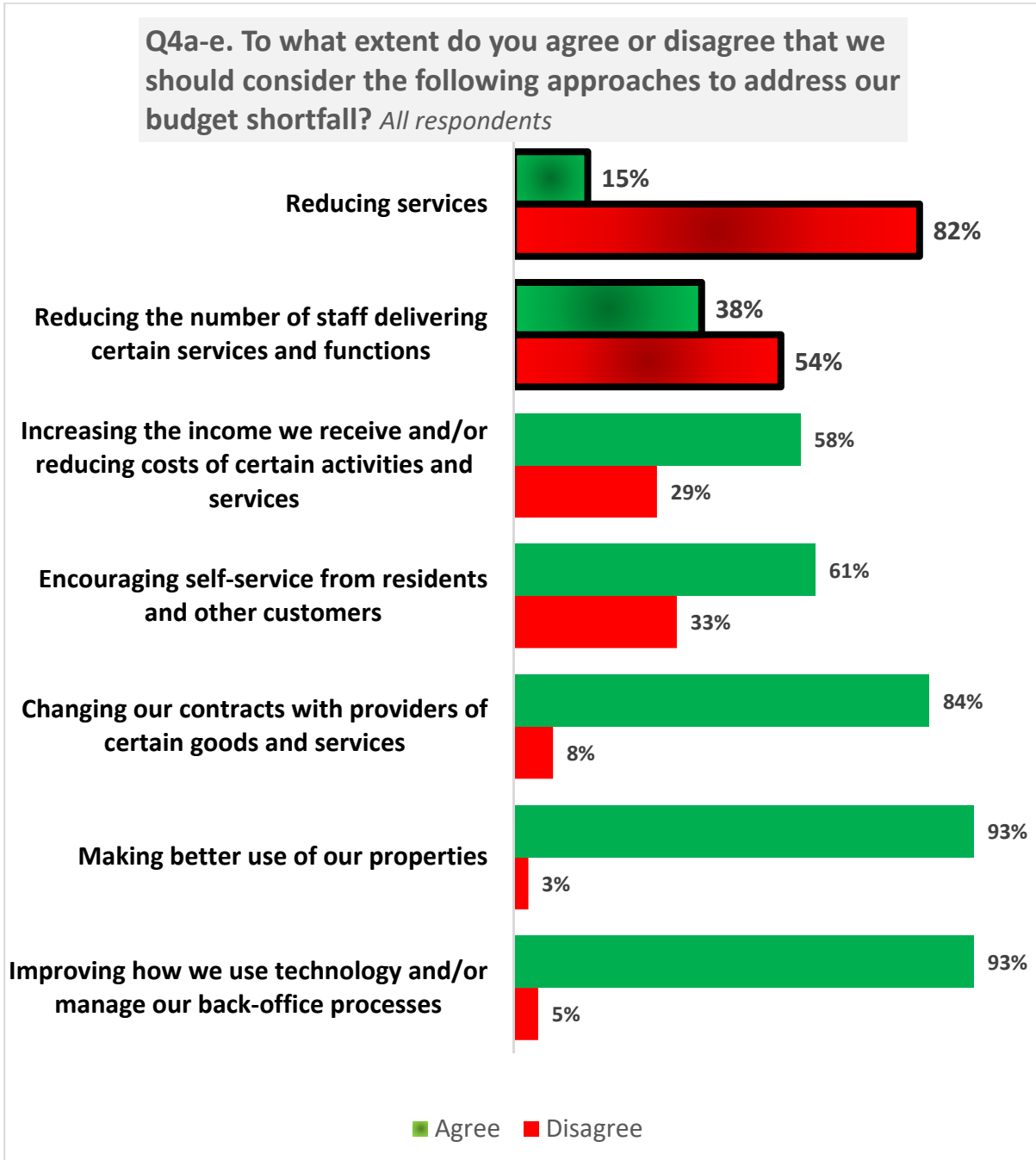
4.1 If respondents agree or disagree with the different elements of the Council's approach to delivering savings

The savings items provided, were themed into seven proposals. When asked what proposals they agree with to help deliver the savings required, respondents were clear in their preferences:

- Improving how we use technology and/or manage our back-office processes (93% agree)
- Making better use of our properties (93% agree)
- Changing our contracts with providers of certain goods and services (84% agree)
- Encouraging self-service from residents and other customers (61% agree)
- Increasing the income we receive and/or reducing costs of certain activities and services (58% agree)

Chart 1 below displays the proportion of respondents who agree (*strongly agree or tend to agree*) or disagree (*strongly disagree or tend to disagree*) with these different proposals to delivering savings.

Chart 1



Base: 151 responses (all respondents)

Please note, this chart does not include 'Not sure' responses

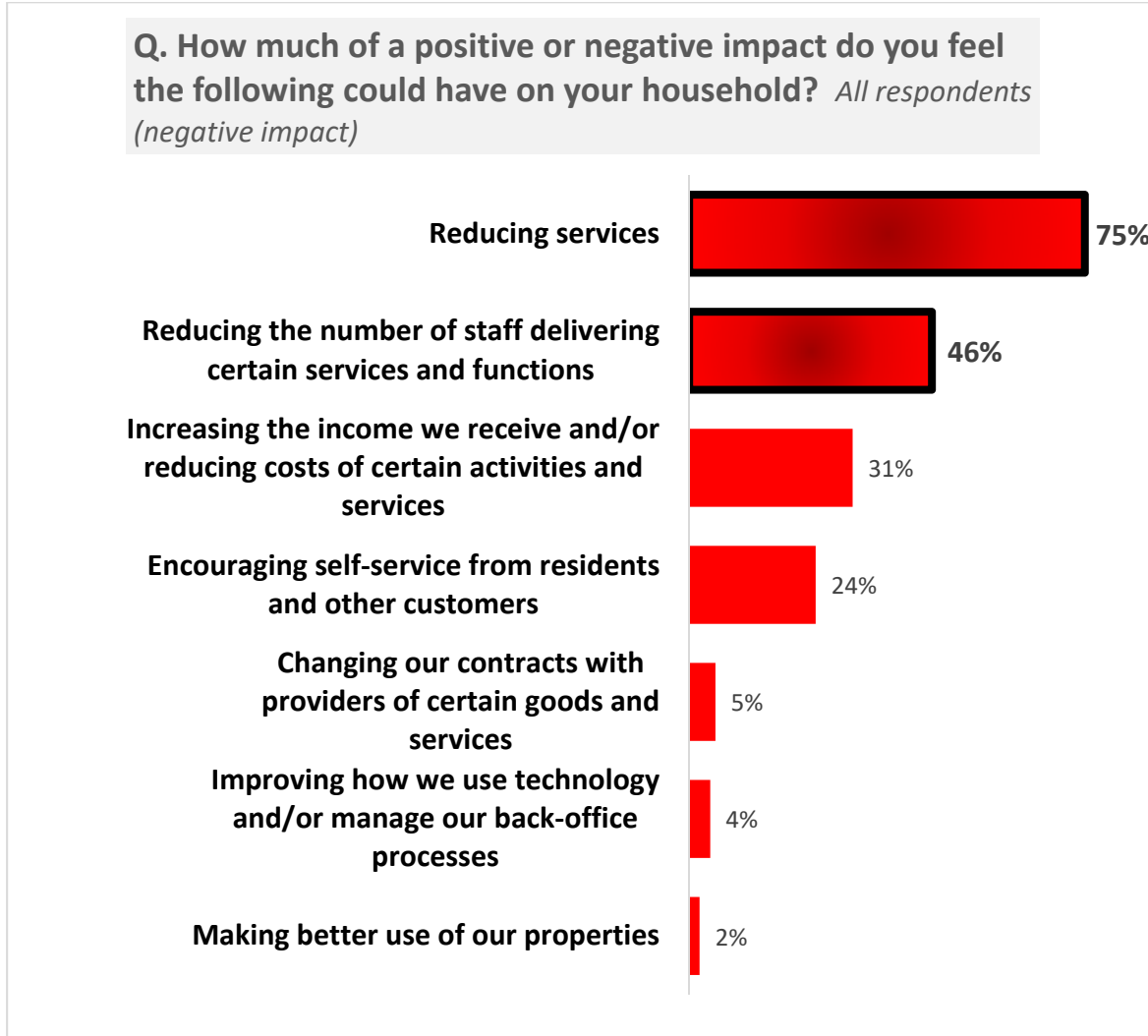
It was also clear what respondents did not want the Council to do, with the majority stating that they disagree with **reducing services** and **reducing the number of staff delivering certain services and functions to deliver savings** – 82% and 54% respectively. These are the only two approaches in which the proportion of respondents who disagree exceeds the number who agree.

4.2 The potential impacts of the different elements of the Council's approach

When asked if these proposals to delivering savings will have a negative or positive impact on their household, three-quarters (75%) felt that **reducing services** will have a negative impact.

The chart below displays the proportion of respondents who state the proposals will have a negative impact (*very negative or fairly negative*) on their household. (see Chart 2).

Chart 1



Base: 151 (all respondents)

Close to half (46%) of respondents feel that **reducing the number of staff delivering certain services and functions** will have a negative impact on their household. This was followed by **increasing the income we receive and/or reducing costs of certain activities and services** (31%) and **encouraging self-service from residents and other customers** (24%).

One in 20, or fewer, feel that **changing our contracts with providers of certain goods and Services** (5%), **improving how we use technology and/or manage our back-office processes** (4%) and **making better use of our properties** (2%) would have a negative impact on their household.

Those who selected *very negative* or *fairly negative* to any of the approaches, were then asked a follow-up question to find out what they feel may be the negative impact(s) of each and how the Council can mitigate these. They were asked to refer to the savings items (listed in the list of proposed savings items provided). These questions generated 535 comments. These comments are listed in Appendix 2. These will be considered in detail by the management team. It should be noted that the contents of the comments suggest that the list of potential savings items were, in general, not referred to.

The responses to the questions that asked about how the Council can mitigate any negative impacts of each proposal were, primarily, expressions of their concerns of the impact, requests not to make such changes and alternative approaches to saving money. It should be noted there were few responses that referred to the items listed in the document containing the potential savings.

As stated above, the proposal that respondents feel will have the most negative impact on their household is **reducing services**. When asked about the potential impacts of this proposal, through an open-ended question, residents made it clear that they feel services have been cut enough and do not want to see further reductions. It appears that a significant number of respondents are specifically concerned about any potential further reductions in the waste collection service and social care.

The other proposal that generated a significant number of responses to the follow-up questions about impact, related to the proposal to **reduce the number of staff delivering certain services and functions**. It was noticeable from the responses to these questions that reducing the number of staff will have a negative impact on their household as respondents believe this approach will lead, or be tantamount, to a reduction in services. This is reflected in the following selection of verbatim comments:

"Some functions will simply not be done. If there are less bin-men, less council workmen, then potholes will not be filled, bins will not be collected as often, grass will not be cut, trees will not be looked after"

"If the staffing is reduced, so will the council's ability to provide decent services"

"The service levels will be reduced"

"This may lead to less services, longer waits and low quality services"

"Services are already reduced to breaking point. The streets are a mess Public facilities and amenities are ill managed .. our prime parks are shameful"

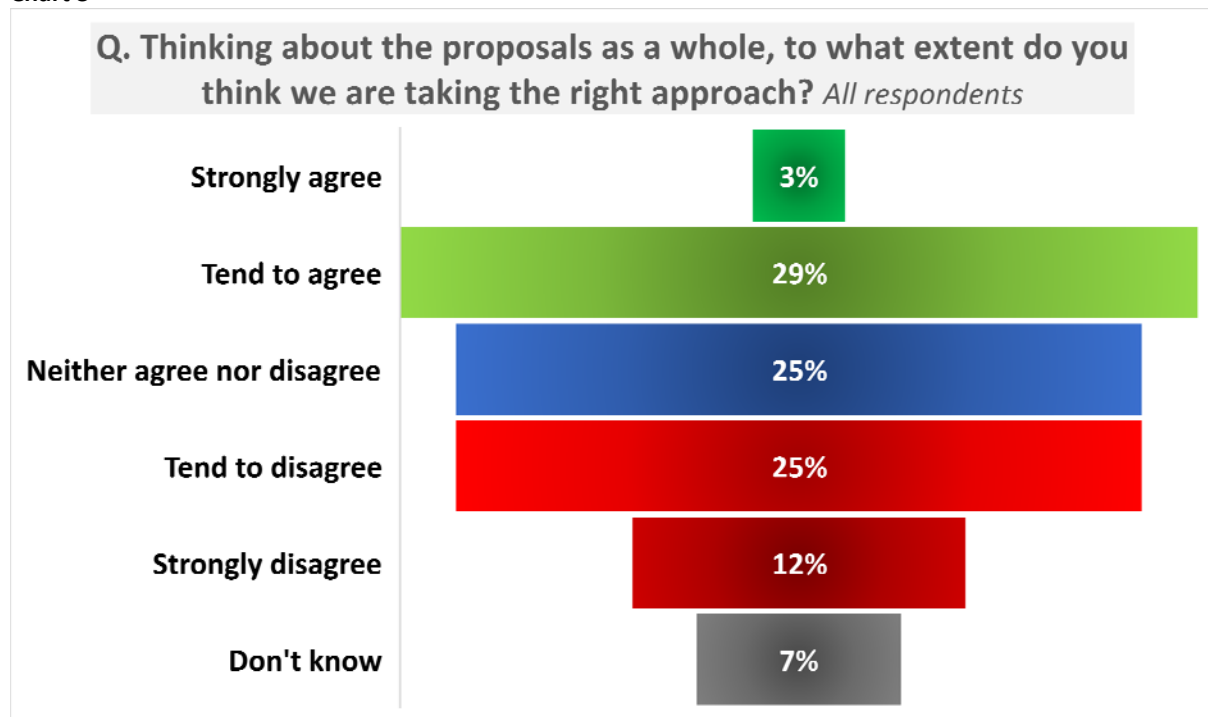
Such responses may, in part, explain the comparatively high proportion of respondents who disagree with the proposal to reduce the number of staff and who feel this will have a negative impact on their household.

Another key issue highlighted by those who feel reducing the number of staff will have a negative impact on their household is that they feel it will be increasingly difficult for them to contact the Council and thus access services.

4.3 If respondents agree or disagree with the Council's approach as a whole

Respondents were asked to what extent they agree or disagree with the Council approach, in general. The findings suggest that there is neither any overwhelming agreement nor disagreement with 32% stating they agree and 36% disagree (please note, the data is rounded). We are unable to establish if this is a statistically significant difference. Chart 3 displays the breakdown of responses.

Chart 3



Base: 151 (all respondents)

Please note: The aggregate score of these figures is 101%. This is due to rounding. 24.5% *tend to disagree* and 11.9% *strongly disagree*. The aggregate of these scores is 36.4%. This is rounded to 36%.

Only 15% selected a definitive provided a definitive response: strongly agree (3%) and strongly disagree (12%). Most responses were less definitive, with 78% selecting either *tend to agree* (29%), *neither agree nor disagree* (25%) or *tend to disagree* (25%). This may, in part, be explained by all but one respondent stating that they agree with at least one of the proposals (for example, making better use of our properties).

4.4 Alternative suggestions to delivering savings

Respondents were asked, through an open-ended question, for alternative suggestions to delivering the savings needed.

In total, 41 respondents responded. A wide variety of alternative approaches. The most popular suggestions were as follows:

- Reducing spending on Low Traffic Neighbourhoods (LTNs) and cycle lanes
- Using Council buildings more effectively (for example, taking advantage of Council staff being able to work from home by selling Council buildings)
- Re-negotiation of contracts and using local suppliers
- Pay and benefits (reducing salaries and bonuses for staff and freezing pay)
- Reducing spending on regeneration projects (for example, Enfield Town and Meridian Water)
- Insourcing of services

Reducing spending on LTNs and cycle lanes was recommend by 10 respondents. Making this the most popular suggestion.

The full list of responses is listed in Appendix 2.

5. Summary

Respondents have a preference for savings to be delivered via:

- Improving how we use technology and/or manage our back-office processes (93% agree)
- Making better use of our properties (93% agree)
- Changing our contracts with providers of certain goods and services (84% agree)
- Encouraging self-service from residents and other customers (61% agree)
- Increasing the income we receive and/or reducing costs of certain activities and services (58% agree)

However, a majority of respondents would rather savings are not delivered by reducing services and staff (82% and 54% disagree, respectively). This is reflected by a comparatively high proportion of residents who believe these options will have a negative impact on their household: reducing services (75%) and reduction in the number of staff (45%).

The relatively high proportion of those who state that the reduction in staff will have a negative impact on their household may, in part, be explained by some respondents stating that this will lead to, or be the same as, a reduction in services.

The responses to the question that asked about how the Council can mitigate any negative impacts were, primarily, expressions of their concerns of the impact, requests not to make such changes and alternative approaches to saving money.

In terms of the overall approach, there is no majority who agree or disagree. This may be reflected by all, but one respondent, agreeing with at least one of the suggested proposals and a relatively high number disagreeing with the proposals to reduce services and staff.

A wide variety of alternative approaches were suggested, with the most popular being to reduce spending on Low Traffic Neighbourhoods and cycle lanes.

6. Literal responses

Respondents were asked for suggestions on alternative approaches they would want the Council to consider in order to deliver the savings, and they were also asked about the potential impact of the Council's proposals and how they would want the Council to address these. The comments collated from these questions are available separately and will be considered by the relevant managers.

The comments have been redacted to ensure compliance with the General Data Protection Regulation (2018).

Appendix 1

Topline data

Have your say on the 2021-22 Budget

Phase 1



We would like to hear your views on our savings proposals for 2021-22 (phase 1).

Before completing this questionnaire we suggest you read the documents we provided (including, 'Enfield Council budget summary', 'Budget facts and figures' and 'Proposed savings'). The focus of this engagement activity is on the savings proposals. However, at the end of this questionnaire you will have the opportunity to comment on the budget as a whole.

To start the questionnaire, please click 'Next'

Before we ask you about our savings proposals, please tell us a little about you. The information you provide will enable us to better understand the responses we receive.

Q1 In which postal district do you live? Base: All

29 (19.2%) EN1	0 (0.0%) EN6	15 (9.9%) N13	1 (0.7%) N22
28 (18.5%) EN2	2 (1.3%) EN8	19 (12.6%) N14	4 (2.6%) Other
10 (6.6%) EN3	12 (7.9%) N9	7 (4.6%) N18	
3 (2.0%) EN4	6 (4.0%) N11	15 (9.9%) N21	

Q2 How would you describe your working status? Base: All

62 (41.1%) Working - full time (30+ hours)	1 (0.7%) Permanently sick/disabled
11 (7.3%) Working - part time (9-29 hours)	52 (34.4%) Wholly retired from work
6 (4.0%) Self-employed	0 (0.0%) Looking after family/home
1 (0.7%) Working - under 8 hours	5 (3.3%) Other/Doing something else
1 (0.7%) Full-time education at school, college or university	11 (7.3%) Prefer not to say
1 (0.7%) Unemployed and available for work	

Q3 Do you receive either Council Tax Support, Housing Benefit or Universal Credit? Please select all those that apply Base: All

2 (1.3%) Yes - I receive Council Tax Support	139 (92.1%) No - I do not receive any of these benefits
1 (0.7%) Yes - I receive Housing Benefit	0 (0.0%) Don't know
3 (2.0%) Yes - I receive Universal Credit	7 (4.6%) Prefer not to say

Thank you. Now on to the questions about the proposals. Please click 'Next'.

We want to know what you think about how we plan to make the savings needed to deal with the reduction in the Council's income. You will have further opportunity to give your views on the detail of how the savings will be made through specific engagement activities on many of the savings proposals in the coming months. For example, where we will need to reduce a service to make the saving, we will consult on the specific details of those changes in a separate consultation. These will be available on the Council website.

To deal with the reduction in our income and the additional costs of dealing with the Covid-19 pandemic, we have identified a number of ways to make savings. These include not only what we traditionally refer to as savings (for example, reducing the number of staff delivering a service) but also ways in which we plan to raise additional income.

You can find more detail on the specific savings on our '2021/22 Budget Engagement – Phase 1' webpage. You can also view the document [here](#).

We are planning to make the savings in the following ways:

- * Reducing the number of staff delivering certain services and functions
- * Increasing the income we receive and/or reducing costs of certain activities and services
- * Improving how we use technology and/or manage our back-office processes
- * Changing our contracts with providers of certain goods and services
- * Encouraging self-service from residents and other customers
- * Reducing services
- * Making better use of our properties

Q4

To what extent do you agree or disagree that we should consider the following approaches to address our budget shortfall? Base: All

	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree	Not sure
Reducing the number of staff delivering certain services and functions	23 (15.2%)	35 (23.2%)	39 (25.8%)	43 (28.5%)	11 (7.3%)
Increasing the income we receive and/or reducing costs of certain activities and services	26 (17.2%)	62 (41.1%)	27 (17.9%)	17 (11.3%)	19 (12.6%)
Improving how we use technology and/or manage our back-office processes	93 (61.6%)	48 (31.8%)	6 (4.0%)	2 (1.3%)	2 (1.3%)
Changing our contracts with providers of certain goods and services	74 (49.0%)	53 (35.1%)	11 (7.3%)	1 (0.7%)	12 (7.9%)
Encouraging self-service from residents and other customers	36 (23.8%)	56 (37.1%)	38 (25.2%)	12 (7.9%)	9 (6.0%)
Reducing services	7 (4.6%)	16 (10.6%)	40 (26.5%)	84 (55.6%)	4 (2.6%)
Making better use of our properties	97 (64.2%)	44 (29.1%)	3 (2.0%)	1 (0.7%)	6 (4.0%)

Q5 Thinking about the proposals as a whole, to what extent do you feel we are taking the right approach? *Base: All* Page 104

5 (3.3%) Strongly agree	37 (24.5%) Tend to disagree
43 (28.5%) Tend to agree	18 (11.9%) Strongly disagree
37 (24.5%) Neither agree nor disagree	11 (7.3%) Don't know

Q5a As you disagree with the Council's approach, do you have any alternatives that you would like us to consider? *Base: Q5=(4 or 5)*

42 (76.4%) Yes	13 (23.6%) No
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Q5b Please tell us what alternatives you would want us to consider. *Base: Q5a=1*

Literal responses provided separately

	Very positive	Fairly positive	Neither positive nor negative	Fairly negative	Very negative	Not sure
Reducing the number of staff delivering certain services and functions	15 (9.9%)	9 (6.0%)	49 (32.5%)	37 (24.5%)	33 (21.9%)	8 (5.3%)
Increasing the income we receive and/or reducing costs of certain activities and services	16 (10.6%)	33 (21.9%)	44 (29.1%)	27 (17.9%)	20 (13.2%)	11 (7.3%)
Improving how we use technology and/or manage our back-office processes	45 (29.8%)	60 (39.7%)	38 (25.2%)	3 (2.0%)	3 (2.0%)	2 (1.3%)
Changing our contracts with providers of certain goods and services	33 (21.9%)	53 (35.1%)	47 (31.1%)	7 (4.6%)	1 (0.7%)	10 (6.6%)
Encouraging self-service from residents and other customers	21 (13.9%)	38 (25.2%)	49 (32.5%)	25 (16.6%)	11 (7.3%)	7 (4.6%)
Reducing services	8 (5.3%)	6 (4.0%)	19 (12.6%)	40 (26.5%)	73 (48.3%)	5 (3.3%)
Making better use of our properties	52 (34.4%)	46 (30.5%)	45 (29.8%)	3 (2.0%)	0 (0.0%)	5 (3.3%)

Q7 What do you think will be the negative impact on your household of the proposals listed under '*Reducing the number of staff delivering certain services and functions*'? Base: Q6a=4 or 5)

Literal responses provided separately

Q8 What actions could we take to reduce the negative impact on your household? Base: Q6a=4 or 5)

Literal responses provided separately

Q9 What do you think will be the negative impact on your household of the proposals listed under '*Increasing the income we receive and/or reducing costs of certain activities and services*'? Base: Q6b=4 or 5)

Literal responses provided separately

Q10 What actions could we take to reduce the negative impact on your household? Base: Q6b=4 or 5)

Literal responses provided separately

Q11 What do you think will be the negative impact on your household of the proposals listed under '*Improving how we use technology and/or manage our back-office processes*'? Base: Q6c=4 or 5)

Literal responses provided separately

Q12 What actions could we take to reduce the negative impact on your household? Base: Q6c=4 or 5)

Literal responses provided separately

Q13 What do you think will be the negative impact on your household of the proposals listed under '*Changing our contracts with providers of certain goods and services*'? Base: Q6d=4 or 5)

Literal responses provided separately

Q14 What actions could we take to reduce the negative impact on your household? Base: Q6d=4 or 5)

Literal responses provided separately

Q15 What do you think will be the negative impact on your household of the proposals listed under '*Encouraging self-service from residents and other customers*'? Base: Q6e=4 or 5)

Literal responses provided separately

Q16 What actions could we take to reduce the negative impact on your household? Base: Q6e=4 or 5)

Literal responses provided separately

Q17 What do you think will be the negative impact on your household of the proposals listed under '*Reducing services*'? Base: Q6f=4 or 5)

Literal responses provided separately

Q18 What actions could we take to reduce the negative impact on your household? Base: Q6f=4 or 5)

Literal responses provided separately

Q19 What do you think will be the negative impact on your household of the proposals listed under '*Making better use of our properties*'? Base: Q6g=4 or 5)

Literal responses provided separately

Q20 What actions could we take to reduce the negative impact on your household? Base: Q6g=4 or 5)

Literal responses provided separately

Q21

If you have any other comments you would like to make about the savings proposals or the budget challenge we face, let us know. Page 1 of 1

Literal responses provided separately

We are now going to ask some questions about you (for example, if you are male or female or if you have a disability). Your answers will help us to better understand how our savings proposals impact different people in different ways and identify any inequalities that need to be addressed. You have the option of selecting 'prefer not to say' for any of these questions.

The details you provide will be stored and managed in the strictest of confidence. For more details about how we use personal data, please refer to our **privacy notice**.

Q22 Are you willing to share this information with us (please note: you will not be identifiable from the information you provide)? Base: All

121 (80.1%) Yes 30 (19.9%) No

Q23 How old are you (years)? Base: All

2 (1.7%) 19 or under	24 (19.8%) 50 - 59
2 (1.7%) 20 - 29	29 (24.0%) 60 - 69
17 (14.0%) 30 - 39	22 (18.2%) 70 or older
22 (18.2%) 40 - 49	3 (2.5%) Prefer not to say

Q24 What best describes your gender? Base: All

--Click Here--	
Male	53 (43.8%)
Female	63 (52.1%)
Prefer to self describe	1 (0.8%)
Prefer not to say	4 (3.3%)

If you prefer to self-describe, please provide details below.

1

Q25 Do you consider yourself to be transgender? Transgender is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Base: All

1 (0.8%) Yes 1 (0.8%) Prefer to self-describe
111 (91.7%) No 8 (6.6%) Prefer not to say

If you prefer to self-describe, please provide details below.

1

Q26 What is your ethnic group? Base: All

71 (58.7%)	WHITE - English/Welsh/Scottish/Northern Irish/British	9 (7.4%)	OTHER WHITE - Any 'Other White' background (please provide details below)	0 (0.0%)	ASIAN/ASIAN BRITISH - Pakistani	1 (0.8%)	BLACK/AFRICAN/CARIBBEAN/BLACK BRITISH - Any other 'Black/African/Caribbean/Black British' background (please provide details below)
5 (4.1%)	WHITE - Irish		MIXED/MULTIPLE ETHNIC GROUPS - White and Black Caribbean	0 (0.0%)	ASIAN/ASIAN BRITISH - Bangladeshi		
1 (0.8%)	WHITE - Gypsy/Irish Traveller	1 (0.8%)		0 (0.0%)	ASIAN/ASIAN BRITISH - Sri Lankan		
0 (0.0%)	WHITE - Roma		MIXED/MULTIPLE ETHNIC GROUPS - White and Black African	3 (2.5%)	ASIAN/ASIAN BRITISH - Chinese	0 (0.0%)	OTHER ETHNIC GROUPS - Arab
1 (0.8%)	OTHER WHITE - Greek	0 (0.0%)		0 (0.0%)	ASIAN/ASIAN BRITISH - Any other 'Asian' background	2 (1.7%)	Other
4 (3.3%)	OTHER WHITE - Greek Cypriot	2 (1.7%)	MIXED/MULTIPLE ETHNIC GROUPS - White and Asian		BLACK/AFRICAN/CARIBBEAN/BLACK BRITISH - Caribbean	9 (7.4%)	Prefer not to say
1 (0.8%)	OTHER WHITE - Turkish		MIXED/MULTIPLE ETHNIC GROUPS - Any other 'Mixed/Multiple Ethnic' background (please provide details below)	1 (0.8%)	BLACK/AFRICAN/CARIBBEAN/BLACK BRITISH - African (please provide details below)		
2 (1.7%)	OTHER WHITE - Turkish Cypriot	1 (0.8%)		2 (1.7%)			
1 (0.8%)	OTHER WHITE - Kurdish		ASIAN/ASIAN BRITISH - Indian				
0 (0.0%)	OTHER WHITE - Albanian						
0 (0.0%)	OTHER WHITE - Polish	4 (3.3%)					

If your response contained the word 'other', please provide details below.

12

Q27 Do you have a physical or mental health conditions or illness lasting or expected to last for 12 months or more? Base: All

24 (19.8%)	Yes	89 (73.6%)	No	8 (6.6%)	Prefer not to say
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Q28 How would you describe your marital status? Base: All

25 (20.7%)	Single	0 (0.0%)	Separated, but legally married
5 (4.1%)	Civil Partnership	0 (0.0%)	Formerly in a same-sex civil partnership which is now legally dissolved
0 (0.0%)	Separated, but still legally in a same-sex partnership	6 (5.0%)	Divorced
0 (0.0%)	Surviving partner from a same-sex civil partnership	2 (1.7%)	Prefer to self-describe
10 (8.3%)	Widowed	10 (8.3%)	Prefer not to say
63 (52.1%)	Married		

If you prefer to self-describe, please provide details below.

2

Q29 What is your sexual orientation? Base: All

99 (81.8%)	Heterosexual / Straight	2 (1.7%)	Prefer to self-describe
0 (0.0%)	Bi	18 (14.9%)	Prefer not to say
2 (1.7%)	Gay or Lesbian		

Thank you for taking the time to tell us your views

After you click 'Submit', you will be taken to the front page of the Council website

Appendix 2

Verbatim comments

Have your say on the 2020-21 budget

Verbatim comments

Q5b. As you disagree with the Council's approach, do you have any alternatives that you would like us to consider?

- Integrating services to make saving. Not all separate providers where there are skills for on provider to cover many things. Particularly health and social care services
- Increase council tax Ensure lessons are learnt from the first round of dealing with covid 19 to make ongoing savings going forward.
- Continue to lobby Government for a fair financial plan for Enfield and continue to reduce back office functions to maintain frontline services
- Increase income and reduce buildings etc, don't cut services or jobs, which will only impact on the local economy as many staff live locally and Enfield is already relatively deprived.
- Reviewing all internal services reducing where possible I support. This survey is too broad to fully comment as you are mixing areas in the broad responses. I would expect regular procurement contract reviews and service bundling where possible. Consider office needs and what services could work more flexibly therefore taking up overall less office space. Cambs service to consolidate to free up buildings for redevelopment. Hence improving costs and provide income. A full property review is needed as this can generate large sums. Consolidate all services centrally for client contact. Both phones and face to face, and website. Review waste service as waste is not being collected. Sell off brown field sites for redevelopment. Move out of civic and rebuild housing with council offices on ground floor. (Operate out of the Dougdale centre until works complete). Hope suggestion helpful.
- I'd suggest looking at freezing salaries rather increasing top executives by 19%. Also do not increase the special responsibility allowances.
- Sale of council properties in the area to generate revenue Open market bidding system for council related jobs for best possible contractors
- To increase income through other means not cutting staff/services. Have a private business approach not a Council approach, for example, look for sponsors, partners to maximise income like using advertising venues together with Amazon, Apple, businesses that will pay for advertisement etc.... Re-utilize staff for this purpose. Try to spend our funding like an investment, generating revenue or jobs for the residents treat it as an investment. Later, once you show income through other venues apply for more grants.
- Whinging about how much you've got to save, but not mentioned the wasted of money in renovating Enfield Town and other areas of the borough, which are not urgent or a necessity. I can't see anything in the summary document attached which tells those doing this consultation how much the Enfield Town refurb will be costing the Council, is it under the 9% for regen? Wasting money on making something look pretty won't look nice. Stop building houses, Enfield is full - challenge the Mayor of

London who wants 1900 homes built every year, all Chief Execs who are pandering to Khan should get together and stop being so spineless. STOP WASTING MONEY ON THINGS WHICH DO NOT IMPROVE THE HEALTH AND WELLBEING OF RESIDENTS! Encourage people to use our green spaces instead of using loop holes in building regs to building on them. What's the point in increasing income from one area to waste it on another?! Also challenge those building contractors who think they can overcharge councils, use a smaller business or allow several smaller businesses to work together to deliver what's required. It really doesn't look like the council are even trying to save money.

- consolidate all buildings into a centralised hub for workers then sell off vacant land to developers improve IT systems
- Bringing More Service back In House to the Council. We have a great deal of staff with a huge skill set who can manage these services so cost savings can be made by not contracting out work. Also offering our services at a charge to other boroughs whereby they contract them out to increase income. There is a high number of boroughs of contract out many services where we could take them services for them at a fee to create a regular income stream
- Services and staff are still needed, and required, in my opinion. I get Enfield council, want to incorporate new ways of working, but new ways, don't work for everyone. Not everyone can do things from home, if they don't have the facilities, especially the elderly. It should not be up to friends, or other family members, to provide help, unless a customer, is not capable. There are people, living in Enfield, who don't always like change, and prefer to keep things simple. This applies, across the board to everyone, as many, don't always understand new technology, and systems, so self service, would be a waste of time, unless council staff, are on hand to assist, and there are clear cut instructions, for customers to following.
- Stop giving the senior execs a the council massive and unjustified pay increases Stop wasting huge some of money on strategies and research that you then completely ignore Stop wasting so much money on the bottomless pit called Meridian Water
- stop waisting money on green road policy and cycle lanes, clean up all fly tipping and fine people that do it again and again. spend money on cleaning up the streets and improve the look of the place.
- Stop giving yourselves payrises
- Stop wasting money on misguided short-term wheezes like the cycle lane debacle and hugely unpopular LTNs. Use the money to support more inclusive and long-term services, including education, local parks and public transport.
- Too much money wasted on Councillors who do no work. A great deal of money wasted on consultations when Council has already decided what it's doing. Too many Strategy and Policy Officers doing what exactly and why are we paying for consultants - Only essential services should remain - Education, Health & Adults Social Care Environment HR and Legal should remain - dump the rest
- Change the council. Make it less party politically orientated. The most unpopular local council I have encountered in all of the boroughs I have lived in London. Hardly

ever hear a good word spoken about anybody apart from some notable local councillors with the exception of <REDACTED> who is making his reputation untenable. The housing policy is a shambles and I think the deficit will catch up with the council sooner or later and make Enfield bankrupt. The type of housing projects you are currently supporting which are high rise DO NOT WORK. Don't seem to have learned anything since the 1960's. I have a quote in a book about the borough where the council said 'Tenants would get used to living in high rises'. I know skilled professionals who work in housing who would not consider working for you due to poor reputation and pay scales. I am on a local residents association and able to engage with residents so know their views. Have dealt with the council directly on planning issues etc. The policy of the Lower Traffic Neighbourhoods is very unpopular and divisive. Not sure why you thought you could get away with it quietly and picked a very bad time to implement it. Apart from your graffiti removal and waste collection departments I cannot think of anybody saying a good word for the council. You really need to get your act together or you will fail. On present performance you will not be in office at the next elections. Two or three years ago I had no such thoughts about Enfield and was very proud to live in the borough and now it is entirely negative. At one time it was almost comparable to Barnet in certain key areas but is now lagging behind. Have also watched my council tax going up and up by above inflation rates. You could cut crime in the area by opening after school and youth centres but like most boroughs you cut the services that protect us.

- a) reduce the number of services that are currently outsourced, and replace (and possibly improve) them by establishing experienced in-house services who will likely be better motivated to do a good job. b) reverse the recent allocation of new responsibilities given to Councillors, and reverse the consequent increases in payments to Councillors. This cannot be justified in the current climate, especially at the cost of reductions in face-to-face services to the public. In fact, it would be a significant gesture by Councillors to take their allowances back to, say, 2015 levels to show some solidarity with the public they are serving. c) sort out the problems with Enfield Town Centre Car Parks which cannot collect payment by card. This inconvenience, inevitable leading to loss of revenue, is ample reason for the public to shop elsewhere, and will lead to a further decline to the town centre. d) critically examine the proportion of expenditure being spent on different areas. It should be embarrassing for Councillors to see that Customer and Support Services expenditure is the same as that for Schools & Children's Services, and more than Housing Revenue account. This critical examination should be taking place by the most experienced council staff and Councillors already, but scrutiny appears to be limited and ineffectual.
- Cease all activity relating to the construction of cycle lanes and Meridian Water, diverting the money towards services that benefit the WHOLE borough, rather than individual groups
- Reduce: - salary and expenses levels - PR activities - expenditure on 'profile' initiatives that don't benefit the majority of residents and appear to be just

undertaken to access available monies Invest the funds raise from initiatives such as the sale of Genotin car park back into services for residents

- Charge more for green bill collection. Sell Gentleman's Row. Undertake a survey on using the council's assets in a better way
- Stop the waste of money . Enfield has never been in a worse state than it is now. Rubbish everywhere , when it's reported takes too long for this council to react. Letting grass grow to a ridiculous height . If it's such. a good idea why don't you leave the grass uncut at the civic centre. This council is not fit for purpose!
- Build more homes stop using private rentals. Stop punishing people that work and pay full rent and council tax and who struggle to make ends meet without any more increases.
- Reduce waste in resources spent implementing unnecessary and deeply unpopular pet projects for the minority, like the LTNs, when there are better options to achieve the same end results which many are in favour of anyway. Make it easier to access Barrowell Green as per-Covid days to reduce unnecessary fly tipping which costs more to clear in the end. Reverse pay rises awarded to all Councillor's etc in line with pay freezes for public servants in the Civil Service. Reduce council office buildings for staff use now that it's obvious that it's just as practical for many staff to work from home etc and only need to attend an office occasionally which can be done on a rota. Also use a hot decking policy to aid this. Staff in certain roles can work shifts so buildings that are used can be open and used for longer periods including Saturdays much like the Jobcentres are doing.
- Better use of you staff. Put regeneration on hold .I know for a fact the Councils and big companies are paying way over the top for all items the use, from A4 paper to Office furniture etc. Call in your suppliers and get big reductions or dismiss them, as they seem to work under the impression they can milk Councils.
- Reviewing the existing contracts and suppliers Reviewing unnecessary transport road closures and increasing cycle lanes Encourage those that are receiving benefits via social services that are not in employment and able to make it compulsory for volunteering
- You need to listen, take on board, and act on what local residents say, and not, in some instances, just give us lip service
- Remove expenditure on LTNs and cycle lanes.
- Pay freeze on all members of staff earning over £50 000 PA for the next 3 years and eliminate bonuses. Give residents the option to purchase private enhanced services from you on the things you are really good at delivering. Make yourselves more democratically accountable so people can vote for the things they want, not the things you think they want and need. Get the lazy buggers who are in receipt of benefits to start giving back something to the community. No reason why these people cannot volunteer their time and lend a hand to do things which would otherwise cost the council money to employ people. There ought to be a correlation between what these people receive and what they contribute to the community and pay back. You should already be contracting out a substantial proportion of your IT

infrastructure and services and making better use of Cloud technologies and remote working. If not, then this ought to be prioritized.

- The categories given in the survey are too wide to consider. For instance, "reducing services". Each person has differing priorities, depending on which service. Some, we want, others we would love to see scrapped. Answers to a question that covers all in this way is simply an unjustified tool to use in an argument later, towards the prevailing view of the council. It means nothing in terms of what residents want. My recommendation is that the council offer us specific questions about the services we require.
- Slightly worried about the £3.5m of staff redundancies that will have a knock on effect on the quality of services delivered. I have reservation about reduction of the telephone service with the self service implications of using the council's website (esp for non-IT literate Internet users. I find the website very difficult to use and being told that I cannot use my Firefox to register with the connect service). There should be training for unemployed/retired on how to access and use the council's website (maybe You tube training videos, or facilitating volunteer groups providing training).
- Get rid of those in the council unwilling to entertain alternate ideas. Get rid of three line whip. Completely undemocratic. Reinstate effective and trustworthy scrutiny. Stop spending needless funds on fantasy projects such as LTNs and daft drive ins. Stop using Enfield council as a lite version of central parliament. It's a local council. Start dealing with local issues. That is your function and you aren't doing it very well. The local community no longer trusts you You have forgotten who you are doing what you are doing for!
- Stop spending money on LTN's that benefit the minority. Stop giving the council leaders huge pay rises. Listen to the people instead of spending money on surveys that have no bearing eg. Refuse collection survey.
- Stop wasting money given to the council for LTNs and use the money to the people in need during the crisis e.g food banks, helping the people who are suffering financially from losing their jobs and not being able to feed their families or increasing services to help the elderly and more vulnerable.
- Stop wasting time and resources on LTNs and Cycle lanes. Put more time and effort into homelessness schools and bettering our communities. Listen to what the people of Enfield want and need, and stop putting big business first and look after your local people
- Very concerned about the same impact on residents without internet. Also, the cuts disproportionately impacting on the poorest, most vulnerable and severely disabled residents. You need to include how to ensure the saving do not impact on this group who have ready suffered severely during COVID. There needs to be a commitment to protecting these groups and the cuts borne by those more able to manage. Please include EQIA for these groups.
- Re-direct LTN funds and stop taking money from people, wasting time on schemes like this. All people on what they think should be done.

- Review High pay of some council officers And Additional payments to councillors. Both of the above appear to be out of sync with Enfield residents, many who have lost their jobs or are on furlough struggling to feed their families and pay rent/mortgages yet pay hikes for some officers and councillors at the top. Review use of external consultants and contracted out services. Quality control and value for money checks on services Enfield has commissioned e.g. community Barnet/ Enfield Connections and many more
- The proposals as listed are fairly meaningless so it's hard to support them. Especially the either/or approach which would have dramatically different results. I suggest a review of executive salaries for a start, rather than reducing the number of lower-level staff who actually deliver services to Enfield residents.
- Do not pass the cost of COVID to those who have already paid a heavy price e.g. the most vulnerable who are on benefits and need social care services.

Q7. What do you think will be the negative impact on your household of the proposals listed under '*Reducing the number of staff delivering certain services and functions*'?

- Lack of availability for staff if need to get support. Specialist type services should not be cut
- Without specific detail it is impossible to judge, but less staff has meant a poorer service. Some departments already seem short of staff!
- My youngest son is special needs and we depend upon a lot of council staff for support. For example chevots staff <REDACTED>, key workers <REDACTED>, preschool support <REDACTED>. In the long term this reduces costs in terms of my sons development and reduction in the care required through the council. Additionally, the impact of losing their support would be huge on families that require it.
- A run down borough
- Yes i do, we will be negatively effected. Tecnology doesn` t work most of the time. Waste of time to make people redundant and look for people to do jobs. In these times Reducing the number of staff delivering certain services and functions' should be illegal to be even thinking about it.
- I work for the Council and I might lose my job.
- reduction in staff doesn't necessarily mean that there will be a reduction in demand and remaining staff are then stretched, stressed and less effective
- Impact on the most vulnerable residents and on families who will need to absorb additional caring responsibilities.eg Impact on the support and services available to YP and risks of youth disengagement and criminality.
- I don't think there are many people left working at the civic for the council! You can never get hold of anyone to help or answer a query, no facilities to leave a message or having to wait ages in a phone queue.
- When we need to get in touch with council dont wanna wait for hours on the phone

- They are the ones explaining to me the complexities and making things happen. Without the human touch we will become a very sad and angry society. I fear more crime, anti social behaviour and depression as a result of your cuts.
- Frustration and delays to resolving issues
- Of course, it's impossible to get through to who you want to speak to as it is!
- Family members work for Enfield Council
- Some functions will simply not be done. If there are less bin-men, less council workmen, then potholes will not be filled, bins will not be collected as often, grass will not be cut, trees will not be looked after.
- The council is already running at low amount of staff from previous cuts. When there was a restructure last time all the great long term temporary members of staff we had who had a high skill set lost their jobs and yet a few months later we had to hire temps back again and re train from scratch
- The council has over the last few years reduced staff numbers to the lowest levels. Residents cannot get through to anyone to help them and you can not assume that everyone has the technology to do everything online. I feel that enough staff cuts have been made.
- depends what they are Enfield is already looking like a slum
- waist collection needs more or better staff. weekly waist collection needs to return to stop fly tipping. on line web site needs to be improved so it is actually fit for purpose. street cleaning along Hertford road needs to improve. streets need to be policed to stop increase in crime.
- Wholly dependent on which services and how many staff. It is not possible to answer this question accurately with the lack of information available.
- It depends what services you intend on reducing
- I struggle to get in contact with the council when I need to so less staff would make this even more difficult.
- Reduced job opportunities
- The service levels will be reduced.
- Already happened through reduced household waste and recycle collections plus charging for green waste collection
- Longer waiting times on issues raised or not being dealt with at all.
- Impossible to answer as you have not said what the certain services and functions are. A pointless question with no context.
- Fewer staff will make contacting the right person at the council almost impossible. They will have less time and budget available to give me a decent service within a reasonable time period. If the staffing is reduced, so will the council's ability to provide decent services.
- This may lead to less services, longer waits and low quality services
- it is already to contact certain departments, if you take more services away then this will cause more problems
- Longer waits on the telephone, badly delivered services
- If I knew what you meant I could give feedback!

- As somebody in their 70's & housebound with no family or friends nearby, this could have a catastrophic effect on my quality of life
- Staff are already stretched so less staff means poorer customer services. Its tough but you need people (good people) to be available to help and support all local residents.
- Reductions in staffing levels even further than has already been done will result in poorer service, longer waiting times and worsening staff morale.
- Services are already reduced to breaking point. The streets are a mess Public facilities and amenities are ill managed .. our prime parks are shameful The council do not respond to complaints
- It takes long enough now to get an answer to telephone calls and emails etc, also if some services are cut back even more , there will be, in the end, nothing to cut back on , services will be lost, and people will be even more vulnerable than they may be already.
- Depends what service. You already can't cope with calls to councils offices or waste collection. What hope do you have if you reduce staff more
- Difficult to get in touch with a real person should the need arise
- Deterioration of service if efficiency improvements do not compensate.
- Will not get services for which we've paid
- Reduced availability of person to person interaction. Longer waits when complex queries are raised.
- Non Computer Literate users not being able to contact someone on the telephone due to lack of staff.
- Do not automate everything.
- I feel it is imperative for local authorities to deliver high quality services. Cutting staff means cutting services and a reduction in the quality of life of Enfield Residents.
- Reduced standard of customer services
- Reducing staff creates further unemployment in the Borough, which will have a knock on effect on the need for support services. It also makes the council services inaccessible, takes the human element away from the council and creates frustrations for the community when liaising with the council.
- We would see more rubbish lying in the streets which has a knock on effect on the health of the population. Difficulty in talking to someone if you have a problem Reducing staff numbers will impact the staff members mental and physical health, leading to higher stress levels and more staff sickness. Also it will raise the unemployment figures in the borough, increasing more homelessness and higher levels of poverty.
- Even worse resident council interaction
- There are not enough people to do the job now hence why you need to cut services and departments with crap restructuring
- Yes. If social care is cut e.g. care staff, day service staff and socialsork support. Such cuts in personnel will ensure those who are most every will be the ones who shoulder the greatest hardship due to cuts. Social care should be ring fenced

- Depends on which areas but any council services I use will obviously be negatively affected by fewer staff.
- Less support
- It is already challenging to find services that are not overstretched to answer queries
- We are given no details on the staff "efficiencies" in Adult Social Care, with frontline staff not excluded (unlike in Children Social Care). This suggests that the care that a family member receives may worsen. And Children Social Care is critical to the lives of the children affected, and to our society as a whole. My experiences of social care services do not suggest that there are many "efficiencies" that could be found, that would not affect the quality of care for the people who need it.
- More cuts to adult social care will affect our family's most vulnerable member who needs around the clock care. Cuts to social work, day services, domiciliary care etc. Renegotiating care contracts means frontline care staff on minimum income ...not even the London living wage.
- Hard to tell since you don't say which services and functions! Regardless, it has been hard to get responses from officers to specific issues and questions for some time and that is no way to run a Council. This has been especially hard for older residents who do not use computers and who were used to calling and speaking to a real person who would respond in a timely fashion.
- This is far too general to give any meaningful response, as are all these questions. My main concern is that services for disabled people appear to be targeted in an unacceptable way, to deliver savings. I do not concern myself about my own situation, so please do not ask about the effect on my household. I would expect Enfield Copuncil to take a strong moral position on this. Social Care must not be used as a significant target for savings.. I am happy to pay more Council Tax to cover the precept and hope this helps.
- Not everyone uses the internet, email, online services etc. Going digital / paperless excludes the most vulnerable residents. Reducing front line staff in social care means the most vulnerable end up absorbing the cuts and price of COVID. These burdens must be fairly shared e.g. those most able to pay/ contribute and not allowing this yet again to fall on the poorest and weakest.
- Services will be of a poorer standard or non-existent
- Not sure because the services for reduction have not been shared.
- Really depends on what services and functions these reductions will affect, but certainly social care and law & order should not suffer.

Q8. What actions could we take to reduce the negative impact on your household 'Reducing the number of staff delivering certain services and functions'?)?

- Integrate services to prevent cuts
- Say precisely what you would change and what would be the predicted effect.
- Please ensure that these jobs and children's services are protected.
- Council to manage all services better

- Please employ more staff to support residents.
- Keep me on
- manage expectations of the tax paying public ensuring communication of Council performance and obligations are clear
- Review the reduction planned
- Don't cut staff (unless voluntary redundancy or people leaving on own accord)!!!
- Staff to answer emails! Staff to get back to phone calls! Shorter waiting times to answer phone calls!
- Leave staff, they are the ones explaining to us what is happening and giving us hope.
- Use volunteers to assist in delivering services thereby giving local residents the opportunity to gain experience and skills and make them more employable
- Stop assuming that the elderly use the internet and stop spending money on things which aren't urgent like more buildings. I completely agree with the public sector pay freeze and I'm sure many people would prefer to keep their jobs than have a pay rise.
- ensure the right people are employed in the correct jobs so that proper skills are utilised
- A call-center to report things not being done.
- Increase income from taking on more contracts from other boroughs services that we already provide and we can use the staff that we were going to reduce that already have the skills rather than having to recruit brand new staff due to the increase in volume of work
- Not reduce staff levels, negotiate better contracts.
- I don't know
- spend money on services instead of waisting it on green road policy that increases pollution. demand for more money from government don't increase council tax to pay for 2021-22 budget, we pay enough as it is.
- Communicate the detail.
- Outline the services you intend on reducing
- I'm not sure but I find some things I need a person to help with and explain
- Offer more job opportunities
- Ensure service levels are maintained or even improved.
- Keep general rubbish collections to fortnightly to encourage reduction in this category. Re-instate recycle collection to weekly and remove charges for green waste collection.
- More frequent waste collection, cheaper or free collection of unwanted furniture, goods to reduce flytipping.
- Be more honest and open. Do proper consultations and don't assume all your residents are online. Recently a scheme to install new bus stops in my local area resulted in only three houses being leafleted at 10pm on a Friday night with 9 days to reply if there were any objections. Of those 9 days two are public holidays and two are on a weekend. How ridiculous is that?

- Concentrate on trying to provide decent baseline community services, rather than trying to 'go commercial'. Good locally run services could be provided by council itself, rather than through outsourcing to non-public organisations. Reduce the use of consultants, Consultants are not the answer to a local authority's problems, especially when many of them are 'experienced (or inexperienced) consultants', rather than people who have real experience in the area they are looking at and often being paid consultants rates to reorganise. Their decisions almost also have a negative impact on services to the public, be it increases in costs, reductions or deletions in services*, unsuitable technological innovation** or inefficient and costly administrative changes***. * libraries, waste collection, roads maintenance ** computer systems, car parks machines *** reorganisation of Councillors responsibilities, having senior professional officers earning £80+k pa dealing online with delivery notes, etc
- Less reduction among front facing staff
- make it easier to get in touch with someone and try to reduce the wait time for a response.
- Dismiss only poorly performing staff, provide better training and keep that training up to date. Provide staff with a training framework that rewards good performance
- Nothing
- Don't change it
- No reductions in services. They are thin already. We do not need more reductions.
- Kwep staff levels stable
- Honour the promises and services that we pay to for We have already seen major increases in our taxes but nothing to show for it
- Maybe rather than make people redundant , why not put other measures in place. I.e cctv down pickets lock lane, nightingale road etc to catch and fine fly tippers rather than sending staff to clean up everyday! That's common sense.
- Why do you continue to waste money on blocking roads off and cycle lanes that no one uses.
- Improve efficiency (and, dare I say it, the quality of staff).
- That we can actually talk to sooner when needed.
- IT systems that produce a quick response, not a 5 working days, delay.
- Improve the telephone service as many residents cannot use the councils' website or find it very difficult to do so. Or if you insist on cutting back the telephone service make it easier for residents to access training to use IT and the council's website, as there are no adult education opportunities for this anymore. Maybe the Mayor can be persuaded to re-introduce adult education/evening classes in the schools like we had.
- Employ the right staff.
- increase council tax
- Retain as many staff as possible

- The council should be encouraging employment opportunities for Enfield residents. Perhaps prioritising the employment for people that live in the Borough and who are invested in making it a fruitful place to live.
- Do not reduce staff numbers. Maintain essential services i.e. back to weekly bin collections as there has been an increase in rubbish being left on the streets since it has become fortnightly
- Stop paying yourselves inflated extra allowances!
- Employ the RIGHT people, put money into the correct services and deal with the wasteful departments. Sort the poor contracts and contract writers the council keep putting in place this would save more!
- More info on what this would be!
- Re investment, increase volunteering. Increase working hours, forget 9-5. Make a difference where it matters
- Ensure that staff are all experienced and fully trained to answer a variety of queries and can then support services across the council
- Please, please protect the funding of social care, which is critical in our lives, and which every household may at some point in their lives need to rely on.
- Make sure that the most vulnerable residents are not hit with cuts and increased cost for less services.
- Hard to tell since you don't say which services and functions.
- Look at the extremely high salaries that you are paying some of your senior staff, and also their 'bonuses'. Think about all the money that has been wasted closing roads to give comfortable neighbourhoods a quiet life. Please do not penalise the most vulnerable people in the borough to finance vanity projects and excessive salaries. Carers of vulnerable people have been hit terribly hard by Covid19, having to provide many services free of charge, due to services being removed. The L.A. has clawed back money from vulnerable families, so must not now reward these families by making 'savings' at their expense (ref your saving proposals).
- Impossible to reduce the negative impact: Enfield will charge more to those who can least afford it and cut vital front line care services. And this is a Labour council. Yes, ultimately central government is responsible but a better and fairer plan would be expected from a local Labour council. If the media is to be believed, some councillors and officers are getting pay rises which seems a bit unfair when those at the bottom of society just get poorer and suffer through relentless cuts.
- Increase council tax.
- Not sure because the services for reduction have not been shared
- Ensure social care & law & order do not suffer.

Q9. What do you think will be the negative impact on your household of the proposals listed under '*Increasing the income we receive and/or reducing costs of certain activities and services*'?

- Increased income from temporary traffic schemes. The scheme around fox lane is generating income from fining local residents. I strongly disagree with this approach. Reducing staff can have a detrimental effect on local communities as you are one of the largest employers in the borough Increase costs for care residents will not win you votes.
- This statement is too generic, and therefore likely to mean more cuts or an increased charge for green bin collection which would negatively affect my disposable income.
- You have been increasing council tax etc Business rates for the area for years
- it's going to cost me more for less service
- Being retired, we are already concerned about how much we pay out for services provided by the council, increasing would therefore concern us more. Regarding reducing costs, that depends on which areas it will affect our lives - decreased recycling and rubbish collection frequency would be very detrimental to us; reducing costs by shortening swimming pool opening hours, for example, would not affect us at all; reducing wasted costs on providing cycle lanes that nobody uses and the costs of employing an army of obstructive people at council offices would be beneficial.
- Tax levy
- Will cost more
- I cannot afford to pay you any more council tax or sneaky charges like the green waste charge
- The Business rate should be decreased so more small business can be run in the borough and the shops wouldn't be empty. It is very depressive to see all the small businesses closing and empty shops on church street
- I just want to know my Council tax is being spent wisely helping those in need homeless , reducing poverty, improving lighting, repairing dangerous potholes - helping those that need help
- You are probably talking about increasing rates on homes because that is the main way you raise costs. I think with the negative impacts of the virus such as lower household incomes you will not actually get very far. Already my rates have gone about at least four times in 6 years always above the rate of inflation.
- the focus has mainly been on reducing cost, more emphasis should be based on increasing income, making better use of vacant properties, potentially building loft conversions for growing household numbers instead of seeking alternative accommodation, tackling and being stricter with homelessness as Enfield as perceived as an easy target for housing, ensuring staff have the right capabilities to deliver services. higher budget for fraud teams to investigate
- We will limit our use of these activities and services, and look for alternatives. The town centre and other shopping areas will be less used, and even more uninviting

..... and several of them are now very poor indeed, and need our support - especially during and after the pandemic, if the businesses survive. If the businesses don't survive, then the council will have less income with which to provide our services.

- May increase costs to my family
- Social care
- Reduced value for money for residents
- More expense
- I pay council tax for a reason . To maintain my environment!
- If you intend to increase rent or council tax yet again then it will be better if I give up work and go on benefits. Every year those of us that work get charged more and more whilst nobody else does.
- We already contribute and pay higher than months boroughs for declining services
Thus would be an insult to suggest to increase taxes
- Essential that staff are available to answer queries and not rely on press this for one service or that for another and also rely on people sending e-mails refuse collection is a nightmare to get through to someone
- This question cannot be answered sensibly without specific information pertaining to the exact activities and services referred to.
- Do not do at the expense of car drivers etc. Some people need cars to be able to get around with hidden disabilities which do not cover blue badge.
- It will depend which services you reduce . Would be concerned if it was education or social care
- Not sure.
- This will affect many social situations
- As pensioners, increasing the costs of services will negatively effect our limited income
- Everyone has a finite amount of income. Where is the value for money?
- Obviously if you are going to increase council tax and reduce the services we are going to have a negative impact. The refuse collections have been cut but no cost reduction.
- It depends on what area it comes from....increasing LTNs just to make money from the PCNs is NEGATIVE....putting proper watertight contracts in place and holding the shoddy contractor LBE keeps employing to account would be a huge bonus and would save money in the end!
- Those needing social care may end up lising out on vital sevices with family members, already over stretched and exhausted by taking on huge care commitments during covid will end up providing more care. Plus the service user may suffer.
- Depends, is it what people want or another silly idea from LBE like LTNs
- "Increased income through means testing of some Adult Social Care services (with some exceptions) and through annual review of fees and charges" provides no details, and is very alarming. Experience suggests that means testing and increases in fees and charges are often unfair and unaffordable.

- Enfield is looking to charge the elderly and disabled more for services but at the same time cut services! Dealing with Enfield's income and assessment department is already fraught with major problems. This department frequently makes mistakes and we have to fight just to ensure the correct charges are applied. The department only fairly applies disability related expenses when pushed. Fair financial assessment is humiliating. The officers' main goal is to ensure they grab as much money as they can from elderly and disabled residents. So many people are unwittingly overcharged. The unjust treatment of elderly and disabled people in the social care charging should be looked at by the Leader of the Labour council.
- Unfair, unequal and un-Labour. How can you target the poorest and disabled residents to increase council income? How can you target the most in need by reducing already scant services that for 10 years have had cut after cut? Seems like the council is looking to the vulnerable, frail and disabled to fill the gap. Norfolk County Council lost a recent court case. Norfolk unsuccessfully tried to increase the social care charges for the most severely disabled residents. Enfield should take serious note of this landmark case before trying to charge the most severely disabled more. Norfolk is a Conservative controlled council and what they tried to do was unacceptable and let's hope a Labour council will not try to follow a Conservative council however so far the plans seem to suggest Enfield intends to do similar to the disabled. These intended increased charges must be explained.
- Depends on which services The statement is too vague. Do you mean social care, waste collection or libraries?
- Ok for those who can afford increased charges but Enfield has been badly affected by the pandemic and has high levels of deprivation.

Q10. What actions could we take to reduce the negative impact on your household (*'Increasing the income we receive and/or reducing costs of certain activities and services'*)?

- Don't keep fining your residents Ensure impacts to residents are kept to a minimum Cuts in service should make sense Reduce agency staff Outsourcing services or joint operations with Barnet oryx to be considered.
- Be more specific as to what your proposals are to raise income or reduce costs.
- My council tax to be spent on my area N14 and surrounding area is much nicer And cleaner where as n9 en3 is full of rubbish in the streets etc Fly tipping is a big problem in the area.
- get better support from government
- Minimise any increases in Council Tax and do not decrease the frequency of recycling and rubbish collections any further than it is already. Make more and better use of technology. Consider the population that the L B of Enfield actually has in 2021 and target services - and therefore expenditure - to their actual needs.
- Not add to the council tax

- Do not increase council tax
- Don't increase costs on your residents, particularly as we have also had salaries cut more during the pandemic
- Reduce business rate.
- Stop wasting money on inefficient Council staff too many Managers not enough workers
- Leave the rates as they are or go over to a system like they have in Scandinavia based on income.
- better use of technology, information packs, kiosks, enfield app etc,
- I think householders will get louder in demanding that local authorities give value for money, and may even seek redress in the courts to establish whether this is the case. Certainly there will be pressure on auditors to ensure that accounts are completed and published on time, and pressure on MPs to press for government investigation where scrutiny is not seen to be taking place. So the council should a) long-term, get its house in order and prepare for outside scrutiny, possibly through the courts, b) long-term and short-term, be public in lobbying MPs and the government for enough funding to run the community (not commercial) activities which its residents depend on, and c) long-term and short-term, cut out the use of consultants and outsourcing companies in favour of running tight in-house services delivering those activities on which the residents of the council depend.
- Use other approaches. For example, being more efficient
- Do not cut social care
- Deliver better services
- More efficiencies
- NOTHING
- Stop increasing rent council tax parking and as a disabled person who still works full time stop cutting services to disabled people.
- Provide efficient services
- Have people on the other end of a phone
- This question cannot be answered sensibly without specific information pertaining to the exact activities and services referred to.
- Take away LTNs to make driving in the Borough easier.
- Don't reduce the above
- Depends on the Council's decisions.
- Taking extra care not to waste money on useless ineffective traffic calming schemes
- Don't increase council tax more than you have to Don't make parking fines, traffic fines ridiculously high Make more brown badge car parking spaces
- Get rid of some of the unnecessary bureaucrats x paid too much and do nothing to support the local residents.
- Provide value for money. If you are going to reduce services you have to do it from within the council first. Stop the waste, stop the huge pay rises and employing family members.
- VOTE CONSERVATIVE

- Please feel not cut social care. Over the past years this area has already suffered large cuts. It is totally unfair for the most vulnerable to shoulder the price of COVID. What sort of council would look to the most disadvantaged? What sort of council would look to charging those on very low incomes or benefits more for services? 2. Internet access is vital for all and with the expectation of almost everything going online again the most disadvantaged residents will be excluded. One this the pandemic has proved us how vital an internet connection and device are. Many disabled , very elderly, learning disabled etc simple cannot afford what is taken as a given for most.
- All specific views
- Please do not increase fees and charges for Adult Social Care. They are critical to our lives.
- Please don't cut social care. The already poor pay for care staff us a recruitment problem and family step in to sort things out and show staff how to care.
- Increase council tax, increase costs to those on better incomes. Do not use COVID as an excuse to close or limit day services.
- Without knowing which services are affected it's impossible to to answer.
- Not sure

Q11. What do you think will be the negative impact on your household of the proposals listed under '*Improving how we use technology and/or manage our back-office processes*'?

- This isn't going to work, systems are always down, updating and not responding. Stop thinking about cutting down staff, there are no jobs as it is.
- Another waste of money on 'improving technology' when it's not being used by all residents. You need to think more about the elderly - they can't even walk into the Civic Centre at the moment and some don't use technology. Wake up Enfield!
- Cant think there will be a negative impact unless the technology you use is not effective and efficient - if back office processes are not needed get rid of them
- Not everyone spends or wants to spend all their time using technology.
- Better access to the Council website
- Council not very accessible

Q12. What actions could we take to reduce the negative impact on your household (*'Improving how we use technology and/or manage our back-office processes*)?

- Hire more refuse collectors, that`s massive misery out the way, street cleaning and community officers for safety. Council estate managers should visit their residents once a year and fix if something needed. Updating kitchens/bathrooms in council houses. Carry out the promised work to council properties.
- too much wastage going on in the Council - staff are now supposedly working from home doing what ?

- Reduce the automation of everything.
- Improve the website and contacts!

Q13. What do you think will be the negative impact on your household of the proposals listed under '*Changing our contracts with providers of certain goods and services*'?

- Very negative, you don't provide a good enough service at present, e.g there has been a window on the communal landing of my flat , that has been boarded up for the last four years, people have come from the council to look at it, but, nothing has been done to repair it ever, I'm sick of complaining about it.
- As long as the contractors offer value for money thats fine and the processes are totally transparent this is fine
- This will go some way in keeping costs down
- There are no details in the changes in contracts, and whether the changes would lead to worse care. There is no mention of protecting the level of care and the needs of the people requiring care and their families in making these changes.
- Race to the bottom in social care means recruitment quality issues. In recent years care quality is poorer .
- This is far too general to have any meaning. Obviously, some general services must be looked at, but service provision for social care must not be cut. Cuts to providers will be matched by unacceptable cuts to critical services. This must not happen.
- Cutting contracts equals even poorer services. We have a family member who uses day services and domicillary care and it's truly frightening to think these services will deteriorate further.
- Again this depends on which goods and services are affected. Social care cannot absorb any more efficiencies

Q14. What actions could we take to reduce the negative impact on your household (*'Changing our contracts with providers of certain goods and services'*)?

- Be open and fair and not give contracts to those you know or outside bodies - local contracts to benefit the Borough
- Please remember the people that are affected, and protect their care in the considerations for these changes in contracts -- we do not have anywhere else to turn, and my family has experienced huge stress and pain in the past (the effects of which remain with us) in legal fights for such protection.
- Please don't cut adult social care. Better quality control of care agencies commissioned by the council.
- Forget 'my household', just restrict the areas where you seek 'efficiencies'.
- May those who can afford to pay contribute instead of the disabled
- Don't know which services are affected so can't answer

Q15. What do you think will be the negative impact on your household of the proposals listed under '*Encouraging self-service from residents and other customers*'?

- As some residents and customers may not have the understanding or capacity to use a self service system.
- People are fed up with having to do things that the council should be doing
- This is very difficult for senior citizens and disable citizens. They will have to rely on others to sort out and this may never happen.
- Majority of people in Enfield do not speak English as a 1st language-language barrier Not familiar with using IT- unable to log complaints, or use online services Poverty- you presume everyone has access to the internet, a mobile phone or a laptop/ipad
- Delays
- Reliance on the web-site is already a disaster. Actions initiated on the site never happen (Like Sharps Collections), the site is extremely difficult to navigate, there are many issues that are simply not covered by the web-site at all.
- All you here is complaints from residents as they cannot cope with self service. If your query does not fit the exact question you cannot get a response.
- not me but lots of people can't self serve
- 'Other customers' not necessarily a problem, but self-service from residents may be detracting from what local councils were devised for and may discriminate against those local Council Tax paying residents unable to 'self-serve' in various ways for specific reasons.
- As older residents, we may not be in a position to undertake self-service.
- Rolling of eyes and despair. One-size-fits-all systems rarely work well, and can be immensely frustrating. Sitting on the end of a phone listening to anything over three options encourages people to give up and not bother. This can lead to a more expensive problem to tackle in the future. For instance, if I want to get rid of a mattress, and can't get to speak to someone or it takes too long for me to wade through a process on my computer, then I may end up just dumping it somewhere - not a correct decision, but an inevitable one if the 'self-service' systems don't make it really easy and they almost always don't because of the one-size-fits-all factor.
- Self service tends to equate to less contactability of council
- Older residents will once again be left behind. With no phones or Internet how do they report things. Your own website never works properly and is way too complicated to navigate even for those of us that have a small amount of knowledge with technology.
- I don't really understand what you mean by self-service. As somebody who is disabled & housebound, I can only imagine this would make life very difficult for somebody in my circumstances
- Not all residents have access to or the ability to use technology and not be able to communicate with a human. Blind or infirm for example
- Not everyone can use a computer and English may not be their first language
- Less opportunity to receive specific guidance or assistance with certain service activities (particularly where there are problems or complications), and potentially more effort to achieve the desired result.

- You need to speak to someone on some occasions where you cannot get an answer by automated procedures.
- What I want most from the council is efficient rubbish removal, Street-cleaning and providing good recycling services. Barrowell Green is a disgrace! Appointments, limits on what we can dispose of and it is a 12-mile round trip from EN1! Most of my friends now go to Potters Bar recycling facilities! I am furious about the downgrading of rubbish collection to fortnightly collections and charging for garden waste.
- Not sure what is entailed.
- I think there is very little that residents aren't expected to do themselves. We have had to pay ourselves for fencing on council land to ensure its secure for 3 roads of houses from burglary because the council refused. Enfield Council is at risk of becoming like Barnet, where there is no council left but outsourced contracts and computerised systems to deal with the public.
- Having no human interaction.....no cashiers, can barely get a person on the phone, closing museums, places of interest....
- This might make it difficult for those who struggle to understand or use technology, who have no access to it, and who really just need somebody to assist them. Not everyone, particularly the elderly and disabled can process things independently. Insisting that everything is done 'on-line' is unacceptable, in my view.
- Harder to access services.
- This may be OK for us but will be very hard for many elderly and less affluent residents who do not have the same computer access.
- Disabled and elderly may well be unable or unwilling to do this.
- the need to make online account without being able to contact the council as a guest
- Not everyone's uses the internet or can use the internet due to poverty/ disability. These groups are now more excluded from society than ever before. COVID has demonstrated how poor families could not access education and disabled people were excluded from contacts/ activities because they did not have internet/ devices or simple due to needs could even use a computer. For those who cannot use self service there must be a good quality alternative.
- No but it will be very negative for those who do not have internet , computer, skills or abilities. People should have choice
- Negative for one family member who cannot use the internet due to disability

Q16. What actions could we take to reduce the negative impact on your household (*'Encouraging self-service from residents and other customers'*)?

- Through training, communication and support if this option was implemented.
- A much better website would be a start.
- By supporting senior citizens.
- MORE staff to help
- Ensure the self service systems function well
- Use the web-site purely for information. For actions, revert back to telephone or civic centre visits. Or redesign the web-site from scratch, with vastly improved search

engine, online chat and separate info from services into two different sites. A search for 'Waste' should not return every mention of the word 'waste' in every council meeting minutes. e.g. Showing 11–20 of 897 for “Waste” "Logon Issue - meetings WASTE PLAN Issue Details Issue History Related Meetings Meeting: 18/09/2018 - Local Plan Cabinet Sub-Committee (Item 5) 5 NORTH LONDON WASTE PLAN PDF 618 KB To receive a report from the Executive Director of Place. (Key decision – reference number 4709) (Report No.72 • " When people are looking to know when the waste collection will be, or the centre open. Keep the two separate.

- Improve the customer service experience where you can actually speak to someone. During the pandemic the companies that have fared better have been those who have responded quickly to telephone enquires.
- none
- Not deprive any of us of any council services that we are - for good reasons - not able to 'self-serve'. e.g. disabled residents.
- Continue to provide the services by releasing funding from the wasteful LTN schemes.
- Make things easier, rather than more difficult. Have real people available at the end of the phone, not "options". Maybe have a large panel of different types of users who do not know your systems and services to test-drive any automated system before it comes into use. If it isn't tested and ready, don't implement it (back to car parks again !)
- Stop forcing people to do stuff online all the time
- Having recently left work to care for my blind mother full time, it would be good for her to still do some things for herself. (Her words)
- Make sure there are people on the end of a phone to offer assistance
- Retain an assisted option for services for those that need it.
- Keep staff employed where in front line.
- Keep enough staff at Barrowell Green to enable us to recycle as much as we need to without appointments. Have a good system there for us to drop off items that are too good to throw into landfill (e.g. old computers, clothes, shoes, furniture). Also, make it easier to dispose of old recyclable batteries at small recycling points.
- Depends on what the Council decide to do.
- Bring back human interaction with the people of this Borough
- Free internet access and devices for the most disadvantaged Enfield residents
- My husband and myself are elderly and we have a severely learning disabled son, so being able to have assistance is important to our family. Self-serve can often result in confusion, fear and exclusion, if nobody is able to provide assistance. For us, a classic example is having to use a mobile to access a carpark - we will therefore be excluded from its use.
- Easy access especially for certain groups of people.
- Keep local and well-trained customer service staff in place to respond to telephone and postal enquiries. Include software for them to follow up on the enquiries and make sure they have been handled by the appropriate department.
- Only use this for those you wish to follow this approach. Obviously, alternatives must be provided.
- quicker response times

- Free internet access and devices for the poorest.
- Support for disabled people

Q17. What do you think will be the negative impact on your household of the proposals listed under '*Reducing services*'?

- We will not be getting the required services that we may need moving forward which leaves gaps in the system.
- Maintenance of our environment, like streetcleaning and waste bin pickups should not be reduced as it will encourage more fly tipping and vermin. Have already witnessed rats in our area because of the reduction of waste collections, and people just leaving extra rubbish everywhere.
- Without specific detail it is impossible to judge, but less services has meant a poorer outcome for residents. Some services are already stretched /or not working very well e.g. Street sweeping, Recycling Depots, Council property repairs, etc.
- My youngest son is special needs and we depend upon a lot of council services for support. For example cheviots <REDACTED> key workers <REDACTED>, preschool support <REDACTED>. In the long term this reduces costs in terms of my sons development and reduction in the care required through the council. Additionally, the impact of losing their support would be huge on families that require it.
- services are reduced as it is.
- it may be difficult to access something that i may need
- Not specifically, but, a reduction of a certain service might impact if required
- impact on Enfield as a place that is safe, fair and a pleasurable place to live and work
- We use a number of services locally and this will impact on our situation if these are reduced or removed
- Depending on which service and if I use. I think the service from the council is already poor.
- Reducing services is always going to have a negative impact on the community as a whole.
- Most services are non existent! No sweeping of roads in my home area, leaves all over the pavements- slippery and damaging/blocking drains Trees/ bushes not cut back Bins over flowing with rubbish
- Even more?!!!
- Frustration
- I don't think it can be any further reduced - reduce salaries would be a start, doesn't your chief executive earn more than Boris Johnson?!
- As a family of four all working, going to school and spending a lot of our free time in Enfield it is hard to see how a reduction in services won't impact us. Obvious examples would be a reduction in leisure facilities, changes to waste services or anything associated with the local schools
- if bin collections and street sweeping are reduced further it would impact the whole Borough

- Would need to know what specific services are being reduced, but same as staff. Rubbish will pile up, fly tipping increase, parks and hedgerows will not be maintained, crime will go up, etc. All depends on what services you are going to cut.
- Services have been reduced enough. The bin collections have been reduced to fortnightly and we pay for green waste and that they got reduced to fortnightly. The black bin - general waste should be collected weekly as in other boroughs like Barnet.
- Fly tipping would increase if rubbish collection were reduced further
- it depends what services, the waste collection has been reduced and we have flytipping daily
- Removing waste services is already poor, with charges being made to remove garden waste, bins being left up emptied if e.g, the lid doesn't close, recycling materials are very limited and if something is not allowed, instead of removing such large items, they leave the bin. This all encourages fly tipping.
- we get very little for our money as it is , reduce services anymore and we will be back to the dark ages
- Those proposed in your document will not impact on our household, but may on other residents' households.
- Reduced services means not getting value for money i.e. pay taxes and not get services
- I would imagine it will involve a loss of rubbish collections - it always seems to - but, again not enough detail to answer.
- It depends
- I try to use enfield services like the Dugdale cafe and the libraries, I feel reducing these will make the high street worse.
- Depends on service. Now is not the time to reduce mental health services
- I don't see how you can reduce services further than you already have. The level of service we receive is disgusting when you charge the high council tax that you do. If you reduce services you must reduce our council tax. The way you have reduced waste collections is appalling and unmanageable, particularly for those of us with children in nappies. Applying an extra charge for green waste (at the same time as increasing our conciliatory tax by 4%) was unfair and unaffordable, this has lead to fly tipping and unkept gardens. The way community libraries have been closed during 2021 have left kids who don't live near a hub library with out access to books
- it's the community that would suffer.
- Less services could mean some that are required by the household are no longer there.
- Reduced services will impact on every household
- No idea since you have not said which services would be affected. Again a generic question that doesn't relate to anything.
- Already answered in my previous replies, I think. Declining services and falling value for money will lead to further loss of satisfaction and confidence in the council. More people, including in my household, are likely to lose respect for the local administration and not follow regulations, leading to instability and greater expense for the council - flytipping, claims for injuries (pavements and roads), litigation for

failure to do take actions, civil disobedience, ignoring planning and development rules, etc, etc.

- I think the problem with this proposal and questionnaire is, you have not really demonstrated the REAL effect these changes will have on residents and services. The description is very vague, by you reducing services or generating more income you need to be clear about what those changes are e.g. parking charges will increase 15% - people can then make an assessment and have a real insight to how the proposed budget will impact.
- the more services that are reduced the harder it will become a resident
- I do not want any change to rubbish collections
- Fairly obvious
- A paucity of services that used to be provided. The services that are reduced should be identified properly, together with their costs, so that a more sensible
- Voting intentions in May
- Depends what you mean. You have not given any details
- We hardly get any services as it is if you reduce things any further then what am I paying for
- It will depend on what the services are that are being reduced. Anything that impacts on health, safety and security.
- Weekly collection has been reduced and we see people fly tipped Created cycle lanes which are hardly used. Created LTN which has created more traffic, pollution and cost to drivers as they have to wait in a traffic. Emergency services have to take longer route to reach. Has anyone from council ever been in the traffic jams created by them?
- Catastrophic!
- Reducing services in our area will have no impact, the services we presently receive are very limited
- Services are limited and cut already. We cannot have any more. Essential services must be kept.
- They can't get any worse then they are. Full stop. Stop wasting money on silly contracts and so-called improvements.
- This depends on the services to be reduced, but overall I can see only a negative impact on the Borough
- It would clearly be a negative as our services are clearly already reduced The question is an insult
- Terrible
- Depends what services these are. Fly tipping, antisocial behaviour and misuse of housing and vehicles are big problems in this area, so any reduction to these services would have a very detrimental effect on an already under cared for area
- If Services are not needed get rid of them - too many policy officers according to Enfield Voices what policies and strategies are being written and why are consultants being employed - Get rid of consultants what are these officers being paid to do
- This question cannot be answered sensibly without specific information pertaining to the exact activities and services referred to.

- Reducing services has a huge impact on a very deprived borough cutting back on rubbish collection has seen the littering and dumping of rubbish heightened in the Edmonton area.
- The service's Enfield boroughs it is the functioning of are existent's / daylight life's In sum services the functioning is very poorly us it is ! How can you possibly reduce it feather ?
- you tell me.
- Rubbish collection might be reduced
- It depends on the precise measures, but the word "reduction" speaks for itself.
- Clearly reduced services will mean reduced benefit to those currently in receipt of the services.
- Less services delivered
- That depends on whether you are going to reduce my council tax in line with the reduction in services. Last year you removed the Green Bins, switched to bi weekly collections and made visits to Barrowell Green Recycle Center by appointment only, and yet I am still paying the same if not more in Council Tax. A reduction in services ought to correlate to a reduction in Council tax/
- If you reduce rubbish collection any more, there will be fly-tipping everywhere of people's general household rubbish. Why not reduce the policing of fly-tipping by improving rubbish disposal!
- Depends what services they are. Street cleaning, pavement and road repair, refuse collection, parks maintenance, day centre availability. These are all issues that are important to me either now or in the past.
- Again depends on the services you are reducing
- Laxck of street maintenace could lead to increase in falls for older people like myself.
- Depends on the services that are reduced.
- Unknown. I cannot find a link to this particular section.
- all depends on which services are reduced and to what extent
- increases in litter in public spaces; deterioration of roads, pavements
- Reducing building maintenance will cause a reduction in the general amenity of the borough's environment and specifically for the people living in those properties which may lead to disaffection, resentment, health inequality and increased crime rates
- I was shocked and sad to read the proposal of reducing emergency accommodation again. The investment in prevention should be in addition, absolutely not in replacement. I know personally people who have needed emergency accommodation and have been turned away from Enfield Council. Their house had been burnt down, which no prevention service could have helped. Enfield Council residents find themselves at the mercy of charities to help them where the council refused and turned them away in their hour of need. The very idea that the accommodation left will be cut again, is the idea that you would prefer people to be on the streets- because where else do you suggest that they go?
- Hardly get any services anyway. Roads a mess. Fly tipping all over, schools desperate for resources.... red I go on
- It depends on what services you are intending to reduce. If it were refuse collection for example this would have a negative impact on my household.

- Usually reducing services always has a negative effect as it usually means cutting back e.g having bi weekly recycling and refuse collection when we have smaller bins.
- Really!....you need an answer to a negative impact on removing/reducing services.
- Social care cuts fill us with alarm.
- It depends which services are to be reduced. Would that include the ridiculous closure of roads to through traffic? Perhaps the L.A. should also look at the salaries and bonuses it pays to some of its senior staff.
- Again less access to services I use will impact my life but I don't know which services you mean so can't answer this.
- Less support
- Deterioration in the services available
- There are no details in "Reduction in the Children Centre Service" and "Reduce building maintenance" -- both may be critical to our lives depending on the details.
- What services? Silly question.
- This is appalling, when applied to social care. No further comment is necessary. I would be ashamed of Enfield decided to make savings off the backs of the most vulnerable.
- seem to be making savings but on the wrong services
- Reducing social care will seriously impact on my loved ones mental health and means that I will take on even more care.
- Depends which services. Don't mind reductions in some areas but not social care
- When it's clear which services are to be cut and how residents can make an informed comment but it's not clear at present.

Q18. What actions could we take to reduce the negative impact on your household ('Reducing services')?

- Do not reduce vital services.
- Put CCTV in areas where fly tipping is common to catch the perpetrators and fine them or make them do community service eg a week of streetcleaning as punishment. Increase the size of the household waste bins so no chance of extra rubbish on the floor, (we shouldn't have to pay for these as we already pay our council tax) also have bigger bins near bus stops(the amount of rubbish along the streets is disgusting and frankly embarrassing). We shouldn't be going backwards in the 21st century otherwise long gone diseases will be coming back.
- Performance monitoring of services by managers seem very poor. I know of Council property repairs taking almost a year and Enfield wasn't picking-up the costs! Road sweeping gangs, rightly increased in size because of the season, doing less work with 4 of them than when there was just 2. Many residents don't complain or can't, they just cannot be relied on to do quality control.
- Please don't reduce these services
- More interaction with residents.
- ensure services are not reduced
- Ensuring clarity of communication about statutory obligations and responsibility
- Review proposals

- Don't do customer facing cuts.
- A comprehensive review of the services and a separate consultation on any that you propose to reduce and reasons for that. Also if you reduce some services perhaps provide focus on key ones that are most important to the community following a consultation.
- GET services back out on the streets!!
- Don't reduce services and generate income through other sources.
- I don't think it can be any further reduced - reduce salaries would be a start, doesn't your chief executive earn more than Boris Johnson?!
- I would prefer to see an increase in the revenues raised by the council rather than a reduction in services and would be happy to pay for those increases - particularly where I am utilising the services. For instance car parking or fees associated with leisure activities. I think the charges for the collection of the green bin are positive and directly apply to those using the services.
- Keep bin collection frequency as it is
- Basically, you can't take any action except not to cut services that affect my household.
- No further reductions.
- Stop sending 3 people to do one persons job
- none
- Use carrots instead of sticks to encourage better recycling. Provide more street litter bins. Provide free removal of large items such as beds, mattresses etc.. Lead by example by removing financial increases for top executives and Councillors. Introduce a financial penalty for poor performance by top executives.
- don't raise council taxes be more efficient in all departments and stop waisting money on green issues, get more support from government
- Not applicable.
- Provide value of services for the taxes paid
- Give us more information
- It depends
- Maybe keep them but have more things to do in them?
- Fund mental health services. Offer to contribute to private therapy if waiting list for nhs therapy is long
- Don't reduce services - make savings in other ways, for example by not giving yourselves extortionate payrises when many of us have had our pay reduced or frozen during 2021
- Do not reduce services.
- Stop spending precious resources on misguided road blockage schemes
- Rebuild services to a level where people want to use them. Reverse the increase in councillors allowances to try to regain the respect of the community in the institution of local government. Councillors should be seen to be trying to attempt to keep services running, rather than to be paying themselves more at a time of extreme pressure on the public finances. Perhaps institute a system where councillors are paid allowances retrospectively on a scale to be determined by a representative panel of residents' satisfaction with their action in the preceding financial year ?

- there would be no actions you could take to reduce the negative impact on households by reducing services
- Please keep the bin collections as they are now. Cannot cope with any more changes
- Not reduce services
- The services that are reduced should be identified properly, together with their costs, so that a more sensible approach to choosing the services could be asked of the electorate. Perhaps with an idea of the number of people that use each service, this could be a more agreeable method of reducing negative impact.
- UNdetake a review of all the options
- Nothing
- Use common sense and not have people working from scripts or websites that do not give you the option you need
- Not reduce services like waste / bin collections.
- Remove cycle lane and LTN in all areas and give us our freedom
- Don't change it
- The only service we presently receive is bin collection. Therefore there would be no impact.
- By not reducing services.
- Improve our services, like the atrocious bin collections.
- Keep services as they are
- Clearly NOT reduce services but take a good look at your administration which clearly need to be reviewed
- Install street cameras, not allow so many 'work vans' to be parked on the roads. Landlords/agents to keep regular checks on houses.
- Provide a value for money service for things we need not wasting my money on things we would not notice if you got rid of them
- This question cannot be answered sensibly without specific information pertaining to the exact activities and services referred to.
- Not reducing the services offered to those living in the deprived part of the borough I.e Edmonton & ponders End
- Apply the low and followed with fins : The behaviour of uncaring individuals We can't use the pavement to walk on It is full off dog & human poop. Tropping litter, Spiting, peeing on walls & ally ways, Street full of dumping Rubish Parking finds works 100% !! Turned the same way to rubish dumping & the above problems, Will save money ,
- maintain staff levels, and do the best you can .
- not reduce rubbish collection
- Improve efficiency (and, dare I say it, the quality of staff).
- Ensure that only the services that are peripheral to the Council's main remit of providing core services to Enfield residents are considered for reduction (or completely stopped in the case of some existing services outside the council's mandate)
- Improve services delivered.
- Be more honest with people and provide a " Contract For Services" so we know EXACTLY what we are paying for and what we are getting in return. Withdrawing

Green Bin collections and then pretending that this service was free was a dirty deceitful trick even by Enfield Council's standards.

- Avoid increasing council tax. Stop spending money on mucking up the roads so they are harder to drive on. Hardly anyone uses cycle lanes. Improve rubbish disposal borough-wide.
- Consult on the services you wish to reduce
- Repair the worst street walkways in the most used areas (leading to schools, shops, parks, etc).
- Perhaps to provide a live, telephone contact information point for residents to call and receive advice, or immediate links to receive useful information. Current LBE website difficult to navigate and telephone contact information is very limited.
- consider carefully which actions
- increase council tax
- Maintain council buildings to a decent standard and ensure all council housing is fit for purpose to improve the health and amenity of those residents
- You have a duty of care to the community. We are not just customers, we are a community of people who want to prosper.
- Focus on the services which should be important to a Labour controlled council and stop trying to make money on mad capped schemes. You aren't money people you are just ordinary citizens who have been charged with providing the local services. Get on with it!
- One of the biggest ways of reducing a negative impact on my household would be to communicate and consult with the community in a fair and transparent way. This document is a prime example of just paying lip service, as the questions asked are unlikely to produce anything of value in relation to proper consultation.
- The council need to be proactive and actually consult with residents to discuss what it is they are reducing and see how it will affect them instead of planning to reduce the services with consultation but we all know that consultations are more of a formality rather than an actual exercise to hear exactly what people want or feel
- Don't do it!
- Do not cut social care services.
- Road closures makes no sense - they increase congestion, pollution, and incur costs - just to that some individuals, living in expensive residential areas, can have a a more peaceful life, at everyone else's expense. Reducing costs for some of the highest paid officers would enable more lower paid staff to be employed.
- Depends on what services you mean.
- Don't reduce
- having to look at private ways to find out something the council offered previously
- If you genuinely would like to hear our views, please give us more detail on what these items involve -- we cannot tell what the negative impacts may be from these broad categories.
- Don't cut social care.
- Ensure that the services being cut do not adversely or disproportionately affect the vulnerable people in Enfield.
- have better consultation processes about the budget, simply putting it on the council website does not suffice

Q19. What do you think will be the negative impact on your household of the proposals listed under '*Making better use of our properties*'?

- I tried walking in trent park at the weekend it was dreadful so much of it closed to the public
- Better use? Well, they need to be painted properly in the first place, which will be a start.
- Depends on the properties that are involved.

Q20. What actions could we take to reduce the negative impact on your household '*Making better use of our properties*'?)

- None
- No comment
- Don't know

Q20. If you have any other comments you would like to make about the savings proposals or the budget challenge we face, let us know.

- Needs to not reduce bin collections. Not reduce youth services (invest in those) to not stop prevention services. See the bigger picture
- The council in general is wasting money on loony projects
- The council management team and MPs in all areas should have pay freezes for a year and curtailment of redecorating offices . The government have already forked out a huge amount of money for furlough and covid 19 support to all councils. That was additional money to your budget so I presume the council used that money effectively where it was needed. Money from the building of more cycle lanes should be redirected to essential services to help reduce the councils deficit, we are in exceptional circumstances at the moment so any regeneration should be halted for a year.
- Improve efficiency by employing more staff ,at all levels, on permanent contracts, that also live in ENFIELD and therefore have more of a vested interest! By all means try to get extra income, but one that is questionable is Building Control Drawing Services. Surely, there will be a conflict of interest? Also, how many architects, urban designers, etc work there. This, in my opinion, is necessary to maintain design quality for Enfield, which is already under threat. Is that the right department? There are a number of strange anomalies. The proposals talk of "ongoing reductions in IT applications" while simultaneously stating "New systems" and extra "digital support". Also, reduced staff for paying suppliers! Whose going to do all that checking and processing, robots? Is that where AI fits-in and I thought it was just a further expansion of the Chambers! Lastly, I can understand the reasons for LED lighting, but they provide an eerie light that produces weird shadows that could disturb those of a nervous disposition at night! LED lighting has many specification, who and why was this type/spec.installed? Did anyone consult the residents or was the outcome of no relevance?

- It is worthwhile for decision makers to read the National Audit Office's short guide on Structured cost reduction and A framework for managing staff costs in a period of spending reduction. It was written in 2010, but is still very relevant today.
https://www.nao.org.uk/wp-content/uploads/2010/06/short_guide_to_structured_cost_reduction.pdf
https://www.nao.org.uk/wp-content/uploads/2010/08/framework_for_managing_staff_costs.pdf
- Increase parking charges and ensure residents pay their council tax.
- Please sell off old buildings with high maintenance, there are lots of empty buildings in Enfield which are not used.
- approach central government to increase your grant
- I appreciate the pressures councils are facing but use common sense. Services should first and foremost be intelligence led (data not instincts) to target resources accordingly to make sure services and staff remain. If you absolutely have to cut services, let's be sensible. If you have 3 libraries in a 2 mile radius, let's lose one (or maybe two). some of the "arts" stuff I read about for the new a406 development (music/theatre studios?) near ikea screams vanity project and white elephant. These are not priorities over an adult social worker, childrens safeguarding etc. I'm sure there must be plenty of other examples besides this one I know about.
- Thank you.
- Not sure whether dispersing Access Centre/ Housing staff in libraries is effective. A central dedicated building is required for these services.
- Do we need all these different directors at the Civic?, cut back on directors = HUGE savings on salary! Could the directors take a pay cut? How much money is wasted on these online consultations?
- Fly tipping I am sure council has spent millions clearing these. Why dont you locate skips in hot fly tipping areas and encourage people to use that instead of fly tipping.
- No
- I'm at a loss to see why Enfield want to waste money on 'improvements' to the look of Enfield when Enfield doesn't have the infrastructure in the first place, you cannot keep building when the roads can't take the massive volume of traffic. You want to save money on services which impact residents to build instead. Really, Enfield, wake up to what 'priority' means, because your priorities are not that of a majority of your indigenous residents.
- Why were councilors recently granted a large payrise given the budget challenges we face? This is inappropriate and has cost the council a lot of support with the public.
- Need a lot more detail, indeed, just some detail "Reduce building maintenance" means what exactly? "Reduction in number of Looked After Children through early help and prevention" means what? From 1000 to 999, that's a reduction. Or from 10,000 to 0. That's also a reduction. No detail on anything.
- Don't employ agency staff
- Ticket more illegally parked vehicles especially in residential parking zones.
- Council tax is very high in Enfield and you can't seem to manage an efficient waste collection service. You reduce library hours and staff points with volunteers. You appoint highly senior officers who have negligible effect on front line services (what's left of them).

- Far too many council staff. When services are outsourced to private companies, are council staff reduced, I bet not.
- Overall the savings proposals would appear to have been reasonably thought through. Concerned that 'Changing our contracts with providers of certain goods and services' will mean reducing levels of service to a point of being inadequate and unsustainable, resulting in increased pressure on the NHS services, which would be detrimental to all L B of Enfield residents. Strongly in favour of improved and increased use of technology wherever possible. Increasing income and/or reducing costs is a 'mixed bag' - highways, traffic and parking - fine, but affecting adult and children social care - not good. Making better use of council properties; and disposing of some; could work in conjunction with reducing building maintenance costs is good, but not at the expense of neglecting council residential properties to the detriment to the safety of the residents thereof. Staff restructuring seems sensible in many areas, but concerned about affects on adult and children social services and the 'knock-on' affect on the NHS.
- No
- I'm concerned about cuts to child and adult social services and would happily pay more council tax to keep these services going
- There should be additional money allocated to keeping streets clear of household waste. For example, there is a double mattress beside the bus stop for Lowered edmonton school this morning. No specific mention of repairs to pavements and road potholes - which are pitiful at the moment - although is this the responsibility of another authority.?
- I think the council could sell buildings it doesn't use maybe with more staff working at home that could help save some money. I think the high street in Enfield Town and other places like Oakwood and poorer places like Ponders End is very important to keep. I think more people will lose jobs in the coming months so supporting and training people will be very important.
- Sell council officers. Remote working is the future. All services and customer support should be online. Reduce investment in community and art events Encourage local jobs for local people More affordable housing Decommission non-statutory services Reduce the number of business support/basic admin roles. And consider reducing their pay.
- I appreciate you have had to make unexpected savings due to the covid-19 pandemic, but it is also as a result of years of mismanagement, and dodgy activities (employing family members, awarding yourselves pay rises etc) that you are in this situation. Please be more transparent around the reasons for the budget deficit.
- Stop wasting precious resources on tokenistic schemes like LTNs that favour a few at the cost of the many.
- Get officers to do their jobs - not employ people to do a bit of everything - too many Jack of All Trades and Masters of Nothing - Get rid of the bullies within the Cabinet and make councillors get paid for what they do.
- Make childcare free for working parents. Free nurseries, free childcare.
- You need to recover the money owing to you from the government that they promised to give you help when the virus started. It is already apparent that the council are making money from ANPR cameras in the low traffic neighbourhoods to shore up the deficit. Not a popular move.

- CPZ whole borough. Increase parking charges.
- Serious consideration should be given to maintaining the current budget for Parks - the past 10 months have shown how valuable this resource is for the public and how well-used and popular parks and open spaces have become. The Council must consider the parks and open spaces to be part of the essential public realm and ensure upkeep accordingly.
- Pave all Grass verges to save money on maintenance, e.g Willow road, Tewkesbury Terrace.
- Landlords should be responsible for the rubbish that tenants who are on Housing benefits to keep their rubbish in their house and not outside their house . We who pay full council tax should expect the surroundings clean. Not happy with the Complaints procedure very poor.
- The council should be more outward facing and make its policies and actions more positively known through the press. It should be more responsive to challenges made by residents and in the press. Come out and justify what is being done, which it's needed and what will be done for people adversely affected by changes. Part of the outward-facing outlook should be to better inform MPs, ministers, the press and the public about the relative lack of public finances to do the activities required by both government and the public. This could be paid for by spending more time being straightforward and allowing better scrutiny, and less time having to defend senior members and councillors from accusations of improper actions and questionable decision-making.
- Can you please provide more information with REAL facts and figures and what the real impacts and costs will be not just 'savings with back-end processes' - this doesn't tell residents anything.
- Stop blaming others for the situation and start responding to the needs of the majority of residents.
- Just do something different and innovative
- What am I paying so much council tax for. I am not getting value for money. Waste collection is ridiculous especially during lockdown.
- Is there any point. As usual it will be those of us that work, the elderly, the disabled ,domestic violence victims and those families that can never get back to work because of the ridiculous benefit system who live in private rented accomodation in the Borough and who despite living here all their lives cannot get a council property. Use common sense and prioritise local people
- Restore weekly collection, remove LTN Reduce staff or replace how many staff does a full days work?
- To bring more services in-house where applicable. More people to pay for services received. i.e where welfare is being requested to do more checks on their backgrounds..
- Remember your there to take notice of the opinions of the people of the Borough.
- n/a
- Revert to weekly bin collections Maintain our streets .. lights clean paths etc Invest and Maintain our park services Is DO NOT want these services to be further reduced We need to invest in these and revise the administration and contract private service providers A suggestion is to perhaps not out source everything including services

- After current reports on councillors paypackets maybe an overhaul is in order
- Too much wastage - too many Councillors being paid to do what - they need to be paid according to what they do - we do not need so many Councillors and why are they awarding themselves pay rises. there is no scrutinising - why do you need Exec Directors, - <REDACTED> is said to have been awarded a massive increase why - i am told <REDACTED>. Too many <REDACTED> to do the work. What exactly are all these people working from home doing - who is checking - why are consultants being employed to draft policies and strategies when you already have a Team and how many strategies and policies does one Council need - complete waste of money - Get rid of PA's - we live in an era where everyone should type up their own work and answer their own phonecalls - No one answers the phone anymore - needed to talk to someone in Waste Services took me 3 days to finally get through to someone. Roads and pavements have been neglected - trees are not being pruned back which are a health hazard of loose falling branches. Advice staff need to be much more accessible. i understand that 5 floors of the Council are being rented out - surely now that people are working from home more you can rent out more space
- This question cannot be answered sensibly without specific information pertaining to the exact budget challenges that Enfield faces. Publish documents that show in resonable detail the current expenditure and budget as well as the income that is expected in 2021/2 and then ask the questions with deytails of where you intend to change the budget and by how much. This is turning into a typical council "consultation", i.e. no proper information on which to base an informed opinion. Do the job properly.
- None
- stop charging the £65 for collecting garden waste.
- Too much benefits paid to people who are capable of working or on translators. Speaking as a child of immigrants from the 60's they were made to learn English. Why has that changed? Why can young people not work but able to use benefit money for drugs? Too many people milking the system. The answer is right under your nose but it's too easy to make people redundant rather than do the long term benefits! I'm pretty sure you'll just ignore this as it's too honest!
- As stated in the preamble to this survey, all matters to be considered in the savings list should be open to further public opinion and scrutiny. The present proposal list identifies increasing income and reducing costs for certain services as a single cash saving policy whereas these two methods could involve completely different processes and resultant impact on delivery of each service. Similarly, reducing staff involved with providing services or changing contracts may improve efficiency whilst potentially still delivering the same or better service, however simply culling staff numbers or engaging cheaper contractors would likely reduce service provision. In my opinion the combination of these methods in proposals and the multiple choice questions within this survey means it will be impossible to get a clear view of public opinion on specific management policies from the survey results. All the actual proposals for changes affecting services must be made clear in the public domain before a true picture of public opinion can be obtained.
- Take out LTNS and other unneccessary expenditure
- I am concerned that the savings include a reduction in the Children Centre Service, I have been unable to find any detail on what exactly this entails but research has

shown that the withdrawal and reduction of early years provision in the past has had a detrimental effect on children's lives. I am also perturbed by the proposal to introduce staff efficiencies in both Adults' and Children's services as social care is widely recognised as being overstretched by organisations including the King's Fund and the LGA so I believe that it should be protected from any cuts.

- Your budget saving proposal quite frankly is a nonsense . It's more like the sort of thing somebody would scribble on a paper napkin whilst eating a Big Mac. It requires granularity in proof of savings, and benefits and generally more substance.
- Whilst I appreciate this pandemic has made it very challenging for Enfield council households are also experiencing the same financial issues and hardships . In our household my husband has been made redundant due to Covid 19 . It would be extremely helpful to not increase the council tax this year to give everyone time to try and to claw back the loses we have all experienced .
- In this survey, there are no specifics. How can we possibly comment on cuts on general? You should provide specific examples. E.g. Should we have fewer libraries? Should we insist that supermarkets provide labelled recycling facilities for excess packaging? Should we charge for incoming phone calls?
- I appreciate this is a tough time and I feel Enfield Council have done well in the face of adversity. Fight really hard for more Government funding. Mobilise residents to support this action.
- Encourage voluntary groups to have their own lotteries by facilitating their registration. This could raise income so they have to rely less on council top up funding.
- No.
- It is not possible to form an opinion because you have not told us the impact of these proposals on front line services. The presentation of these proposals is very poor. Phrases like "Increasing the income we receive and/or reducing costs of certain activities and services" are meaningless. This attempt at consultation is pretty meaningless as a result.
- Perhaps the Council should look to freeze pay awards and recruitment to current (non vital) vacancy positions this year to save jobs (and reduce the financial burden on the council). Consider increasing revenue through the management of Council assets. Review and renegotiate current contracts with external suppliers/outsourced service providers (or bring services in-house to get better financial controls and ensure the monies spent are put back into the local economy and jobs).
- One saving I would suggest although quite small in the overall budget scheme of things , is stop replacing local street/road signs unless they are totally illegible . one such sign is ' LAKENHEATH' (Oakwood) which is an original cast iron name sign probably 70 years old and can still be read very easily
- The impact of years of austerity makes the councils ability to maintain good quality services for all very difficult. The council leaders must continue to strive to get this message across to our government and strive for increased devolution of budgets and responsibility.
- Youth Services - I would like to see a focus on youth services, not just maintaining the budget but improving it to compensate for the effect on youth mental health of lockdown and lack of educational opportunity, especially for those who are already

deprived and have no access to online learning since schools and libraries have been closed for long periods Climate Action Plan - I would also like to see a focus on funding for the Climate Action Plan and particularly on Recycling for Flats and in public places. Recycling is key to the Mayor's targets for zero carbon emissions. However the recycling percentage of household and business waste in the borough seems to have been dropping off for some years now and the London Mayor's target of 50% by this coming March looks nowhere near being met - this is quite low considering we run out of landfill in the UK in 2026 - we should be recycling 70% at least by now. I note you are expecting to save 700m on Waste but I am concerned as to how this will be done. I noted also there was a huge increase in fly tipping when the Recycling Centre at Barrowell Green closed because this is the only Recycling centre in the borough. Greening - I would also like to see the Council promoting citizens' involvement in greening the streets with trees and mini-parks, planting trees and becoming Friends of Parks which will help with carbon sequestration. LTNs - I think we need a budget for air pollution monitors for citizens to monitor this and measure the difference between the internal quiet streets and the main thoroughfares which now have more traffic jams and increased pollution, causing much chaos and disagreement in the communities involved

- Create opportunities for people to put back into the Enfield economy rather than just cutting them. Stop selling land which is critical. Our parkland have proven our only sanctuaries in this pandemic and have saved the mental health of many residents.
- Feel extremely sympathetic to the decision making process but realise the country as a whole has to make huge savings, I feel many people will not be able to afford huge increases in council rates. A friend suggested swimming pools would have to be one cut as very expensive to run and not used by majority of population but this would be such a sad decision for children who must be taught to swim? I have always supported libraries and whereas some areas use volunteers I find Ordnance Road library (which I use) is often very busy in particular by people using computers. And it does provide a quiet spot to study. I do not know if gym and leisure centres are self financing? If so this is an area that would have to be looked at. Street cleaning is essential, we try to keep our street clean but we have many disgusting people in EN3, could Community Service people be bright in to try to clean parkland, and the River Lea, Ramney Marsh to waltham cross is disgraceful. Homeless living under motorway bridge too which is so saddening to see. Refuse collection in Enfield is good. Not enough people recycle. I feel it is ignorance and laziness. Lights on during night, do appreciate this as feel it helps towards cutting crime but is it expensive ?
- Reduce the number of councillors. Reduce Members Allowances. Cycle Lanes are poorly used (remove them). LTN are diverting the traffic elsewhere. LTN are gating off communities (creating private gated communities and dividing the borough into the have and have nots).
- Council Tax has gone up so much. DO NOT INCREASE THE TAX. It is unbelievable that Council Tax has reached the highest in the borough's history. Poll Tax would not have been this much. Not getting much service for the money paid through Council Tax. Where is the money going?

- This council needs to get its house and priorities in order, it is existing in a fantastical bubble. The local community are fed up with dishonesty and refusal to take responsibility. The clock is ticking till the next election. Perhaps your ridiculous majority will be severely impacted by your contempt for those you are supposed to serve. Cautionary tale..... take note!
- I understand that the council needs to make savings but when money is being spent on vanity projects such as the LTNs and we are hearing of the huge pay rises the council leaders have awarded themselves and the nepotism that is going on in the council, it is very hard to be sympathetic to the council's plight
- I believe one area that always falls short in the delivery of services is where contracts for the supply of goods are not regularly monitored to ensure value for money. Contracts may not be properly drawn up to ensure the Council has the ability to cease the contracts that do not meet what should be the delivery of good value services. Monitoring and review should be key to any service provision.
- You have not mentioned staff salaries. You have for two years now awarded astronomical salary increases to selected staff and councillors. These were well above inflation. This is when the country is at its knees. Outrageous!
- Please stop the LTNs happening around the Borough. We need good air quality throughout the borough of Enfield and not just better quality in some areas of Enfield with other areas suffering as a result due to those areas having worse air quality "Blocking the roads and reducing access to popular driving routes does NOT help with pollution, safety or any of the above. Pollution is just diverted to main roads. The same number of cars are on the road thus the same amount of pollution. This LTN scheme only moves the average distribution of pollution to specific hot areas on main roads. Not only that, it makes busy main roads even busier. It's a very simple fact (undeniable even) that cars sitting in traffic causes more pollution and more noise than flowing cars. As previously stated, let's use money in more important places i.e people in vulnerable or dire situations that require financial help due to the global pandemic.
- The Government really needs to step in with further central funding to alleviate many of the issues the council are experiencing at the moment, and in the future. Alternatively, the local council may have to re-employ staff who have recently retired, so the costs will be reduced paying for those services to be covered.
- Look at where you are spending the money! Wasteful contracts, projects the majority of people don't want, bending over for big business and not caring what people actually want. But what's the point you don't listen to what the people of this borough want anyway
- Hugely concerned the poorest, disabled and most vulnerable will bear a disproportionate impact of the cuts. People complain about bin collections but don't think about a stroke victim, person with dementia or a person with learning disabilities/autism and the plight of further cuts/ charges on them and their families. It is simply not humane to target these groups. They are an easy hit because they generally don't protest but the 'bin ' brigade are very vocal. Please protect our most vulnerable residents.
- Not really. I was particularly to see the anticipated savings in the budgets for people with learning disabilities, and would suggest that this might not be achievable in view of the increasing number of those requiring these services. I would certainly

hope that the L.A. increases Council Tax as much as it can, so that this might go some way to avoiding cuts to services for the most vulnerable.

- This is not a very helpful survey as your info is too vague!!
- Stop coming up with schemes like LTN, focus on the important things. Stop trying to make work for yourselves to justify a budget
- More in to frontline services that help our community and less into manager salaries. Freezing salaries over a certain threshold
- It is extremely difficult to give informed input when the savings proposals are given in such broad categories, with no details on what each item involves (some are particularly alarming -- but could also be harmless or beneficial, depending entirely on the details, implementation and the choices made by the decision-makers). I very much understand the pressures on the Council budget, and certainly do not want to exclude broad categories from savings where they can be made without hurting people. But with this consultation I have had little choice but to appear to reject whole categories and areas of savings because of how alarming and potentially damaging some of the items may be, without information and details on what the impacts on people would be. Another concern with this consultation is that it only asks us about the negative impacts on our own household, when we ought to be considering also the impacts on the citizens of the borough as a whole, as these changes will in the end affect all of us.
- Really worried that elderly/ disabled and their families will suffer these cuts again. I have already given up my job to provide care reducing my income and now I see that further cuts will mean carers like myself will suffer these cuts as hidden people. Is this a council that really cares about the poorest and weakest?
- Another fairly meaningless consultation. Please do better!
- Please make the maximum increase to Council Tax, which you are able to do. Enfield had a large number of very affluent residents. They have saved money on their expensive holidays, I assume! I am proud that Enfield has always been a 'caring' L.A., and expect to see this continue. Do not penalise the most disadvantaged people in Enfield to save money for the more affluent residents.
- Not paying senior officers 19% pay rises but offering the one person salary increase of 30k elsewhere in the service for junior members of staff who do the day to day running of services
- The proposed cut seem to heavily rest with adult social care: 'Staff efficiencies in adult social care' - please can the council detail what this exactly means - social workers. Front line care workers? 'Increased income through fees and charges for chargeable adult social care' - at the same time it seems the quantity and quality of services will be reduced but vulnerable adults will be expected to pay more. This does not appear to be fair. 'contracts in adult social care will be recommissioned to deliver savings and efficiencies' - not sure there are any efficiencies after 10 years of austerity and the recommendations of Ernst and Young a few years back. E&Ys impact on social care in Enfield was to make people lives even more impoverished but they earned eye watering sums of money targeting the most vulnerable. I think Enfield needs to explain what efficiencies and savings can be made without impacting negatively on this group. 'Increased income through means testing of some adult social care services(with some exceptions) and through annual review of fees and charges- Can Enfield council explain what this really means because adults

social care is already means tested in line with DOHSC guidance and local policy. How can you charge more if people are already on the minimum income guarantee? Do you plan to ignore the MIGs? Maybe you will target disability related expenses instead. Disability related expenses are not fairly considered in many cases, therefore, the council already 'earns' more from the most vulnerable than it should. This is a Labour council taxing disability and vulnerability. The adult social care charging service is ruthless and unethical in the treatment of charging in some instances. Some officers make up rules as they go along. It is impossible to challenge charges fairly but the disabled are treated as undeserving scrounges that should give up every last penny to Enfield council. Who else in society has to document and justify every pound of their meagre income to officers who scrutinise the finances to decide if you can be left with enough money for the basics and even a modest holiday. These officers sit as judge and jury on how disabled people spend their money and now will be expecting even more revenue. Please do not tax disability. The disabled should not be paying for COVID. Look at Hammersmith & Fulham who have abolished all charges for home care services for older and disabled. 'Increasing income we receive and / reducing costs of certain activities and services' - what does the council really mean by this? Examples of what can be reduced? The elderly and disabled have suffered terribly during this year and are looking forward to returning to their activities and services but is Enfield council using COVID as an excuse to reduce activities and services? Just because people can't use services at present doesn't mean they should lose these valuable and vital services once COVID eventually improves. At the moment there is a myth created by some officers that vulnerable people are happy to reduce their day services when they reopen in favour of sitting at home seeing people virtually. I would suggest what COVID has taught us is that vulnerable isolated people would benefit from additional services via zoom in the evenings but still need the social and human contact of day services. Needs must be met. I fear the councillors will just agree all these cuts without any searching questions or alternatives. They will just blame central government without seeking to be more innovative locally..

- The questions are very vague. If asked a question about cuts or changes to a specific service then I could answer more meaningfully. I have only just been made aware of this consultation and I am completing on the last day. I do not recall any publicity for this consultation. As far as I know it hasn't been mentioned on any council publicity flyers or community groups. In previous years the council has advertised consultations via various forms of communication. Personally I do not feel the proposals will affect me too negatively because I do not use social care or other areas highlighted but these changes may affect me in the future. Has the council made any attempt to consult the most hard to reach, those who may be more severely affected by the proposals? Without proper wider consultation I think this consultation is just ticking a box. How are those without internet access supposed to engage in this consultation which has had zero publicity? The Labour group will rubber stamp the proposals. No one in the Labour group will speak up against any of the plans or dare to abstain otherwise they will face disciplinary action. This is not democracy nor a council that cares about the poorest people. Is this council for the many or the few? Please evidence how those without internet have been consulted.

- Worried about impact on our disabled family member who has already suffered cuts and pays too much for services. Our family member is left with very little to live on after paying Enfield council si reductions and cuts in services are scary
- Ensure social care and law & order do not suffer.

OVERVIEW & SCRUTINY COMMITTEE - 4.2.2021

MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON THURSDAY, 4 FEBRUARY 2021**COUNCILLORS**

PRESENT (Chair) Susan Erbil, Achilleas Georgiou, Edward Smith, Hass Yusuf, Birsen Demirel and Elif Erbil

ABSENT Lee David-Sanders and Margaret Greer

STATUTORY CO-OPTees: *1 vacancy (Church of England diocese representative), Mr Simon Goulden (other faiths/denominations representative), Mr Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor representative) - Italics Denotes absence*

OFFICERS: Ian Davis (Chief Executive), Tony Theodoulou (Executive Director People), Fay Hammond (Executive Director Resources), Sarah Cary (Executive Director Place), Matt Bowmer (Interim Director of Finance), Doug Wilkinson (Director of Environment and Operational Services), Peter Nathan (Director of Education), Kieran Murphy (Director of Digital Data and Technology), Jeremy Chambers (Director Law and Governance), Claire Johnson (Head of Governance, Scrutiny and Registration Services), Andy Ellis (Governance and Scrutiny Officer).

Also Attending: Cllr Sinan Boztas
Cllr Joanne Laban (Leader of the Opposition and Conservative Group)
Councillor Nesil Caliskan (Leader of the Council)
Councillor Mary Maguire (Cabinet Member for Finance and Procurement)
Councillor Alev Cazimoglu (Cabinet Member for Health and social Care)
3 members of the public.

1**WELCOME & APOLOGIES**

The Chair, Cllr Susan Erbil welcomed everyone to the meeting. Apologies for absence were received from Cllr Greer following a family bereavement and Cllr David-Sanders due to illness. Cllr Boztas was acting as a substitute for Cllr Greer and Cllr Laban was acting as a substitute for Cllr David-Sanders.

All Members of the Committee introduced themselves and The Chair explained the purpose and format of the meeting.

2

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DECLARATIONS OF INTEREST

No declarations of interest were received.

3

LONDON BOROUGH OF ENFIELD BUDGET CONSULTATION 2021/22

- 1) Cllr Mary Maguire, Cabinet Member for Finance and Procurement, informed the Committee that Cabinet had met on 3 February and had agreed to recommend the 2021/22 budget and the 5 year Medium Term Financial Plan to Full Council on 2 March 2021. As required by law, the budget is balanced and Cllr Maguire summarised the details of the Cabinet recommendations.
- 2) Cllr Maguire welcomed scrutiny of the budget from the Overview and Scrutiny Committee.
- 3) Fay Hammond, Executive Director of Resources and Matt Bowmer, Interim Director of Finance, highlighted the following issues within the presentation. This is a resilient budget, that is sustainable each year, protecting services for residents. This year saw an in-year strategy in relation to Covid-19, including a review of fees and charges and reviewing reserves. This in-year strategy has helped the financial position of the of the Council for this year and will support the budget next year. Where Savings have been made, they will be re-invested in to service areas, for example, Adult Social Care.
- 4) There has been increased scrutiny of the budget this year via the Finance and Performance Scrutiny Panel.
- 5) Over the past 5 years, Enfield has become a more resilient Council. Although Covid-19 has had an impact on finances, Quarter 3 will see an in-year underspend, which will support or budget position next year.
- 6) The Council has continued to reduce the use of capital receipts and in 21/22, the level of receipts will be maintained at £1.8m.
- 7) The Council has continued to maintain the level of stable reserves which has increased to £44.9, which will help moving forward as the financial position is very uncertain.
- 8) The budget setting has 2 elements this year. The underlying budget is performing well, served by the savings that have come forward. The pressures relating to demography have been met by a modest increase in grants and the increase in Council Tax of 4.99%. The pressures have been off-set by savings of £12.997m, which puts the Council in a surplus position. However, the impact of covid-19 on finances has to be considered, the £18.6m of government grants is welcomed, however, this grant does not fully cover the pressures and a gap remains. In relation to Business Rates, 2021 saw a considerable amount of support for businesses. The Spending Review and Local Government Finance Settlement have no support for business rates, leading to a £4m pressure in Enfield.
- 9) On the Covid-19 side of the budget, there is a £10.2m deficit which will be addressed, in part, by the use of a reserve for Council Tax, taking the deficit back to £7.1m, bringing the budget overall in to balance.

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- 10) Moving forward, the 2022/23 pressures include a £14.5m reversal of 2021/22 Covid-19 pressures.
- 11) There is a lot of uncertainty in the budget, including uncertainty with grants in the medium term and no long-term solution to funding for Adult Social Care.
- 12) The level of reserves going beyond the Medium-Term Financial Plan, still indicate that Enfield will be a resilient and robust Council.
- 13) Engagement has included an on-line questionnaire, with information on the budget being more accessible, following feedback from the process last year. The engagement process ran from November to the end of January. The number of responses improved from the previous year, with 150 responses received. There was a range of promotional activity through the council website and social media.
- 14) The confirmation of the Local Government Financial Settlement was received on 4 February. The comments of the Overview and Scrutiny Committee will go to Full Council on 2 March, with the Chancellor's Budget being on 3 March 2021.

At the request of The Chair, Cllr Birsen Demirel provided a brief summary of the presentation of the budget to the Finance and Performance Scrutiny Panel in November 2021. It was noted that

The Chair then asked Members for any comments and questions.

- 15) In response to a question about income generation opportunities, it was noted that a mid-year review of fees and charges had been required to mitigate loss of income, especially within the Place Department. However, innovation has also been evident, for example, offering visa verification within libraries and developing bundling income.
- 16) The example of Croydon Council was highlighted as an Authority that had failed in the budget process. It was confirmed that Enfield were never in a similar position, having taken great steps to ensure a resilient budget is maintained, with any borrowing being within prudential indicators.
- 17) Reserves have only been used in an emergency, for example, in response to the pressures of the pandemic.
- 18) In response to Covid-19 in the current financial year (i.e. 2020/21), the Council has generated £6.2m of in-year savings, following a restraint on spending. The original plan was to draw down £1.5m of reserves this year, but that is no longer necessary. In addition, a corporate contingency of £3m has not been required to be used, further strengthening the budget position for next year.
- 19) It was confirmed that capital receipts can only be used for transformation or one-off purposes. Any allocation of capital receipts will fund transformation projects that will generate money in the longer-term. The Council ensure that core services are not funded by capital receipts, providing resilience each year.
- 20) In response to a question on the Public Health Grant it was confirmed that this year's grant had been fully allocated, providing a number of commissioned services such as smoking cessation, teenage

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pregnancy, sexual health and tackling obesity. There is cross-party agreement that Enfield is underfunded in this area, receiving £50 per head, with Haringey receiving £72 per head and Islington receiving in excess of £100 per head.

- 21) In relation to the consultation process, the improved response rate was noted. In addition, the general questions were more accessible and meaningful to the public, resulting in some very detailed answers. However, to ensure the implications of some of the comments were fully appreciated by the public, it was suggested that the interactive element of the consultation process, the budget simulator, be re-introduced. In response, the budget simulator only attracted a minimal increase in participants and was not deemed to be value for money. Some of the comments received were not necessarily related to the budget, but all responses will be reflected upon.
- 22) The 3% precept for Adult Social Care would generate £3.8m and will fund existing services. It was noted that the report gives very little detail on this area.
- 23) The Climate Action Plan includes projects that won't cost money in the longer term, for example, the proposals for LED street lighting. The Council is investing in schemes such as tree planting in Chase Ward. Housing developments are constructed in the most environmentally friendly way, however, there is a cost to this and Central Government are lobbied for additional grant funding.
- 24) With increasing unemployment, more people become eligible for the council tax support scheme, which has created a predicted budget pressure of £13m. There are currently 40,000 families in Enfield in receipt of council tax support and 21,000 people on furlough.
- 25) The quarterly monitoring process will now include reporting on Council Tax Income, Council Tax Support Scheme and Business Rate Income throughout the year. Review of the top 30 business rate paying companies in the Borough has resulted in a provision within the budget for a loss of business rate income as this is an area of potential risk.
- 26) Savings attributed to Temporary Accommodation Services will also be monitored closely as the economic impact of delivering that saving is noted.
- 27) It was noted that a saving of £500k had been identified within building maintenance and that a lot of Place Department savings relate to consolidation of the property portfolio over time. The saving will be achieved as a result of efficiency savings and expecting less maintenance to be required as the Council take control of newly refurbished buildings.
- 28) Following clarification on the position of reserves, it was confirmed that a total of £5m of reserves would be used in 2020/21. The reserve figure of £1.9m would not be used in 2022/23, however the Collection Fund Smoothing Reserve will be used over the coming 3 years.
- 29) A discussion was held on the use of the phrase 'sustainable-in-year' and whether this intimated that the budget was not sustainable long-term. It was commented that to achieve a sustainable long-term budget, there had to be a sustainable-in-year budget also.

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- 30) A comment was received that given the fragility of Local Government Funding it was right to use reserves for one-off costs relating to the pandemic, however, reserves should not be used for on-going costs.
- 31) The Children, Young People and Education Scrutiny Panel received a report entitled 'Empowering Young People' which stated that The Council will fund additional Police officers to cover housing estates and additional CCTV but there is no reference to this in the budget. It was confirmed that the Police Officers would be funded via the Housing Revenue Account and further information would be provided by Housing Officers. CCTV will go into areas such as Pymmes Park, Durants Park and around secondary schools.
- 32) The Government Lower Tier Grant of £362k will be used to support the underlying council budget.
- 33) It was confirmed that agency costs are being reviewed and they have decreased and will continue to decrease. It should be noted that some agency staff are covering for staff suffering from covid-19 or in self-isolation.
- 34) The amount of money the Council are required to pay in interest charges on their investment is approximately £8m and is included in the budget. The Council borrow money to invest in the borough, for example, homes and infrastructure, which will provide a return.
- 35) There is a potential development of a new crematorium and part of the budget includes a predicted income of £1.544m.
- 36) An increase in planning fees and charges will see an improved service provided.
- 37) The predicted level of income generated by meanwhile use at Meridian Water has been reduced.
- 38) It was confirmed that the Holly Hill bunding project has been returning good levels of income.
- 39) The homes provided by Enfield Innovations have all been sold, however, some may remain unoccupied with difficulties moving home during the pandemic.
- 40) It was confirmed that Energetik have received the £5m Heat Networks Investment Projects Grant.
- 41) In relation to Member's Allowances which appear as a pressure within the Chief Executive's Department, it was stated that with additional responsibility comes an additional allowance, however, no member is obliged to take it.
- 42) A comment was received relating to how the contingency figure of £3m was calculated. It was confirmed that aspects such as an overall risk within Temporary Accommodation of £1.5m would be used in the calculation. It was emphasised that the contingency figure is in place to manage risk, not balance the budget.
- 43) The saving of £750,000 within the Adult Social Care Budget was noted and it was confirmed that as a result of Covid-19, the Council have been forced to operate differently and as a result, a number of agency staff will be released, without impacting on service quality.
- 44) Borrowing costs were clarified as including £8.7m in interest costs but in addition to interest costs when financing, there is also the Minimum

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- Revenue Provision figure of approximately £10m, which gives a combined figure of approximately £18m.
- 45) Borrowing can generate income, for example, the Genotin Road site will generate £1.5m for the budget next year.
 - 46) To ensure the Council's spending plans are sustainable, a 10-year Treasury Strategy and a 10-year Capital Strategy has been devised. This is in excess of the CIPFA requirement of 3 years.
 - 47) All of the borrowing costs are reflected in the Medium-Term Financial Plan.
 - 48) There has been a delay to the re-set of business rates nationally. The Council are likely to benefit from the re-set but this is not predicted to occur before 2022/23.
 - 49) The full schedule of Fees and Charges will be provided within the report to Full Council. A benchmarking exercise highlighted that there was good cause to increase some fees and charges above the current level of inflation.
 - 50) A saving of £3m is attributed to staff restructuring, however, it is not possible to put a figure on the number of redundancies required as some of the savings relate to agency staff and vacant posts. Staff who may be at risk of redundancy will have access to redeployment opportunities. The Trade Unions are kept apprised of all the emerging plans.
 - 51) In response to a question on how Enfield performs in relation to neighbouring boroughs, at least 75% of London Boroughs will be proposing to take the maximum in council tax and the adult social care precept to support their budget provision. Many councils are in a difficult financial position in-year as a result of the pandemic.
 - 52) Benchmarking was undertaken with similar sized councils and Enfield appeared in the lower quartile of every service area. However, as we are a low funded borough, providing good services, we provide value for money. This benchmarking information will be shared with the Finance and Performance Scrutiny Panel.

The Chair provided a summary of the meeting and thanked Cabinet Members and Officers for providing a detailed budget. The minutes of this meeting will form part of the agenda for the next business meeting of this Committee to be held on 17 February. The agreed minutes will then form Appendix 5b of the Budget Report to Full Council on 2 March 2021.

4 DATES OF FUTURE MEETINGS

The dates of future meetings were noted.

Summary of Budget Risks

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

- Corporate
- Service Specific

CORPORATE RISKS

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

- **Impact of Covid-19**

The Covid-19 pandemic has created an unprecedented level of pressure on the Council's budget. There has been an impact on costs, lost income, and reducing funding from both Council Tax and Business Rates. Although government funding to support the impact of Covid-19 has been welcomed, the total estimated costs are not fully covered.

The longer the Covid-19 pandemic continues to impact on the Council's expenditure and income, the greater the potential financial risk. These risks include: the impact of the general economic downturn on income levels; increasing care needs across Adult Social Care; increased costs of Temporary Accommodation as the eviction ban is lifted; increased need in Children in Care; ongoing loss of income. Also the impact of the change in workstyles brought about by the pandemic is still unclear.

- **Current Economic Climate**

Enfield Council faces a general financial risk if businesses fail in the borough, which is heightened in the current economy due to the Covid-19 pandemic. This would result in a loss of rental income, which would also be incurred by businesses moving out of Council owned commercial premises, and a loss of business rates. The current economic climate risks losses of other forms of income to the Council and increased difficulty in income collection. There is also an ongoing increase in the number of residents reliant on Council services.

- **Brexit**

The Council set up a Brexit Panel which first met in December 2018 and has continued to meet regularly since then. This group was established to advise the council on managing its response to the UK leaving the European Union. Workstreams have been set up to research the likely impact of Brexit on council services and local residents. Any identified risks are recorded in a risk register with recommendations of mitigating actions made by the Panel to Cabinet. As the impact of Brexit is consolidated over the coming year these risks will continue to be monitored via the Panel.

- **Spending Review 2020 and Changes to Local Government Funding**

As was the case in 2020/21, the settlement for 2021/22 is only a one year settlement so there is considerable uncertainty about funding beyond 2021/22. There are major changes pending within local government finance with the Fair Funding Review aiming to establish new funding baselines for local authorities. The Business Rates retention scheme is also undergoing significant changes, and this is a substantial income stream for the Council. Proposed changes to the distribution formula for government funding will inevitably lead to winners and losers unless the overall funding pot is increased. The green paper on the future of Social Care funding is also still awaited, increasing uncertainty over future finances. All of these developments awaited by local government have been delayed in recent years as the Government has been focused on other emerging issues such as Brexit and the Covid-19 pandemic.
- **Retention of Business Rates**

The future of Business Rates Retention is uncertain. The Government has been consulting on it and delays are being experienced in taking it forward. In general, increased business rates retention for local authorities transfers the risk from lower yields to local government. There are safety net arrangements, but local authorities will still need to bear a share of any shortfalls. Enfield were part of the pilot London pool for business rates in 2018/19 (100% retention) and again in 2019/20 (75% retention). Pooling continued between London Boroughs in 2020/21 although not in a pilot scheme, but for 2021/22 the pooling arrangement will be suspended due to conditions making it unviable.
- **Litigation and Legal Actions**

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

One of the main risks to the Council's budget relates to the uncertainties surrounding demographic change. The birth rate has increased and residents are living longer, with greater levels of disability, and have greater expectations of independence, care and achievement. Assumptions have been made in the budget about the likely increases in demand for services, particularly in respect of social services clients (both adults and children).
- **New Savings included in the 2021/22 Budget**

New savings and additional income totalling £9.623m have been identified for 2021/22 (plus delivery in 2021/22 of £3.374m of savings agreed from previous years). Although the savings have been scrutinised and the proposals have been assessed as viable and realistic, there is still an element of risk involved in their achievement.

The risks in relation to the achievement of the savings have been taken into account in setting the level of contingencies and general balances. Monitoring the achievement of these savings will, as in previous years, form an integral part of the 2021/22 revenue monitoring process. If required, appropriate action will be taken to ensure that they are delivered, if not the first call will be a review of other savings measures to compensate for any shortfall, failing this reserves and balances will be considered until the savings levels are fully implemented.

- **Changes in External Factors such as Interest Rates**

Interest rates are outside the Council's control and therefore represent a continuing area of significant risk. An Interest Rate Equalisation Reserve has been in place for several years to reduce the effect of fluctuations in interest rates and this reserve will be used in a planned way to support the MTFP. Interest rates will continue to be closely monitored and planning assumptions will be updated as required. Although the low interest rate environment especially in short term rates gives a reduced return on investment it also does allow the Council to borrow at historically low rates which has resulted in savings in interest costs over the past three years. The Council is, however, aware of the risk that interest rates may start to rise and is taking advantage of opportunities to fix into longer term low interest loans.

- **Inflation and other Cost Increases**

Staff pay represents a significant proportion of the Council's expenditure. Consequently, variations in pay levels represent a significant risk. For 2020/21 a Local Government pay freeze was announced by the Chancellor with the exception of those on lower salaries. An estimated cost of £1m has been included in the MTFP for this in 2021/22 with further annual amounts of approximately £2.5m (representing a 2% increase in each year) in each of the remaining 4 years of the MTFP. It should also be noted that the Council works in a range of labour markets, and supply and demand in London is pushing up costs in certain sectors. The mandatory living wage introduced from April 2016 has also put pressure on costs to the Council from external suppliers. In addition, in order to make savings, departments have been required to contain inflationary pressures in most areas of the Council's spending. Once again in 2021/22 departments have been asked to contain price inflation. This could be a financial risk, and the revenue monitoring process for 2021/22 will be important in the early identification of any potential cost pressures.

- **Increased Costs of Waste Disposal**

The MTFP reflects the changes in the North London Waste Authority (NLWA) levy to cover the estimated cost of the North London Heat and Power Project (NLHPP). This project will build a new Energy Recovery Facility in Edmonton, replacing the existing Energy from Waste plant at the EcoPark that has served North London for around 50 years but is coming to the end of its operational life. The estimated cost of building this new facility will significantly increase the Council's NLWA levy requirement and, as with all major construction projects, comes with significant risks. Whilst the provision over the 5 years of

the MTFP aims to meet these increased costs, as with all major projects there is a risk that estimated costs could rise further in the future.

- **Income, including Fees and Charges**

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

- **Future Revaluations of the Pension Fund**

From the actuarial Review in 2019 it was found that the funding level of the pension fund had improved since the last valuation which allowed a drop in the employers' contribution rate in 2020/21 from 24.8% to 20.2%. The Pension Board will continue to closely monitor the position on the fund as this may affect the future contributions required from the Council.

- **VAT Exemption Limit**

As a Section 33 Body, the Council is allowed to recover VAT on expenditure related to its exempt supplies & services, **provided** this VAT amount does not exceed 5% of total annual VAT expenditure. This is known as the 'Partial Exemption Threshold'. Theoretically if the Council breached this threshold it would be unable to recover VAT on any of its expenditure, but in reality there is little risk of this happening.

- **Bellwin Scheme**

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

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

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

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

The Government's changes to the benefit system have continued to impact on the Council's budgets as Housing costs paid through Housing Benefit have continued to reduce. Collection rates for rents are impacted and the challenges caused by Universal Credit (UC) are being experienced. The yearly additional funding received for UC burdens continues to be less than the reduction in Housing Benefit Admin Subsidy, so overall funding is reducing. There is also additional work generated dealing with UC with approximately 13,000 households in Enfield now receiving it through natural migration following a relevant change. The rate at which natural migration has occurred has accelerated due to Covid-19 impacts. Managed migration to UC had been due to start in July 2020 and be completed by 2023, where those on remaining legacy benefits would be targeted to claim UC. However, this has now been delayed with no new date determined.

As a result of more households receiving Universal Credit, the LHA rates increasing (affecting rents to increase) plus unemployment rising, more households have been impacted by the benefit cap causing more shortfalls in Housing Benefit and Universal housing costs. With Universal Credit, those affected by the benefit cap are not known to the Council, and the DWP will not share this information. Enfield has one of the highest number of households affected by the benefit cap. Not knowing the details held by DWP to proactively help reduce rent arrears will lead to more homelessness.

Combining this with Enfield's challenging housing market and the demand for homelessness services, housing support and Children's Services 'no recourse to public funds' services, costs will continue to rise as a result.

SERVICE SPECIFIC RISKS

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

Schools and Children & Families Services

- **Demand Led Services**

There are a number of areas within the Department's services that are statutory, and demand led. This means the service must be provided if the client meets the relevant criteria. Examples include supporting the placement of children with special education needs in independent and out of borough settings, purchasing care packages for vulnerable children, paying Special Guardianship Order allowances and increasing the number of pupils in primary schools. These budgets are at risk from changes in the numbers of children requiring services. The number of referrals of children possibly at risk remain high. This can lead to increases in Child Protection Plans as well as the number of placements needed. Children's Social Care budgets have been prepared based on known levels of activity, demographic forecasts and historical trends. However, these factors, plus changes in welfare benefits, social economics, market factors and population increases will continue to pose a risk because they cannot be fully quantified at this stage, particularly in respect of looked after children. Whilst additional resources have been included in the budget reflecting forecast demand, the following demand led areas have experienced pressures this year, that may continue in 2021/22.

- **Looked After Children**

Historically, the number of looked after children in Enfield have been and remain low in comparison with other local authorities. However, with the growing population in Enfield, the knock-on effect is likely to result in additional children and young people being taken into council care for their protection. Indeed, there has been an increase in the number of children being received into care over the last few years. Whilst all measures have been taken to control the costs of placements, this is not always possible due to the challenging nature and needs of the individuals which require very high cost specialist placements. There has been a significant increase in high cost placements, such as Residential and

Secure Remand. In addition, the complexities of the cohort increased, and more young people are placed in specialised or highly staffed accommodation provision.

In addition, the Covid-19 pandemic has led to an unprecedented situation whereby a high level of care proceedings have not been able to conclude within the required timescales. The impact of this has been that children have continued to be looked after by the local authority longer than needed. There has been a need for expert assessments to be updated, additional pressures placed on the contact centre for supervised contacts to continue between children, their birth parents and siblings. This has increased caseloads, requiring additional social workers and in turn, interim agency social workers have had to be recruited to support continued service delivery. It is not envisaged that this situation will change any time soon.

Furthermore, the pandemic and restrictions placed on the public has created increased pressure and tensions within home environments with increased domestic abuse, alcohol/substance misuse and family breakdowns. It is anticipated that this situation will not settle for some time and will likely lead to an increased number of children becoming looked after.

- **Parent and Child Assessments**

The number of Parent and Child Assessments have increased, and these families are often placed in an expensive Parent & Child residential unit for a Parenting Capacity Assessment, where they often remain until the final hearing. Recently, due to delays in Court, the timescales shifted causing pressure on the budget. This has led to some families staying in the residential unit for up to 26 weeks.

- **Children's Residential Homes**

There has been an increase in looked after children with complex needs and challenging behaviors. This has led to a considerably higher cost of residential placements, with increased support often requiring 2:1 or 3:1 'round the clock' staffing.

In addition, residential care is a 'seller's market' as demand outstrips supply, hence the providers can charge a high weekly fee for a placement. This market position puts a high level of pressure on the budget as these placements are often the highest costing placements within the department.

- **Special Guardianship Orders**

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

The Covid-19 pandemic has led to an unprecedented situation whereby a high level of cases in the courts with plans of Special Guardianship have not been able to conclude within timescales. As a result of this, SG addendums have been requested by the court in some cases which has placed additional financial pressure on the budget.

- **Leaving Care**

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

Provision of accommodation support remains the main pressure for the budget. This is currently being mitigated by the expectation for all Care Leavers who are 18 or over, entitled to public funds and living in a placement provided by the service to contribute towards their rent via a benefit claim or employment.

- **Former Unaccompanied Asylum Seekers**

Many children present as unaccompanied asylum-seeking children (UASCs) and the local authority supports them fully as looked after children using funds from the Home Office to cover the costs. When these young people turn 18, they are eligible for support as care leavers until their immigration status is finalised. If the Home Office decision is negative (they have not been given leave to remain), the Home Office funding to the local authority ceases at the point the initial decision is made. There are significant financial pressures as Enfield continues to support young people until they have exhausted their appeal rights.

The COVID-19 pandemic has had a negative impact on the Home Office, with regards to delays in processing asylum claims. This means that the Former UASC are unable to access any benefits, falling into the local authority's responsibility for all financial support in the form of weekly payments for their subsistence and accommodation costs.

- **In-house Fostering**

As there has been an increase in the number of children being received into care over the last few years, the demand for foster placements has increased. This has resulted in more fostering allowances and other costs relating to maintaining a foster placement. The rise in Family and Friends (Reg. 24) placements causes an extra pressure as each placement is supported with an allowance and other

costs relating to setting up such a placement. In addition, Enfield has had to consider enhanced payments for foster carers who are caring for children and young people with significantly high needs. These include complex medical needs, disabled children and children with severe behavioural challenges.

Enfield aims to support in-house foster carers as much as possible as the alternatives are far more costly, i.e. independent fostering agency carers or residential placements. As more children come into care, the prospect of them having additional needs is high. Furthermore, there is an increase in older children needing placements and they usually have more challenging behaviours than younger children do and thus require additional support being provided to the carers such as respite care.

The delay in Special Guardianship cases being concluded in the courts has had an impact on the fostering allowances converting to more cost-effective SG allowances. As a result of this, allowances within the service remain high and with the continuing demand for fostering placements, there is no prospect of this changing in the next financial year.

- **Joint Service for Disabled Children**

The demographic projections predict a significant increase in children with Special Educational Needs and Disabilities (SEND) in the borough. There is an increasing demand for short breaks and family support, both in terms of the number of families, the level of support required, and the expertise of support staff needed to meet the complex needs of children and young people.

During the pandemic the service has been required to respond with additional support to families, given the considerable pressures they have faced. This includes:

- supporting families where children are clinically extremely vulnerable and unable to attend school or group activities due to risk of infection;
- where children and/or parents have been required to self-isolate on numerous occasions;
- where parents have tested positive for covid and need time to recover;
- where the lack of routine and structure has resulted in the child/young person displaying increased behaviours of concern.

It is anticipated that this demand will increase throughout 2021-22. In addition, the service will need to meet the additional costs of incremental direct payment rate increases. This investment would be required to ensure there is a robust early help offer to disabled children and their families, to prevent family breakdown and the need for costly placements.

- **Change and Challenge Service**

The service is currently waiting on the MHCLG's funding model details for 2021/2022. The current model gives up front funding to strengthen our Early Help offer and the other part of the funding is based on a payment by results basis. Dependant on how much funding Enfield is granted next year, this will potentially have a dramatic effect on service delivery within early help. Early help

referrals are steadily increasing due to the threshold of care in Enfield being quite high. Change and Challenge interventions are at the high end of Early Help. Change and Challenge and Parent Support services could be required in the future to restructure. This could mean less caseworkers able to offer interventions to some of the most vulnerable families in the borough. Early Help work closely with social care to deliver an efficient and smooth handover for the step up and step-down process, this has continued throughout the pandemic. Due to the pandemic we have seen an increase in staff being sick from work due to Covid or other illnesses that can also be Covid related.

- **Youth Offending Service**

Due to the demand led nature for remands of young offenders into custody, this continues to present a risk to the Council as the devolved remand budget from the Youth Justice Board (YJB) is not sufficient to meet the demand. It is not envisaged there will be a reduction from the YJB general grant for the next financial year but at this point the grant for 2021/22 has not been confirmed. Due to Covid-19, there may be an additional pressure on staffing costs if the service needs to hire additional agency staff to maintain business resilience.

- **Community Safety**

There is a slight risk external funding will be reduced due to fiscal pressures in both regional and national government, in order to manage the increasing amounts of national debt following high level of government expenditure during the Covid pandemic. However, the Mayor's Office for Policing and Crime (MOPAC) London Crime Prevention Fund and Violence Reduction Unit funding streams have received positive feedback initially.

The Community Safety Anti-Social Behaviour Team have been under pressure with an increase in reported ASB of 81% in 2020 in comparison with the previous year. Staff sickness levels are minimal currently but will not withstand extra absences from Covid or other reasons. Should the demand continue at this level, there may be a need for agency staff, for which there is no identified budget. Regeneration programmes reducing access to site CCTV equipment will incur additional costs, which will be higher if not factored into the planning stages. CCTV have a capital budget that will not stretch to unplanned items outside the Community Safety Unit remit. There is a risk that there will be costs to the wider Council.

- **Staffing**

The Department's salary budgets include a vacancy factor, which recognises the potential cost savings as a result of staff turnover. This can be difficult to achieve in certain areas where it is necessary to maintain higher staffing levels in order to deliver safe essential services, although some vacancy factors have been removed within some of the social work teams to ease this ongoing pressure. In addition, the area faces significant challenges in recruitment and retention of permanent social workers. The use of agency staff puts further pressure on the budgets. The continuing high number of referrals to the service has resulted in an increased pressure on staffing budgets and additional resources have been allocated to Children's services to address these pressures.

Furthermore, the Looked After Teams have had challenges with recruitment and retention so have had to recruit a high number of Assessed and Supported Year in Employment (ASYEs). These are newly qualified social workers who understandably require more support/guidance and case management direction than social workers who are experienced and are able to work more autonomously. This situation has placed pressure on Team Managers and Advanced Social Work Practitioners and the risk is where sufficient support is not available, there is the risk of increased staff turnover and increased need to backfill positions with agency workers until permanent positions are filled.

Schools Budget - Dedicated Schools Grant (DSG)

- **School places**

The provision of school places is continually under review and over the past 10 years the Council's Capital Programme has included funding for a primary expansion programme. From 2018/19, the pressure for additional places has passed to secondary schools and currently this increase in demand can be managed due to additional places in the borough being offered by academies. In the future, there could be a risk that the cost of providing additional places required will not be fully funded by central government grant, leaving the Council to meet any shortfall

- **Special Educational Needs (SEN)**

As the school population increases, the number of high needs learners has also increased and short and long-term provision for places is being assessed on an ongoing basis. There is a risk that this may lead to unfunded increased costs to the school's budget, as under current funding arrangements capital and revenue grant funding does not fully cover the costs of the additional places needed for children with Education, Health and Care Plans. There has been a significant increase in the number of pupils with SEN, particularly those on the autistic spectrum and with complex behavioural issues. These pupils are often placed in expensive, specialist independent provision whilst the authority works towards the development of more in house provision. With effect from 2018/19, High Needs DSG funding has been allocated on a formulaic rather than historic basis and for 2021/22 the authority has received a significant increase in high needs funding but this additional funding will not cover the increase in costs which continues to place a significant additional pressure on the DSG budgets overall.

- **National Fair Funding Formula**

The Government has confirmed that they are implementing a National Funding Formula (NFF) and a 'soft' NFF has been implemented for 2020/21. The intention is still to move to a hard NFF but the date for this has not been confirmed. For 2020/21 the funding provided to local authorities has been calculated using the NFF, but authorities retain some local flexibility regarding the distribution of these funds. An additional £2.6bn has been provided in 2020/21 to support the ongoing transition to the NFF and Enfield's share of this is £16.6m. This increase in funding has enabled the authority to apply some protection to school funding allocations with all schools seeing a minimum increase of 1.84% in their per pupil funding but this varies significantly between schools. There will be both gains and losses on an individual school basis as we

move towards NFF unit rates. Cost pressures, particularly in terms of pay award and overheads, continue to increase which is an issue for all schools but particularly those who will receive less funding under the NFF which could result in an increased number of schools being unable to set a balanced budget.

Adult Social Care

- **Social Care Demand**

Adult social care funding has been under pressure for a number of years and was identified as the top long-term pressure for councils in a Local Government Finance Survey carried out in 2020. There are a number of factors driving these financial pressures, including, increasing demand for care, reductions in overall funding for local government, increases in care costs and the coronavirus outbreak.

The Office for National Statistics (ONS) states, whilst the overall UK adult population grew by 7% between 2009 and 2019, the number aged 85 or over rose by 23% in the same period. Enfield's older Adult population (over 65s) is increasing at the rate of over 2% a year, however for those aged 85 and above, the rate of increase is predicted by the ONS to be over 7.8% over the next four years. The over 85s have some of the most complex and expensive social care packages.

Care purchasing budgets have been prepared based on known levels of activity plus those that might reasonably be foreseen as unavoidable, based on demographic forecasts and historical trends. There remains, however, the possibility that demand will exceed these assumptions. Improved healthcare means that more adults with disabilities are surviving into adulthood and into old age. As older people are living longer this has associated with it longer term health issues. This is driving an increased demand for services and the ability to offer appropriate and sustainable levels of support to an increasing number of people and delivering savings in 2021/22 is not without risk. There has been for some years a sustained growth in the number of adults living with a learning disability. This is forecast to continue, in particular with larger numbers of younger adults with multiple and complex needs.

- **Covid-19**

The impact of Covid-19 will continue into 2021/22 and possibly many more years to come. The main risks will be controlling the spread of infection, supporting vaccination, supporting the workforce, carers and social workers, safe discharge from the NHS to social care settings and responding to individual needs from providers of care such as advice and PPE.

At present the NHS are looking after and paying for approximately 100 clients in the community. When funding from the NHS ceases, they will become the responsibility of the Council. The cost of these clients is not presently known. Each client will be formally assessed in accordance with the Care Act. This could cause a substantial pressure in 2021/22 and beyond.

The longer-term impact of Covid-19 is not yet known. Delays in operations such as knee and hips will lead to increased costs for adult social care in the long

term. The impact and costs of long Covid and longer-term Mental Health and increased care in Learning Disabilities is still to be determined.

- **Contractual Price**

The Government increased the National Living Wage for individuals aged 23 and over by 2.2% from £8.72 to £8.91, effective from April 2021. As the majority of care costs are for labour, this will have a significant impact on providers of social care. The majority of these services are to local people with eligible needs and are provided by the independent and voluntary sectors. In negotiating contracts with these providers the Council seeks to strike a fair balance between a meaningful recognition of providers' costs, affordability to local taxpayers and quality of services. The Council also needs to be mindful of those areas of service provision where there is a shortage or risk of insufficient capacity to meet demand. These are factors which can push prices up, so working with the market and with other authorities to increase capacity which achieves value for money remains a priority. The procurement and commissioning service is also working with providers of services to understand price structures and how the cost of services provided is broken down. Retaining skilled staff, payment for travel time, pension scheme requirements, paying a living wage and investing in new technologies as well as cost of living pressures are all factors which can push prices up. An analysis will be completed for other types of provision in order to achieve best value and deliver our duty around market sustainability as defined within the Care Act 2014. Social Care is a labour intensive service, with direct employee costs often equating to 70-80% of overall service costs, further national increases in the living wage will inevitably result in further price pressures in coming years.

- **Provider Failure**

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

The Adult Social Care service will continue to be a provider of last resort for failed providers and there will be cost implications if this becomes necessary.

- **Brexit**

There will be an impact for social workers and carers from Brexit. EU nationals currently make up 104,000 of those working in care in the UK. Most work in London and the south, and many provide 'live-in care' which helps older people stay in their own homes. Under a new rule recommended by the Government's Migration Advisory Committee, carers are considered 'low skilled EU workers' and would not get preferential access to the UK labour market. This could have a detrimental effect on the ability of the social care sector to recruit and retain social care staff and therefore lead to increased costs.

- **Pressures on the Local NHS**

Sustained increases in demand upon local NHS services due to demographics and Covid-19, may lead to both additional demand for social care and actions to contain NHS overspends that pose a risk of costs being transferred, directly or indirectly to social care. This will continue to be kept under close review.

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

Given the significant income assumptions in the budget, there is a risk that they might not be achieved in full. This is especially the case in the current economic climate with Covid-19, where vulnerable residents may be making difficult choices between funding their basic living requirements and paying charges.

Public Health

It was announced on 18 August 2020 that PHE (Public Health England) will be abolished and its functions divided, with the new 'National Institute for Health Protection' taking over the health protection agenda. This new organisation will be an amalgamation of parts of PHE, NHS Test and Trace, and the recently established Joint Biosecurity Centre.

The Government has yet to publish details of the responsibility of the new agency and the role of councils within it. Depending upon its priorities, the services the Council currently provides under the Public Health grant may change.

The Public Health Grant in 2020/21 is £17.29m. The exact amount of grant in 2021/22 and the responsibility of services to be provided under the grant is still to be confirmed by the Government.

The Council has NHS contracts with North Middlesex Hospital and Barnet, Enfield and Haringey (BEH) Mental Health Trust, for 0-19s, Substance Misuse and Sexual Health, totalling a sum of £9m. These mainly pay for NHS staff. The NHS Pay Review Body (NHSPRB) during the first quarter of 2021, will recommend a pay increase for NHS clinical staff. It is widely anticipated that the pay body will recommend a rise of around 3%. Also, as part of the NHS introduced Agenda for Change (AfC) most NHS staff pay would be harmonised for pay scales and career progression. The period of this was from 1 April 2019 to 31 March 2023. If the grant is not increased to take account of these changes then there could be a pressure of up to £500k.

The longer impact of Covid-19 on Public Health services is unknown; the increase in need for mental wellbeing support and increase in incidences of domestic abuse suggest an increased demand for substance misuse services.

There is the risk of a surge once the pandemic has passed. Providers of substance misuse services have also reported a 700% cost increase for buprenorphine, a drug prescribed for Opiate Substitution Therapy (OST). If we are to maintain a choice in OST (if not, only methadone will be prescribed), this will have a significant impact on costs.

Since the pandemic was declared there has been a reduction in demand for sexual health services due to either NHS staff redeployment or changes in population behaviour as a result of the restrictions, however London has a significantly higher population than other parts of the country of key risk groups for sexually transmitted infections (STIs) and HIV. Local authorities are required by law to provide 'open access' sexual health services for everyone present in their area. In practice this means that people can access services anywhere, providers then bill the local authority of residence. There has been a high and rising demand which was evident before the pandemic for sexual health services which takes up 30% of the public health budget. The clinics at Silverpoint and Enfield Town are designed to reduce the number of out of borough treatments and hence help to control costs. The nature of this risk may lead to additional activity and cost pressures.

Place Department

- **Temporary Accommodation (TA)**

There are continuing pressures on the TA budget. The pandemic has impacted on both the supply of privately and social rented properties as there is very little turnover. This has impacted on our ability to move people out of temporary accommodation. The lockdown measures have impacted residents leading to increasing levels of relationship breakdown and domestic abuse. Conversely, the ban on evictions has meant fewer households being evicted but with the progressive lifting of restrictions over the next few months we are anticipating a dramatic rise in the number of evictions taking place. The 21/22 budget includes provision for a 20% increase in cases.

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

SEN Transport costs continue to rise driven by a large increase in passenger numbers in 2020/21 (1,067 as at the end of December 2020 and 970 as at December 2019 – up by 10%). It is anticipated that these numbers will continue to rise year on year, with the distinct possibility that next school year numbers will exceed 1,174 per day, if we are to follow trends and data about pupil numbers analysed from 2016 onwards. Additionally, more provision is being requested for children with complex needs. Whilst we are mitigating the costs as best as possible with new initiatives between transport, SEN and the brokerage team, many new provisions are for the more costly options of out of borough transport requirements due to in borough education places being at capacity.

- **Commercial Property Portfolio**

The Council's commercial property portfolio is expected to generate gross rental income in excess of £11.1m in 2021/22. The economic uncertainty, together with current regeneration initiatives and level of disposals continues to impact adversely on income streams. A number of rent reviews and lease renewals will seek to mitigate the downturn. In addition, major income producing regeneration schemes will in the longer term increase rental growth.

The effects of the pandemic will impact on the income stream with potential tenant defaults from businesses not surviving, resulting in an increase in the number of void assets, and those that do survive seeking to defer rent payments over a longer period, say 18 months to 2 years, by way of repayment plans to help them survive.

- **Empty Property Compulsory Purchase Order (CPO) programme**
 The Council is liable to make 'Basic Loss payments'. Basic Loss Payments are statutory entitlements payable to former owners for interest in land, subject to certain criteria being met and up to a maximum amount. There are also other Heads of Claim under the Statutory Compensation Code in addition to Home loss payments which also need to be considered/factored in, on a case by case basis.
- **Security of Council Premises**
 Due to the heightened risk of the Council's vacant and open spaces being illegally occupied, there are potential additional costs on security to prevent illegal occupation of Council land.
- **Meridian Water**
 In July 2018 Cabinet took the decision to place the Council as the master developer for Meridian Water and for the Council to lead the project on a phase by phase basis. Since then the Council has appointed Vistry to deliver the first 900 homes which start on site later this year, delivered the new Meridian Water Station, won £170m of government funding, submitted a planning application for 2,300 homes and opened the Drumsheds music venue, the Drive in Cinema and most recently the Meridian Water Studios. The Council are committed to negotiating the delivery of, as a minimum, 10,000 homes and thousands of new jobs over the next 20 plus years. Meridian Water is a significant financial undertaking for the Council, there are therefore a number of associated financial risks which are managed within the Meridian Water financial model and monitored on a regular basis.
- **Development Management**
 The following risks are noted for development management. Economic downturn or uncertainty could impact on income from planning fees, pre-app fees, Planning Performance Agreement fees and Building Control fees; continued difficulties recruiting permanent staff will require continued reliance on agency staff with associated budget pressures and costs associated with appeals, hearings, public inquiries over-and-above what would normally be expected.
- **Section 106/CIL receipts**
 The following risks are noted for the collection of CIL/S106 fees. Economic downturn or uncertainty could impact on income from CIL/S106, especially in relation to the collection of administration fees. Changes proposed to the CIL/S106 collection system by the Government through the Planning White Paper could result in financial risks associated with provision of infrastructure being transferred to the Council.

Resources Department

- **Income Generation**

There are significant income generation expectations across traded services. There will be a risk that these are not achieved as planned due to events outside the services control. The most significant trading income generating services are the Schools Catering and the Music Service. The on-going pandemic will have an impact and in the short term this will be supported by Government grant funding in 2021/22. Additional income generating risks could also arise from the impact of the pandemic on the council's ability to enforce against its debts and generate income from libraries.

- **IT & Transformation**

There are savings expectations from contract reviews, but these have yet to be concluded and therefore remain a risk for 2021/22. There is a risk that the annual maintenance/licence costs associated with the capital programme continue to be a financial pressure should the efficiencies anticipated to be delivered not be realisable. This could be magnified by the dual running of applications and annual licence costs not included in the budget. There is also a risk of increased costs of Contracts and Licence renewals through market pressure.

Council Investment in Companies

- **Energetik**

The Energetik Business Plan and investment value is sensitive to the rate of build-out of new build developments. This risk is greatest at Meridian Water, where 10,000 homes will be connected to the Meridian Water Heat Network. Due to the master developer negotiations being incomplete in 2016, the funding strategy for Energetik was amended to be based on two tranches. This was to allow the Meridian Water development strategy to take form and be agreed before Energetik receive funding approval for Tranche 2 and commit to the bulk of their capital expenditure.

Tranche2 funding was approved by Full Council in the autumn 2019 subject to receiving low cost funding via HNIP (BEIS) and MEEF. The HNIP funding application, made up of £5m grant and £10m low cost loan has been successful with Terms and Conditions received. For the £5m grant, it must be drawn down in full by March 2020 or it is lost. There are several tasks that are conditions precedent to drawdown of this grant, and if all tasks are not completed then this may leave a shortfall of £5m in 2020/21, a minor risk at present but noteworthy. The MEEF match funding of £15m has also been applied for and Heads of terms have been received.

Managing the MW development risk, as detailed previously Energetik delayed the build of its energy centre to match the delay to the first homes being connected. The first phase of Meridian Water, Meridian One, is near to contract completion with the Council. Assuming this continues on programme, Meridian One is predicted to commence building in 2020 with the first substantive number of homes being delivered in 2022. Energetik's energy

centre and heat network is presently programmed to be completed towards the end of 2021 to align with this programme and to ensure that monies are spent in line with the two funding streams as detailed above.

- **Housing Gateway Ltd**

Housing Gateway Ltd (HGL) has invested £124m in properties in and around Enfield and delivered c. £8.5m of savings to LBE to date. HGL continues to align to its original business plan with a year-on-year growth anticipated over the next 50 years, although the pace of growth is slower compared with earlier years due to the incongruent property prices as compared to LHA rate, the Council's directive to only purchase within the Borough and properties not meeting HGL's minimum yield. It is expected that the shareholder equity injection will facilitate the next 100 property purchases supporting HGL's continued long-term expansion. However, in the short-term, the pressures continue to be debt financing, property prices, rental incomes and Enfield Let posing immediate risk to the model as detailed below:

Debt financing – HGL's existing portfolio is fully funded through debt and any increase in the PWLB rates will further increase the strain on HGL's operating cashflow. In order to mitigate this risk, HGL has refinanced the portfolio to ensure affordable long term rates alongside low interest, short-term borrowing which will be wrapped up at year end. HGL has measures in place to regularly monitor cash flow pressure and actively make use of its working capital facility. Additionally, HGL has secured an equity injection of £5m.

Property market fluctuations – HGL's portfolio is revalued annually in line with audit requirements and, as such, any appreciation/depreciation in local property prices may have an impact on the value of HGL's asset base. Housing Gateway's property portfolio was valued at year end, in line with Council policy, and included a 5% impairment across the portfolio specifically due to the Covid 19 uncertainty. Since this time experience has shown that the property market has remained buoyant and it is not believed that this risk has materialised or worsened to date. Furthermore, this is an accounting "book" loss, which would only be realised were the portfolio sold at the estimated value. In the long term, the market is expected to appreciate over 50 years and HGL's asset base will improve accordingly.

Rental Income – HGL's initial business model aligned rents to Local Housing Allowance (LHA) rates, which were predicted to increase at a rate of 2% per annum. Further to the 5-Year Freeze by Central Government, there was a steady increase in LHA rates in 2019/20 and a further increase of 1.7% in 2020/21. Due to the pandemic, LHA rates were increased by approx. 14% in April 2020. However, HGL took the decision not to increase rents further as a rent increase had already been implemented on 1st April. Consideration will be given to further rent increases in 2021/22 and the impact on state aid.

Enfield Let – In the last year HGL has launched Enfield Let, an ethical lettings agency. This was formed to deliver cost savings to the LBE Temporary Accommodation budget. If the portfolio does not expand at the predicted rate,

LBE will not realise the savings that were anticipated. However, from an HGL perspective, this will not impact the Enfield Let financial model. Cash flow will be closely monitored and supported with a working capital facility agreed to assist with liquidity in the early years.

- **Enfield Innovations Ltd**

Enfield Innovations was part of a wider housing development strategy. It focused on developing new, energy efficient homes to increase the supply of good quality housing. However, all properties have now been sold and the Shareholder has taken the decision to wind up the company. The final loan payment has been made. Work will now be undertaken to assess the company's final position, taking into account any inflows from group tax and preparations made for winding up.

Earmarked Reserves Summary

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

MTFP Smoothing and Capital Financing Reserves	
Risk Reserve	Set aside as a contingency sum in order to provide financial funding over the period of the Medium Term Financial Plan for potential pressures.
Covid-19 Reserve	Reserve set up to fund costs relating to the Covid-19 pandemic.
Balance Sheet Management	A contingency amount set aside to cover any issues arising within the Council's balance sheet.
Collection Fund Equalisation Reserve	This reserve was created in 2017/18 primarily in order to smooth business rates receipts during the transition to the new funding regime. Additional business rates growth income received via the London Pilot Pool will be initially held in the reserve and allocated to the general fund in the following year in accordance with budget decisions.
Housing Benefits Smoothing Reserve	This reserve is to mitigate against any adjustments required which might arise from the audit of the Housing Benefit Subsidy claim. The agreed policy is to retain the balance on this reserve at 1% of the HB claim.
North London Waste Authority Reserve	Funding set aside to cover potential future costs of the NLWA contract arising from the building of the new waste treatment facility.
Salix Fund Reserve	This reserve was set up to enable the savings arising from the implementation of Salix projects to be recycled on further energy saving projects in the future.
Minimum Revenue Provision Equalisation Reserve	Following a change in MRP policy in 2017/18 this reserve was created to smooth annual MRP requirements.
Interest Equalisation Reserve	This reserve is intended to address increases in interest rates. The global economic turbulence has had significant effects on the UK economy, of which the reduction in interest rates is one of the most significant. This reserve is designed to provide some cushioning against further fluctuations.
Service Specific Reserves	
Local Election Reserve	Council elections are held every four years. To smooth out the cost, a contribution is made into the reserve each year so that sufficient funding is available every fourth year to fund the local elections.
Sustainable Service Development Programme	Funding set aside for Sustainability projects.
Invest to Save Reserve	Set aside to fund projects and initiatives which will deliver long term cost reduction or income generation for the Council to help balance the budget.
Redundancy and Early Retirement Reserve	This reserve refers to funding set aside to meet the one-off costs associated with service restructuring to achieve efficiency savings.

Appendix 7a

Crime & Disorder Fund	The reserve was originally set up with contributions from various groups within the Council to support crime and disorder activities not funded by core budget. The balance will be utilised to assist with the launch of the Serious Youth Violence public health approach strategy.
Deposit Bond Guarantee scheme for private landlords	This amount represents a bond deposit scheme for rent. Instead of paying rent deposits to landlords on behalf of homeless clients; the landlords are issued with a bond to guarantee that the deposit will be paid if the tenants breach their tenancy conditions.
New Homes Bonus Projects	Authorities that deliver new homes are awarded a New Homes Bonus. The Council is fully committed to the delivery of more homes in the borough and continues to progress a number of major housing renewal schemes including the Alma and Ladderswood Estates.
Parking Development Fund (PPRA)	This reserve was originally created when surpluses were made from the Parking Places Reserve Account (PPRA). The balance represents sums set aside for expenditure on future parking projects as permitted by legislation.
Building Control Appropriation Account	The balance represents net surpluses or deficits on Building Control non statutory services, where these are treated in accordance with the Building (Local Authority Charges) Regulations 2010. Income generated from fee earning works should cover the costs of delivering the service. Where surpluses or deficits occur, the council needs to consider the use of earmarked reserves to demonstrate 'taking one financial year with another' that the charges levied for carrying out building regulations chargeable service is equal, as far as practical, to the actual costs.
MHCLG Rogue Landlord Grant	Funding was award by MHCLG to support projects which take targeted action against criminal landlords, support good landlords in fulfilling their responsibilities and empower tenants to make good use of their rights. The balance held is earmarked for such projects in future.
Property Projects	This reserve fund was generated from unspent dowry relating to the perpetual upkeep of Mossops Park, including the Mossop Creek and Delta respectively.
Street Lighting PFI Equalisation Reserve	These balances will equalise the funding available for the PFI Street Lighting project over the whole life. Holding an earmarked reserve for this purpose is considered prudent and good practice.
Planning & Regeneration Reserve	This reserve is used for contributions towards and funding for the Council's regeneration agenda.
Welfare Reforms & Hardship Fund	The changes in the benefit regime increase the risk of residents being unable to pay council tax bills and additional costs relating to the new benefit administration and regulations. This reserve will be available to meet these potential pressures. In recognition of the hardship faced by working age households affected by the changes to Council Tax support, the Council established a Hardship Fund in 2013/14. The balance of this fund will be continuously rolled forward for use in future years.
Property Reserves	
Repair & Maintenance of Council buildings	The revenue budget includes an annual contribution to the R & M fund. The fund supports day-to-day repairs, responsive maintenance, and service contracts in respect of Council buildings. With an ageing portfolio of buildings, the risk of expensive repairs and maintenance is increasing.

Appendix 7a

Repairs Fund for private sector housing leased to Council	This funding is set aside to cover the cost of repairs to PSL properties when the leases come to an end and the properties are handed back to their owners. It is “routine” business, with a low risk, and this reserve acts as a buffer to support the repairs work.
Montagu Dry Lake Maintenance Fund	This funding is set aside to cover future maintenance costs of a flood storage facility (dry lake).
Other Grant Reserves	
Section 106 Receipts	S106 agreements are issued on development proposals and require developers to make contributions to support infrastructure. These are similar to CIL arrangements which are an update on S106.
Grant Reserve	These are a collection of smaller earmarked reserves with very specific grant restrictions which limit their use.
CIL Reserve	The Community Infrastructure Levy (CIL) is a charge which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support the new development. In accounting terms, it is a contribution, earmarked similar to grants. CIL is used to help fund the Capital Programme.
Public Health	From April 2013, local authorities took on responsibility from the NHS, for improving the health and well-being of their local population and reducing health inequalities. The Authority was awarded ring-fenced grant in 2013/14 with specific grant conditions including the carry forward of underspends to future years.
EU Exit Grant	Funding was received from Government for costs incurred in making arrangements for BREXIT.
Performance Reward Grant Schemes	This grant is used by Enfield Strategic Partnerships to fund Local Area Agreement approved schemes. This reserve is used to fund costs associated with the Parent engagement panel and facilitate phased reductions in contributions to community and voluntary groups.
Troubled Families Grant	The Council managed to achieve the maximum Payment by Results grant available and the reserve has helped to fund the extension of the programme as the funding from MHCLG in 2020/21 was not enough to cover the cost of the team. The remaining balance on the reserve is planned to be used when the grant funding ends to pay for resources within Early Help to continue for another year or until the pressure is potentially managed through the MTFP process.
Proceeds of Crime Act (POCA) Grant	This funding enables proceedings to be brought against those suspected of criminal activity e.g. by confiscation of assets.
Southbury Synthetic Pitches Maintenance Fund	Balance held for maintenance of the sports pitches at Southbury leisure Centre – grant conditions apply.
3G Football Pitch Replacement Fund	This is a Football Association Grant and is subject to grant conditions in how it is used.
Insurance Reserves	
Insurance Fund	The internal Insurance Fund provides cover in full for tree root damage claims, burglary and “all risks” on specified equipment. The Fund also meets the cost of all claims within the external policy excesses for general building fire damage (including housing properties), motor, cash and public and employer liability claims. In addition, there is a potential

	liability with a former insurer of the council which would be a call on this fund.
General Fund Balances	
General Fund Balances	This is a contingency fund set aside for emergencies or to cover any unexpected costs that may arise.
HRA Reserves	
HRA Repairs Fund and Capital Reserve	These funds represent the resources available for major repairs to the Housing stock and works to achieve the Decent Homes Standard.
HRA Insurance Fund	Provision to cover any claims made against the HRA.
HRA Balance	Accumulated balances held made up of the net surplus or deficit positions year on year. Surpluses add to the balance whilst any in year deficits can be funded from prior year surplus balances.
Schools and DSG Reserves	
Schools Balances	The balance represents the accumulated revenue balances held by schools.
Dedicated Schools Grant Reserve	The DSG is a ring-fenced specific grant, provided outside the local government finance settlement. It should be used in support of the schools' budget for the purposes defined in the School and Early Years Finance (England) Regulations

**MOVEMENT IN EARMARKED RESERVES 2021/22 & FUTURE USE
FORECAST**

Appendix 7b

RESERVE	Balance at 31 March 2021	Estimated Net Transfers 2021/22	Forecast Balance at 31 March 2022	2022/23 to 2025/26 Programmes		Forecast Reserves as at 31 March 2026
	£'000s	£'000s	£'000s	Revenue £'000s	Capital £'000s	£'000s
<u>MTFP Smoothing and Capital Financing Reserves</u>						
Risk Reserve	(22,258)	1,927	(20,331)	0		(20,331)
Risk Reserve Total	(22,258)	1,927	(20,331)	0	0	(20,331)
Covid-19 Reserve	0	0	0	0		0
COVID-19 Reserve Total	0	0	0	0	0	0
Balance Sheet Management	(2,000)	0	(2,000)	0		(2,000)
Balance Sheet Management Total	(2,000)	0	(2,000)	0	0	(2,000)
Collection Fund Equalisation Reserve	(10,543)	3,188	(7,355)	6,376		(979)
Housing Benefits Smoothing Reserve	(2,638)	0	(2,638)	0		(2,638)
NLWA Reserve	(549)	0	(549)	0		(549)
Medium Term Financial Planning Smoothing Reserves	(13,729)	3,188	(10,541)	6,376	0	(4,165)
Salix Fund	(676)	376	(300)	300		0
Capital Financing Reserves (Minimum Revenue Provision)	(15,338)	2,531	(12,807)	9,276		(3,531)
Capital Financing Reserves (Interest Rate Equalisation Reserve)	(4,663)	0	(4,663)	0		(4,663)
Capital Financing Reserves	(20,676)	2,907	(17,769)	9,576	0	(8,193)
<u>Service Specific Reserves</u>						
Local Election Reserve	(250)	(125)	(375)	125		(250)
Sustainable Service Development Programme	(180)	0	(180)	0		(180)
Invest to Save	(2,000)	0	(2,000)	0		(2,000)
Redundancy & Early Retirement Reserve	(4,011)	0	(4,011)	0		(4,011)
Crime & Disorder Fund	(228)	181	(47)	46		(1)
Deposit Bond Guarantee scheme for private landlords	(46)	23	(23)	23		0
New Homes Bonus Projects	0	36	36	0		36
Parking Development Fund (PPRA)	(218)	100	(118)	100		(18)
Building Control Appropriation Account	(6)	0	(6)	0		(6)
MHCLG Rogue Landlord Grant	(87)	87	0	0		0
Property Projects	(42)	21	(21)	21		0
Street Lighting PFI Equalisation Reserve	(53)	53	0	0		0
Planning & Regeneration Reserve	(350)	200	(150)	150		0
Welfare Benefit Reforms	(1,669)	785	(884)	505		(379)
Service Specific Reserves Total	(9,140)	1,362	(7,779)	970	0	(6,808)

MOVEMENT IN EARMARKED RESERVES 2021/22 & FUTURE USE FORECAST

Appendix 7b

RESERVE	Balance at 31 March 2021	Estimated Net Transfers 2021/22	Forecast Balance at 31 March 2022	2022/23 to 2025/26 Programmes		Forecast Reserves as at 31 March 2026
				Revenue	Capital	
<u>Property Reserves</u>						
Repair & Maintenance of Council buildings	(1,258)	250	(1,008)	250		(758)
Repairs Fund for private sector housing leased to the Council	(457)	0	(457)	0		(457)
Montagu Dry lake Maintenance Fund	(47)	23	(23)	23		0
Property Reserves Total	(1,762)	273	(1,488)	273	0	(1,215)
<u>Other Grant Reserves</u>						
S106 Receipts	(248)	0	(248)	0		(248)
Grant Reserve	(649)	0	(649)	0		(649)
CIL Reserve	(4,184)	0	(4,184)	0		(4,184)
Public Health Fund Reserve	(476)	0	(476)	0		(476)
EU Exit Grant	(150)	150	0	0		0
Performance Reward Grant Schemes	(242)	121	(121)	121		0
Troubled Families	(980)	980	0	0		0
Proceeds of Crime Act (POCA) Grant	(118)	59	(59)	59		0
Southbury Synthetic Pitches Maintenance Fund	(153)	0	(153)	0		(153)
3G Football Pitch Replacement Fund	(75)	(25)	(100)	(25)		(125)
Other Grant Reserves Total	(7,275)	1,284	(5,991)	155	0	(5,836)
General Fund Usable Reserves Sub Total	(76,841)	10,941	(65,899)	17,350	0	(48,549)
<u>Insurance Reserves</u>						
Insurance Fund	(7,022)	0	(7,022)	0		(7,022)
Insurance Reserves Total	(7,022)	0	(7,022)	0	0	(7,022)
<u>General Fund Balances</u>						
General Fund Balances	(13,949)	0	(13,949)	0		(13,949)
General Fund Balances Total	(13,949)	0	(13,949)	0	0	(13,949)
Total General Fund Reserves and Balances	(97,812)	10,941	(86,870)	17,350	0	(69,520)
<u>HRA Repairs Fund</u>						
HRA - Repairs Fund	(10,898)	1,000	(9,898)	1,000		(8,898)

MOVEMENT IN EARMARKED RESERVES 2021/22 & FUTURE USE
FORECAST

Appendix 7b

RESERVE	Balance at 31 March 2021	Estimated Net Transfers 2021/22	Forecast Balance at 31 March 2022	2022/23 to 2025/26 Programmes		Forecast Reserves as at 31 March 2026
				Revenue	Capital	
HRA - Capital Reserve	(10,599)	0	(10,599)		10,599	0
HRA Repairs Fund Total	(21,497)	1,000	(20,497)	1,000	10,599	(8,898)
HRA Insurance Fund						
HRA - Insurance Fund	(323)	0	(323)	0		(323)
HRA Insurance Fund Total	(323)	0	(323)	0	0	(323)
HRA Balance						
HRA Balance	(4,415)	0	(4,415)	0		(4,415)
HRA Balance Total	(4,415)	0	(4,415)	0	0	(4,415)
Total HRA Reserves and Balances	(26,235)	1,000	(25,235)	1,000	10,599	(13,636)
Schools Balances						
Schools Balances	3,193	0	3,193	0		3,193
Schools Balances Total	3,193	0	3,193	0	0	3,193
DSG Grant Reserve						
Dedicated Schools Grant	7,892	0	7,892	0		7,892
DSG Grant Reserve Total	7,892	0	7,892	0	0	7,892
Total Schools' Reserves and Balances	11,085	0	11,085	0	0	11,085
Grand Total Reserves and Balances	(112,962)	11,941	(101,021)	18,350	10,599	(72,071)

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

ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF THE RESERVES - FEBRUARY 2021

1 Introduction

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

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

This Appendix focuses on the robustness of estimates and the adequacy of reserves which are central to the Council's risks and uncertainties and need to be considered together.

2 Processes

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

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

- the issuing of clear guidance to all officers involved in the preparation of budgets including the importance of proposed savings and income generation proposals to be realistic and deliverable;
- the use of budget monitoring in 2020/21 to re-align budgets with current demand where possible, and, for 2021/22 to update the Medium-Term Financial Plan (MTFP) and build in known pressures;
- development of savings and income generation proposals by savings workstreams;
- scrutiny and review via weekly meetings of the Executive Management Team (EMT) and by Overview and Scrutiny budget challenge in February 2021 of the proposed savings and their achievability;
- weekly meetings with the Cabinet Member for Finance and Procurement and regular meetings with the Leader to review key issues and provide ongoing direction to the process;

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

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

3 Robustness of Revenue Estimates

The 2021/22 draft budget includes £9.6m of new service savings and increased income proposals and £3.4m of prior year savings and income savings, totalling £13.0m overall. Service and corporate pressures totalling £29.4m have been reflected in the 2021/22 budget to address demand and cost pressures as detailed in the Revenue Budget Proposals section of the main report. The savings identified to balance the 2021/22 budget have been closely scrutinised by both officers and members, and where appropriate Equality Impact Assessments (EQIAs) have been completed by departments. Savings and income generation proposals approved in the budget round will be closely monitored through 2021/22 until they are fully embedded into the Council's budget.

The risks in relation to the achievement of all savings are taken into account in setting the level of contingencies and general balances. The monitoring of the achievement of these savings, as in previous years, will form an integral part of the 2021/22 revenue monitoring process, which culminates in quarterly reporting to Cabinet. During 2020/21 the Pressures Challenge Board continued to focus on areas of key pressures to develop action plans to ensure that pressures were contained. Where no recourse was identified to manage 2020/21 pressures and unachieved savings these were built into the MTFP in 2021/22, and remaining pressures will be monitored alongside new savings in 2021/22 to ensure delivery.

In the event that management action fails to ensure delivery of savings, income generation and containment of pressures, a contingency of £3m has been retained in the Corporate Budget. Should a temporary in-year call on general fund balances be required, balances would need to be restored to at least the minimum prudent level in the following year.

The Treatment of Inflation and Interest Rates

Services are required to manage inflation pressures within their budgets through procurement efficiencies. An allowance has been provided for inflation in the MTFP.

Interest rates for 2021/22 have been assumed at 0.08% for temporary investment (up to 6 months). Most of the Council's debt is long term with fixed interest rates, with 3.5% prudent assumption for any new long-term new borrowing resulting from the draft Capital Programme. The revenue financing costs for the approved Capital Programme are provided for in the draft revenue budget. Interest rate risk is mitigated by a reserve specifically set aside for this purpose.

The Availability of other Funds and Insurance to deal with Major Contingencies

Besides the general budget contingency of £3m, there are also General Balances of £14m and an Insurance Reserve of £7m. General Fund Usable Earmarked Reserves at 31st March 2021 are estimated to be £76.8m (Appendix 7b). However, of these usable reserves, these in part are committed, and therefore the available reserves are estimated to be circa £42.4m taking account of the reserves set aside for Capital Financing £20.7m and £13.7m for MTFP smoothing.

The minimum level of general fund earmarked reserves assumes that management actions will be taken to address major issues that might arise. The General Balance of £14m should be retained for unforeseen, emergency events.

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

The level of the Insurance Reserve is subject to regular actuarial reviews. At present it is judged to be reasonable, the position being that estimated outstanding liabilities are covered by the balance on the Reserve. The current reserve balance is £7.0m.

The Overall Financial Standing of the Authority

In addition to the revenue spend that the Council will incur in 2021/22, it also has a Capital Programme that requires significant levels of borrowing in 2021/22 and future years. This is assessed as affordable based on key projects meeting revenue income stream and capital receipt targets, and for compensating decisions being made on other revenue costs and income to live within the overall affordability envelope set by the revenue budget.

However, the Council has a large capital programme which will put increasing pressure on the revenue budget; which will need to be managed via the MTFP process through ongoing savings and income generation proposals. This risk has been recognised in the adequacy of reserves assessment and the capital programme and its funding will be kept under review to minimise borrowing requirements.

Similarly, although significant elements of the borrowing costs of the capital associated with Meridian Water and other regeneration schemes are capitalised, and therefore do not affect the revenue budget, any change in the assumptions affecting these projects may require some or all of these borrowing costs to be charged to the revenue budget. Decisions on future additions to the Capital Programme and any associated borrowing requirement must be taken with reference to the latest guidance on capital financing and with regard to proportionality.

The assumed Council Tax collection rate for 2021/22 is 96.0%, this is down from 98.0% in 2020/21 as a result of an assumption of the Covid-19 pandemic impacting on residents' ability to pay. For each 1% not collected, the cost is approximately £1.5m in lost income to the Council (including GLA share). Legislation requires that any Collection Fund deficit be corrected through the Council Tax in the next year.

Council Tax collection levels have been adjusted to take into account the local Council Tax Support scheme agreed at Council in January 2021, which has seen a large increase in uptake due to the pandemic. The 2021/22 collection estimate is projected over the life of the MTFP as achievable and will continue to be closely monitored to ensure collection estimates used are achievable.

The Government sets the business rates multiplier and the Valuation Office Agency determines rateable values and deals with appeals. The Council has made prudent estimates of business rates reliefs and collection levels based on recent experience. In 2021/22 the London Business Rates Pool has been suspended as the pandemic has made it unviable for all participants. A business rate risk reserve is held for the purpose of smoothing the impact of significant changes in business rates as key funding source.

Enfield Council's Track Record in Budget and Financial Management

The latest revenue monitoring forecasts a departmental favourable variance of £3m in 2020/21 (position as at December 2020, excluding the impact of Covid-19). Following a strategy to improve the resilience of the budget over the last two years/ However, the Council will need to maintain its strict monitoring regime as part of its risk management approach to the budget. The Pressures Challenge Board was introduced in 2018/19 and continues to provide additional rigour to monitor financial management – this year focused on culture budget and oversight of the Covid-19 grant funding and financial impact.

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

As reported in the December monitor, the number of savings and income generation proposals at risk of delivery has significantly reduced since last year. This has been delivered through a change of approach for proposing savings, and also because the MTFP recognised that a number of historic unrealisable savings and income generating savings needed to be reversed.

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

4 Risk

The key risks are detailed in Appendix 6 and can be summarised as follows:

- **Impact of Covid-19** on the Council's financial position. This has put an unprecedented level of strain on council services and caused implications across many areas such as demand for services, loss of income from both services and from Council Tax and Business Rates.
- **Demographic Pressures** affecting adult and children social care and temporary accommodation provision and SEN Transport;

- **Impact of Brexit**, potentially impacting on the costs such as supplies or the labour market,
- **Local Government funding changes**, including fair funding review and business rates retention which continue to experience delays in implementation;
- future **legislation** creating extra burdens that are not fully funded
- Scope to make **savings** while maintaining services
- **Capital programme**. Managing the programme to meet deadlines within agreed allocations, income and capital receipt targets. See section 5 for details (below).

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

5 Capital Budget 2021/22 - 2030/31

The approved capital programme's revenue implications are incorporated into the MTFP. The Council's policy is to include the revenue cost of its capital programme over the five-year MTFP cycle, mainly from three sources, capital receipts, grants and borrowing. Enfield recently developed a Ten-year Capital Programme in order to inform sustainable decisions and the longer term Treasury Strategy. The Capital Strategy and Ten-Year Capital Programme (2021/22- 2030/31) (also on this agenda) consider the risks and mitigations specifically for the capital programme. The Capital Finance Board (CFB) was set up to enable the strategic oversight of the prioritisation, affordability and monitoring of the Capital Programme to provide additional rigour.

The capital programme sets out a proposed ten-year indicative programme. The funding and revenue implications of the projects in the ten-year programme have been built into the MTFP and Treasury estimates for 2021/22 onwards. In addition to the projects proposed for approval are Pipeline projects. These are projects where further work is required to develop the projects prior to requesting capital investment. Once a fully developed business case is available, each new project requires a completed project appraisal template to be presented to CFB for approval and recommendation to EMT, prior to Cabinet and Council approval, to add the project to the approved Capital programme.

Quarterly programme updates on the approved programme are presented to Cabinet throughout the year to inform decision making and to show progress against agreed budgets. All the various major capital projects require clear business cases to be completed including a full assessment of affordability and management of risk at each major stage before they are progressed. This includes, for example, Meridian Water, Housing Regeneration Schemes.

6 Adequacy of the level of General Balances

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

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

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

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

MTFP Risk summary (Excluding Schools & HRA)	Likely £m
Risk Evaluation 2021/22 (appendix 8(b), column 5)	12.317
Estimated General Fund Balance at 31 March 2021	(14.000)
Forecast Reserves uncommitted at 31 March 2021 (Appendix 7(b)) *	(42.435)
2020/21 latest forecast outturn	(1.587)
MTFP Resources to risks at 31 March 2021	(45.705)
Future risks if not addressed in 2021/22 MTFP	33.997
MTFP Resources Shortfall/ (Surplus) to risks in longer term	(11.708)

**Capital Financing and MTFP smoothing reserve balances are excluded from this figure as these are committed outside of the MTFP period*

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

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

7. External Auditor's Review of the Council's Arrangements for Securing Financial Resilience

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

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

In the audit of the 2018/19 statement of accounts there were three sub criteria that BDO considered as part of their overall risk assessment:

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

In their 2018/19 Audit Completion Report BDO concluded that there were no significant unaddressed risks and they were satisfied that in all significant respects the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Similarly, an unqualified Statement of Accounts are expected to be signed off by BDO for 2019/20.

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

The continuing reduction in public spending, growing demand for services and the new immediate and long-term financial implications of Covid-19 requires the Council to ensure its financial planning is robust. There are various issues set out above which are having an ongoing effect on the Council's budget. Essentially, costs, if unmanaged, are increasing, whilst funding has been reducing. In addition, Covid-19 brings a heightened level of uncertainty to the budget estimates for 2021/22 and beyond. The Council has therefore made, and will need to continue to make, difficult decisions in future budget rounds to remain within the resources available.

For future budget planning rounds further action will be needed to focus resources on the highest priority services; prevent/reduce demand, to invest in vital infrastructure; to seek alternative funding mechanisms for services and/or assets previously funded by the Council; and to continue to develop commercial revenue streams to offset any loss in government funding.

Taking account of all the above considerations, the Executive Director of Resources is of the view that the 2021/22 budget is robust.

In light of the risks facing the authority, the Executive Director of Resources recommends that the General Fund balance is maintained at £14m, and that this recommendation is taken into account when determining the level of transfers to and from reserves in the 2020/21 revenue outturn.

ADEQUACY OF RESERVES: RISK EVALUATION 2021/22

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

1	Risk Period	Risk Cost	Risk Level	Risk Assessed Impact Profiled					Total Assessed Risk
				2021/22	2022/23	2023/24	2024/25	2025/26	
				5	6	7	8	9	
		£'000		£'000	£'000	£'000	£'000	£'000	£'000
General Fund Revenue									
Inflation. Some provision in MTFP already for service inflation in 21/22 and beyond. 1% general inflation across MTFP (£3m p.a.)	One-off	2,000	D	300	0	0	0	0	300
Reduction in Income / Non-Payment	One-off	2,000	B	1,500	0	0	0	0	1,500
Non-Achievement of Service Savings	Total	53,750	D	1,956	1,951	1,391	1,366	1,398	8,063
Non collection of Council Tax	pa	1,250	B	188	188	188	188	188	938
Temporary Accommodation Costs exceed budget provision	pa	10,000	C	800	800	800	800	800	4,000
Business rates underestimate of appeals	One-off	3,750	B	563	563	563	563	563	2,813
VAT Exemption Limit	One-off	4,000	D	600	0	0	0	0	600
Bellwin Scheme	One-off	2,210	D	66	66	66	66	66	332
Demographics	Total	12,050	C	1,620	800	800	800	800	4,820
Litigation costs	One-off	2,000	D	300	0	0	0	0	300
Funding Review	Total	10,000	D	300	300	300	300	300	1,500
Interest Rates	Total	16,000	D	375	450	525	525	525	2,400
Major Regeneration and Development Schemes	Total	125,000	D	3,750	3,750	3,750	3,750	3,750	18,750
General Fund Total		244,010		12,317	8,868	8,382	8,358	8,389	46,314

Specific Grants

Appendix 9

Description and Comment	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Non Ring-Fenced Specific Grants					
New Homes Bonus Grant (NHB) The New Homes Bonus Grant is based on the number of properties newly liable for Council Tax. The Government has reduced the number of years over which this grant is paid, and has also introduced a threshold of 0.4% new homes before any bonus will be paid. The Provisional Settlement for 2021/22 announced Enfield's 2021/22 grant total as £608k. Modelling using the MHCLG's New Homes Bonus calculator estimates the 2022/23 grant at £250k. There is considerable uncertainty over the longer term future of this grant, so no further amounts are assumed later on in the MTFP period.	608.0	250.0			
Housing Benefit Administration Grant Notice of the 2021/22 grant allocation is still awaited so projections are as per last year's grant. Autumn Budget and Universal Credit announcements will impact on the HB administration subsidy allocations, so to reflect this, a reduction to the grant year on year of around 10% has been estimated over the period of the MTFP.	1,275.0	1,147.0	1,032.0	929.0	835.0
Social Care Grant This grant is to support provision of social care services. Enfield have allocated this funding to support Adults and Children's Social Care. Currently assuming grant remains in place at confirmed 2021/22 level for the entire MTFP period although wider reform to Social Care funding is expected in the coming year or two which may have an impact on these assumptions.	9,375.0	9,375.0	9,375.0	9,375.0	9,375.0
Lower Tier Services Grant This is a grant targeted at reducing variances in core spending power for local authorities across the country. It is assumed to be one-off as a full review of local government funding is anticipated either in 2022/23 or the following year.	624.0				
Local Council Tax Support Administration Funding subject to confirmation. Estimate for future years rolls forward the 2020/21 grant.	634.0	634.0	634.0	634.0	634.0
Total Non Ring-Fenced Specific Grants	12,516.0	11,406.0	11,041.0	10,938.0	10,844.0
Ring-Fenced Specific Grants					
Public Health Grant The grant is ring-fenced for promoting public health within the borough and cannot be used to support general Council expenditure. The associated grant conditions are specific to public health outcomes, with the requirement to submit both quarterly & annual expenditure returns, to the MHCLG & Public Health England. The ring-fenced Public Health grant is designed to cover all expenditure incurred in delivering the Public Health function Enfield's 2020/21 grant allocation is £17.290m. Confirmation is awaited on the 2021/22 grant level so currently assuming 2020/21 values across the MTFP period. Public Health funding is expected to be reviewed as part of the wider local government finance changes which are pending.	17,290.0	17,290.0	17,290.0	17,290.0	17,290.0

Specific Grants

Appendix 9

Description and Comment	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
<p>Homelessness Prevention Grant</p> <p>The Homelessness Prevention Grant (HPG) combines and increases the overall funding of what was previously the Flexible Homelessness Support Grant (FHSG) and Homelessness Reduction Grant (HRG). This funding is aimed at giving local authorities more control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. Enfield's allocation of HPG in 2021/22 is £8.928m compared to the 2020/21 allocation of £8.348m (made up of £7.163m FHSG and £1.185m HRG). It is not known whether the grant will continue beyond 2021/22.</p>	8,348.1				
<p>Rough Sleeping Initiative Funding</p> <p>Grant funding for Rough Sleeping Initiatives has yet to be announced for 2021/22 however the MHCLG have confirmed that Enfield will receive at least as much as was received in 2020/21, which was £0.699m. Allocations after 2021/22 are not certain.</p>	699.0				
<p>The (Improved) Better Care Fund</p> <p>This grant represents the original improved Better Care Fund and the additional funding announced in the Spring 2017 Budget. The conditions of the additional improved BCF include meeting social care needs, reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported. The budgets of the improved BCF must be agreed with the CCG and signed off by the Health and Wellbeing board. Adult Social Care is to be the subject of a green paper, but this has been delayed several times. At the moment the 2020/21 allocation has been projected forward to 2021/22 and throughout the MTFP period, pending confirmation.</p>	10,082.8	10,082.8	10,082.8	10,082.8	10,082.8
Total Ring-Fenced Specific Grants	36,419.9	27,372.8	27,372.8	27,372.8	27,372.8
Total Specific Grants	48,935.9	38,778.8	38,413.8	38,310.8	38,216.8

REVENUE BUDGET- DEPARTMENTAL CONTROL TOTALS 2021/22

Appendix 10

	2020/21 Original Controllable Budget	2020/21 Hierarchy Changes	2020/21 Permanent Virements	Revised Base	Full Year Effects	New Services Pressures	New Savings	Reserves & Collection Fund	Core Grants & Business Rates	2021/22 Original Controllable Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chief Executive	10,526	570	1,050	12,146	(50)	186	(800)			11,482
People - Adult Social Care	79,414	(334)	2,250	81,330	(100)	3,781	(2,019)			82,992
People - Children & Families	35,409	3,637	4,011	43,057		2,580	(1,290)			44,347
People - Early Intervention & Partnerships	3,637	(3,637)	0	0						0
People - Education	5,572	0	(372)	5,200		(500)	(196)			4,504
People - Public Health	(4,456)	0	0	(4,456)		0	(100)			(4,556)
Place	34,943	(570)	1,064	35,436	(4,144)	3,553	(4,368)			30,477
Resources	37,752	(1,389)	779	37,141	(580)	852	(850)			36,563
Total Departmental:	202,796	(1,723)	8,782	209,855	(4,874)	10,452	(9,623)	0	0	205,810
Corporate Items:										
Levies	7,389		0	7,389		753				8,142
General Contingency	3,000		0	3,000						3,000
Contingent Items	6,079		(5,907)	172	1,500	15,512				17,184
General Inflation	0		3,000	3,000						3,000
Corporate Items	791		(2,000)	(1,209)						(1,209)
Historic Pension	0		350	350						350
Other Corporate costs	0	1,723	(659)	1,064						1,064
Treasury Management	5,473		980	6,453						6,453
Minimum Revenue Provision	11,376		2,403	13,779		2,709				16,488
Corporate Items:	34,108	1,723	(1,834)	33,997	1,500	18,974	0	0	0	54,471
Budget Requirement	236,904	0	6,948	243,852	(3,374)	29,426	(9,623)	0	0	260,281
Collection Fund (Surplus)/Deficit	0		0	0				3,888		3,888
Council Tax Discounts/Reduction Scheme	(700)		700	0						0
London Business Rates Pilot Pool	(425)		0	(425)					425	0
Business Rates	(98,241)		0	(98,241)					4,000	(94,241)
Use of Reserves	(1,565)		0	(1,565)				(3,550)		(5,115)
Covid-19 Funding	0		0	0					(18,609)	(18,609)
Other Core Grants	(2,697)		(7,648)	(10,345)					(2,751)	(13,096)
Totals	133,276	0	0	133,276	(3,374)	29,426	(9,623)	338	(16,935)	133,108

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			£	£	£	£	£	£
STREET NAMING & NUMBERING								
List of streets, places & footpaths in LBE (- Alphabetical Street Index) on hard copy or CD	N		54.30	0.00	54.30	57.10	0.00	57.10
Amendments to the LSPF (annual charge)	N		60.30	0.00	60.30	63.40	0.00	63.40
Postage & Packing	N		Standard Council charges apply			Standard Council charges apply		
Numbering New Residential & Commercial Units – per unit	N		127.00	0.00	127.00	133.40	0.00	133.40
Naming a Street – per street	N		317.60	0.00	317.60	333.50	0.00	333.50
Naming a Block – per block	N		211.80	0.00	211.80	222.40	0.00	222.40
Penalty for retrospective engagement with Street Naming & Numbering Process	N		158.80	0.00	158.80	166.80	0.00	166.80
Provision of historical information for Street Naming & Numbering	N		28.30	0.00	28.30	29.80	0.00	29.80
PROVISION OF-PLANNING /BUILDING CONTROL INFORMATION								
COPYING / SCANNING								
Scan on Demand Service per planning case file for up to 1 hr work	N	√	20.00	4.00	24.00	21.00	4.20	25.20
Top up charge of £10.00 basic per 30 minutes beyond the initial hour if needed	N	√	Price on Application			Price on Application		
A4 Sheet (includes VAT at standard rate)	N	√	5.82	1.16	6.98	6.25	1.25	7.50
Extra Copy (includes VAT at standard rate)	N	√	0.60	0.12	0.72	0.75	0.15	0.90
A3 Sheet	N	√	5.82	1.16	6.98	6.25	1.25	7.50
Extra Copy	N	√	1.02	0.20	1.23	1.17	0.23	1.40
A3 Plan	N	√	5.82	1.16	6.98	6.25	1.25	7.50
Extra Copy	N	√	1.02	0.20	1.23	1.17	0.23	1.40
A2 Plan	N	√	8.73	1.74	10.47	9.25	1.85	11.10
Extra Copy	N	√	1.54	0.31	1.85	1.75	0.35	2.10
A1 Plan	N	√	9.75	1.95	11.70	10.33	2.07	12.40
Extra Copy	N	√	2.48	0.50	2.98	2.75	0.55	3.30
A0 Plan	N	√	11.54	2.31	13.85	12.25	2.45	14.70
Extra Copy	N	√	2.91	0.58	3.49	3.17	0.63	3.80
Postage for letters, large letters and packets.	N	√	Standard Council charges apply			Standard Council charges apply		
BUILDING CONTROL SERVICES								
Viewing Building Control Plans	N	√	30.42	6.08	36.50	32.00	6.40	38.40
Application check and comfort/ 6 year letter for non complete works	N	√	62.50	12.50	75.00	65.75	13.15	78.90
Building control information including Solicitor's enquiries	N	√	66.67	13.33	80.00	70.17	14.03	84.20
Copy of Decision Notice	N	√	13.33	2.67	16.00	14.00	2.80	16.80
Copy of Completion Certificate	N	√	66.67	13.33	80.00	70.17	14.03	84.20
Demolition Notice	N		280.00	0.00	280.00	294.00	0.00	294.00
BUILDING CONTROL FEES								
Standard Domestic Charges for Estimate of costs less than £200,000	N							
Loft conversions < 40m²	N							
Full plan	N	√	238.67	47.73	286.40	250.75	50.15	300.90
Inspection charge	N	√	358.00	71.60	429.60	376.00	75.20	451.20
Full Plan & Inspection Charge	N	√	596.67	119.33	716.00	626.75	125.35	752.10
Loft conversions 40m² - 60m²	N							
Full plan	N	√	285.83	57.17	343.00	300.25	60.05	360.30

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Inspection charge	N	✓	429.17	85.83	515.00	450.75	90.15	540.90
Full Plan & Inspection Charge	N	✓	715.00	143.00	858.00	751.00	150.20	901.20
<i>Each additional 20m² over 60m²</i>	N							
Full plan	N	✓	26.67	5.33	32.00	28.17	5.63	33.80
Inspection charge	N	✓	40.00	8.00	48.00	42.00	8.40	50.40
Full Plan & Inspection Charge	N	✓	66.67	13.33	80.00	70.17	14.03	84.20
<i>Extension <6m²</i>	N							
Full plan	N	✓	209.17	41.83	251.00	219.75	43.95	263.70
Inspection charge	N	✓	313.33	62.67	376.00	329.00	65.80	394.80
Full Plan & Inspection Charge	N	✓	522.50	104.50	627.00	548.75	109.75	658.50
<i>Extension 6m² - 40m²</i>	N							
Full plan	N	✓	242.50	48.50	291.00	254.75	50.95	305.70
Inspection charge	N	✓	363.33	72.67	436.00	381.50	76.30	457.80
Full Plan & Inspection Charge	N	✓	605.83	121.17	727.00	636.25	127.25	763.50
<i>Extension 40m² - 60m²</i>	N							
Full plan	N	✓	297.50	59.50	357.00	312.42	62.48	374.90
Inspection charge	N	✓	445.83	89.17	535.00	468.25	93.65	561.90
Full Plan & Inspection Charge	N	✓	743.33	148.67	892.00	780.67	156.13	936.80
<i>Extension 60m² - 100m²</i>	N							
Full plan	N	✓	385.00	77.00	462.00	404.33	80.87	485.20
Inspection charge	N	✓	577.50	115.50	693.00	606.42	121.28	727.70
Full Plan & Inspection Charge	N	✓	962.50	192.50	1,155.00	1,010.75	202.15	1,212.90
<i>Each additional 20m² over 100m²</i>	N							
Full plan	N	✓	26.67	5.33	32.00	28.17	5.63	33.80
Inspection charge	N	✓	40.00	8.00	48.00	42.00	8.40	50.40
Full Plan & Inspection Charge	N	✓	66.67	13.33	80.00	70.17	14.03	84.20
<i>Basements as extension above plus</i>	N							
Full plan	N	✓	143.33	28.67	172.00	150.50	30.10	180.60
Inspection charge	N	✓	215.00	43.00	258.00	225.83	45.17	271.00
Full Plan & Inspection Charge	N	✓	358.33	71.67	430.00	376.33	75.27	451.60
<i>Attached garage <30m²</i>	N							
Full plan	N	✓	175.83	35.17	211.00	184.75	36.95	221.70
Inspection charge	N	✓	264.17	52.83	317.00	277.42	55.48	332.90
Full Plan & Inspection Charge	N	✓	440.00	88.00	528.00	462.17	92.43	554.60
<i>Detached garage 30m² - 60m²</i>	N							
Full plan	N	✓	175.83	35.17	211.00	184.75	36.95	221.70
Inspection charge	N	✓	264.17	52.83	317.00	277.42	55.48	332.90
Full Plan & Inspection Charge	N	✓	440.00	88.00	528.00	462.17	92.43	554.60
<i>Through lounge</i>	N							
Full plan	N	✓	99.17	19.83	119.00	104.25	20.85	125.10
Inspection charge	N	✓	148.33	29.67	178.00	155.83	31.17	187.00
Full Plan & Inspection Charge	N	✓	247.50	49.50	297.00	260.08	52.02	312.10
<i>Removal of chimney breasts</i>	N							
Full plan	N	✓	99.17	19.83	119.00	104.25	20.85	125.10
Inspection charge	N	✓	148.33	29.67	178.00	155.83	31.17	187.00
Full Plan & Inspection Charge	N	✓	247.50	49.50	297.00	260.08	52.02	312.10
<i>Installation of new wc/shower/utility</i>	N							
Full plan	N	✓	99.17	19.83	119.00	104.25	20.85	125.10
Inspection charge	N	✓	148.33	29.67	178.00	155.83	31.17	187.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Full Plan & Inspection Charge	N	V	247.50	49.50	297.00	260.08	52.02	312.10
<u>Garage conversion</u>	N	V						
Full plan	N	V	175.83	35.17	211.00	184.75	36.95	221.70
Inspection charge	N	V	264.17	52.83	317.00	277.42	55.48	332.90
Full Plan & Inspection Charge	N	V	440.00	88.00	528.00	462.17	92.43	554.60
<u>Replacement windows up to 5 windows</u>	N	V						
Full plan	N	V	88.33	17.67	106.00	92.83	18.57	111.40
Inspection charge	N	V	132.50	26.50	159.00	139.25	27.85	167.10
Full Plan & Inspection Charge	N	V	220.83	44.17	265.00	232.08	46.42	278.50
<u>per extra 10 windows</u>	N	V						
Full plan	N	V	39.17	7.83	47.00	41.25	8.25	49.50
Inspection charge	N	V	55.83	11.17	67.00	58.75	11.75	70.50
Full Plan & Inspection Charge	N	V	95.00	19.00	114.00	100.00	20.00	120.00
<u>Re-roofing</u>	N	V						
Full plan	N	V	121.67	24.33	146.00	127.83	25.57	153.40
Inspection charge	N	V	181.67	36.33	218.00	190.83	38.17	229.00
Full Plan & Inspection Charge	N	V	303.34	60.66	364.00	318.66	63.74	382.40
<u>New wiring (non competent person)</u>	N	V						
Full plan	N	V	121.67	24.33	146.00	127.83	25.57	153.40
Inspection charge	N	V	181.67	36.33	218.00	190.83	38.17	229.00
Full Plan & Inspection Charge	N	V	303.34	60.66	364.00	318.66	63.74	382.40
<u>Discount for each multiple works above</u>	N	V						
Full plan	N	V	35.83	7.17	43.00	37.75	7.55	45.30
Inspection charge	N	V	53.33	10.67	64.00	56.00	11.20	67.20
Full Plan & Inspection Charge	N	V	89.16	17.84	107.00	93.75	18.75	112.50
NEW BUILD DWELLINGS	N	V						
<u>(<300m² per dwelling)</u>	N	V						
<u>1 new dwelling</u>	N	V						
Full plan	N	V	363.33	72.67	436.00	381.50	76.30	457.80
Inspection charge	N	V	545.00	109.00	654.00	572.33	114.47	686.80
Full Plan & Inspection Charge	N	V	908.33	181.67	1,090.00	953.83	190.77	1,144.60
<u>2-5 dwellings per extra dwelling</u>	N	V						
Full plan	N	V	121.67	24.33	146.00	127.83	25.57	153.40
Inspection charge	N	V	165.83	33.17	199.00	174.25	34.85	209.10
Full Plan & Inspection Charge	N	V	287.50	57.50	345.00	302.08	60.42	362.50
<u>6 -20 new dwellings per extra dwelling</u>	N	V						
Full plan	N	V	847.50	169.50	1,017.00	889.92	177.98	1,067.90
Inspection charge	N	V	1,205.00	241.00	1,446.00	1,265.33	253.07	1,518.40
Full Plan & Inspection Charge	N	V	2,052.50	410.50	2,463.00	2,155.25	431.05	2,586.30
<u>Extra dwelling over 5</u>	N	V						
Full plan	N	V	88.33	17.67	106.00	92.83	18.57	111.40
Inspection charge	N	V	132.50	26.50	159.00	139.25	27.85	167.10
Full Plan & Inspection Charge	N	V	220.83	44.17	265.00	232.08	46.42	278.50
<u>Flat conversion to form 2 flats</u>	N	V						
Full plan	N	V	296.67	59.33	356.00	311.75	62.35	374.10
Inspection charge	N	V	445.83	89.17	535.00	468.25	93.65	561.90
Full Plan & Inspection Charge	N	V	742.50	148.50	891.00	780.00	156.00	936.00
<u>Plus for each additional flat</u>	N	V						

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Full plan	N	✓	88.33	17.67	106.00	92.83	18.57	111.40
Inspection charge	N	✓	132.50	26.50	159.00	139.25	27.85	167.10
Full Plan & Inspection Charge	N	✓	220.83	44.17	265.00	232.08	46.42	278.50
Other works -Estimate of cost: <£5000	N							
Full plan	N	✓	102.50	20.50	123.00	107.75	21.55	129.30
Inspection charge	N	✓	155.83	31.17	187.00	163.75	32.75	196.50
£5001 - £10,000	N							
Full plan	N	✓	123.33	24.67	148.00	129.50	25.90	155.40
Inspection charge	N	✓	185.83	37.17	223.00	195.25	39.05	234.30
£10,001 - £20,000	N							
Full plan	N	✓	175.83	35.17	211.00	184.75	36.95	221.70
Inspection charge	N	✓	264.17	52.83	317.00	277.42	55.48	332.90
£20,001 - £30,000	N							
Full plan	N	✓	227.50	45.50	273.00	238.92	47.78	286.70
Inspection charge	N	✓	341.67	68.33	410.00	358.83	71.77	430.60
£30,001 - £40,000	N							
Full plan	N	✓	279.17	55.83	335.00	293.25	58.65	351.90
Inspection charge	N	✓	419.17	83.83	503.00	440.25	88.05	528.30
£40,001 - £50,000	N							
Full plan	N	✓	330.00	66.00	396.00	346.50	69.30	415.80
Inspection charge	N	✓	495.83	99.17	595.00	520.75	104.15	624.90
£50,001 - £60,000	N							
Full plan	N	✓	372.50	74.50	447.00	391.25	78.25	469.50
Inspection charge	N	✓	558.33	111.67	670.00	586.33	117.27	703.60
£60,001 - £70,000	N							
Full plan	N	✓	414.17	82.83	497.00	434.92	86.98	521.90
Inspection charge	N	✓	620.83	124.17	745.00	651.92	130.38	782.30
£70,001 - £80,000	N							
Full plan	N	✓	455.00	91.00	546.00	477.83	95.57	573.40
Inspection charge	N	✓	683.33	136.67	820.00	717.50	143.50	861.00
£80,001 - £90,000	N							
Full plan	N	✓	495.83	99.17	595.00	520.75	104.15	624.90
Inspection charge	N	✓	745.00	149.00	894.00	782.33	156.47	938.80
£90,001 - £100,000	N							
Full plan	N	✓	537.50	107.50	645.00	564.42	112.88	677.30
Inspection charge	N	✓	830.83	166.17	997.00	872.42	174.48	1,046.90
£100,001 - £120,000	N							
Full plan	N	✓	579.17	115.83	695.00	608.25	121.65	729.90
Inspection charge	N	✓	867.50	173.50	1,041.00	910.92	182.18	1,093.10
£120,001 - £140,000	N							
Full plan	N	✓	620.83	124.17	745.00	651.92	130.38	782.30
Inspection charge	N	✓	930.00	186.00	1,116.00	976.50	195.30	1,171.80
£140,001 - £160,000	N							
Full plan	N	✓	662.50	132.50	795.00	695.75	139.15	834.90
Inspection charge	N	✓	991.67	198.33	1,190.00	1,041.33	208.27	1,249.60
£160,001 - £180,000	N							
Full plan	N	✓	702.50	140.50	843.00	737.75	147.55	885.30
Inspection charge	N	✓	1,053.33	210.67	1,264.00	1,106.00	221.20	1,327.20

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
£180,001 - £200,000	N							
Full plan	N	✓	745.00	149.00	894.00	782.33	156.47	938.80
Inspection charge	N	✓	1,116.67	223.33	1,340.00	1,172.67	234.53	1,407.20
<u>Standard Non Domestic Charges for work less than £200,000</u>	N							
<u>Non Domestic New Builds & extensions up to 100m²</u>	N							
<u>Other Residential/Institutional/Assembly/Recreational (<6m²)</u>	N							
Full plan	N	✓	209.17	41.83	251.00	219.75	43.95	263.70
Inspection charge	N	✓	313.33	62.67	376.00	329.00	65.80	394.80
Full Plan & Inspection Charge	N	✓	522.50	104.50	627.00	548.75	109.75	658.50
<u>Industrial and Storage(<6m²)</u>	N							
Full plan	N	✓	143.33	28.67	172.00	150.50	30.10	180.60
Inspection charge	N	✓	215.00	43.00	258.00	225.83	45.17	271.00
Full Plan & Inspection Charge	N	✓	358.33	71.67	430.00	376.33	75.27	451.60
<u>Office and Shops(<6m²)</u>	N							
Full plan	N	✓	209.17	41.83	251.00	219.75	43.95	263.70
Inspection charge	N	✓	313.33	62.67	376.00	329.00	65.80	394.80
Full Plan & Inspection Charge	N	✓	522.50	104.50	627.00	548.75	109.75	658.50
<u>Other Residential/Institutional/Assembly/Recreational (<6-40m²)</u>	N							
Full plan	N	✓	285.83	57.17	343.00	300.25	60.05	360.30
Inspection charge	N	✓	429.17	85.83	515.00	450.75	90.15	540.90
Full Plan & Inspection Charge	N	✓	715.00	143.00	858.00	751.00	150.20	901.20
<u>Industrial and Storage(<6-40m²)</u>	N							
Full plan	N	✓	209.17	41.83	251.00	219.75	43.95	263.70
Inspection charge	N	✓	313.33	62.67	376.00	329.00	65.80	394.80
Full Plan & Inspection Charge	N	✓	522.50	104.50	627.00	548.75	109.75	658.50
<u>Office and Shops(<6-40m²)</u>	N							
Full plan	N	✓	242.50	48.50	291.00	254.75	50.95	305.70
Inspection charge	N	✓	385.00	77.00	462.00	404.33	80.87	485.20
Full Plan & Inspection Charge	N	✓	627.50	125.50	753.00	659.08	131.82	790.90
<u>Other Residential/Institutional/Assembly/Recreational (<40-100m²)</u>	N							
Full plan	N	✓	484.17	96.83	581.00	508.42	101.68	610.10
Inspection charge	N	✓	725.83	145.17	871.00	762.25	152.45	914.70
Full Plan & Inspection Charge	N	✓	1,210.00	242.00	1,452.00	1,270.67	254.13	1,524.80
<u>Industrial and Storage(<40-100m²)</u>	N							
Full plan	N	✓	330.00	66.00	396.00	346.50	69.30	415.80
Inspection charge	N	✓	495.00	99.00	594.00	519.83	103.97	623.80
Full Plan & Inspection Charge	N	✓	825.00	165.00	990.00	866.33	173.27	1,039.60
<u>Office and Shops(<40-100m²)</u>	N							
Full plan	N	✓	385.00	77.00	462.00	404.33	80.87	485.20
Inspection charge	N	✓	577.50	115.50	693.00	606.42	121.28	727.70
Full Plan & Inspection Charge	N	✓	962.50	192.50	1,155.00	1,010.75	202.15	1,212.90
<u>Shop Fit out each 100m² or part</u>	N							
Full plan	N	✓	143.33	28.67	172.00	150.50	30.10	180.60
Inspection charge	N	✓	215.00	43.00	258.00	225.83	45.17	271.00
Full Plan & Inspection Charge	N	✓	358.33	71.67	430.00	376.33	75.27	451.60
<u>Shop Front</u>	N							
Full plan	N	✓	110.00	22.00	132.00	115.50	23.10	138.60
Inspection charge	N	✓	165.00	33.00	198.00	173.33	34.67	208.00
Full Plan & Inspection Charge	N	✓	275.00	55.00	330.00	288.83	57.77	346.60

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<u>Office Partitioning per 50m run</u>	N							
Full plan	N	V	110.00	22.00	132.00	115.50	23.10	138.60
Inspection charge	N	V	165.00	33.00	198.00	173.33	34.67	208.00
Full Plan & Inspection Charge	N	V	275.00	55.00	330.00	288.83	57.77	346.60
<u>New Windows up to 10</u>	N							
Full plan	N	V	110.00	22.00	132.00	115.50	23.10	138.60
Inspection charge	N	V	165.00	33.00	198.00	173.33	34.67	208.00
Full Plan & Inspection Charge	N	V	275.00	55.00	330.00	288.83	57.77	346.60
<u>Per Extra 10</u>	N							
Full plan	N	V	38.33	7.67	46.00	40.33	8.07	48.40
Inspection charge	N	V	55.00	11.00	66.00	57.83	11.57	69.40
Full Plan & Inspection Charge	N	V	93.33	18.67	112.00	98.16	19.64	117.80
<u>Mezzanine Floor per 500m2 or part</u>	N							
Full plan	N	V	220.83	44.17	265.00	231.92	46.38	278.30
Inspection charge	N	V	330.00	66.00	396.00	346.50	69.30	415.80
Full Plan & Inspection Charge	N	V	550.83	110.17	661.00	578.42	115.68	694.10
<u>Other Works-Estimate of cost:</u>	N							
<u><£5,000</u>	N							
Full plan	N	V	102.50	20.50	123.00	107.75	21.55	129.30
Inspection charge	N	V	155.83	31.17	187.00	163.75	32.75	196.50
<u>£5001-10,000</u>	N							
Full plan	N	V	123.33	24.67	148.00	129.50	25.90	155.40
Inspection charge	N	V	185.83	37.17	223.00	195.25	39.05	234.30
<u>£10,001-£20,000</u>	N							
Full plan	N	V	175.83	35.17	211.00	184.75	36.95	221.70
Inspection charge	N	V	264.17	52.83	317.00	277.42	55.48	332.90
<u>£20,001-£30,000</u>	N							
Full plan	N	V	227.50	45.50	273.00	238.92	47.78	286.70
Inspection charge	N	V	341.67	68.33	410.00	358.83	71.77	430.60
<u>£30,001-£40,000</u>	N							
Full plan	N	V	279.17	55.83	335.00	293.25	58.65	351.90
Inspection charge	N	V	419.17	83.83	503.00	440.25	88.05	528.30
<u>£40,001-£50,000</u>	N							
Full plan	N	V	330.00	66.00	396.00	346.50	69.30	415.80
Inspection charge	N	V	495.83	99.17	595.00	520.75	104.15	624.90
<u>£50,001-£60,000</u>	N							
Full plan	N	V	372.50	74.50	447.00	391.25	78.25	469.50
Inspection charge	N	V	558.33	111.67	670.00	586.33	117.27	703.60
<u>£60,001-£70,000</u>	N							
Full plan	N	V	414.17	82.83	497.00	434.92	86.98	521.90
Inspection charge	N	V	620.83	124.17	745.00	651.92	130.38	782.30
<u>£70,001-£80,000</u>	N							
Full plan	N	V	453.33	90.67	544.00	476.00	95.20	571.20
Inspection charge	N	V	680.83	136.17	817.00	714.92	142.98	857.90
<u>£80,001-£90,000</u>	N							
Full plan	N	V	495.83	99.17	595.00	520.75	104.15	624.90
Inspection charge	N	V	745.00	149.00	894.00	782.33	156.47	938.80
<u>£90,001-£100,000</u>	N							
Full plan	N	V	537.50	107.50	645.00	564.42	112.88	677.30

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Inspection charge £100,001-£120,000	N	V	805.83	161.17	967.00	846.25	169.25	1,015.50
Full plan	N	V	579.17	115.83	695.00	608.25	121.65	729.90
Inspection charge £120,001-£140,000	N	V	867.50	173.50	1,041.00	910.92	182.18	1,093.10
Full plan	N	V	620.83	124.17	745.00	651.92	130.38	782.30
Inspection charge £140,001-£160,000	N	V	930.00	186.00	1,116.00	976.50	195.30	1,171.80
Full plan	N	V	662.50	132.50	795.00	695.75	139.15	834.90
Inspection charge £160,001-£180,000	N	V	992.50	198.50	1,191.00	1,042.25	208.45	1,250.70
Full plan	N	V	702.50	140.50	843.00	737.75	147.55	885.30
Inspection charge £180,001-£200,000	N	V	1,053.33	210.67	1,264.00	1,106.00	221.20	1,327.20
Full plan	N	V	745.00	149.00	894.00	782.33	156.47	938.80
Inspection charge	N	V	1,116.83	223.37	1,340.20	1,172.75	234.55	1,407.30
PLANNING APPLICATION FEES								
Prior Approval under the General Permitted Development Order (Amendment) 2013	Y							
<i>An application which involves the making of any material change in the use of any buildings, or other land under Classes J, K and M of the General Permitted Development Order</i>	Y		80.00	0.00	80.00	80.00	0.00	80.00
Application Type	Y							
Householder	Y							
<i>Relating to one dwelling</i>	Y		206.00	0.00	206.00	206.00	0.00	206.00
<i>Relating to 2 or more dwellings</i>	Y		407.00	0.00	407.00	407.00	0.00	407.00
Certificate of Lawfulness	Y							
Section 191 (1) (c) - Establish Use	Y		234.00	0.00	234.00	234.00	0.00	234.00
Section 191 (1) (a) or (b) - Existing per unit	Y		462.00	0.00	462.00	462.00	0.00	462.00
Section 191 (1) (a) or (b) - Existing 50 units	Y		22,859.00	0.00	22,859.00	22,859.00	0.00	22,859.00
Section 191 (1) (a) or (b) - Existing 51 and over units - per unit	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000
Section 192 - Proposed	Y		Half full fee	0.00	Half full fee	Half full fee	0.00	Half full fee
Outline	Y							
Site area not exceeding 2.5 ha - per 0.1ha	Y		462.00	0.00	462.00	462.00	0.00	462.00
Site area of 2.5 ha	Y		11,432.00	0.00	11,432.00	11,432.00	0.00	11,432.00
Site in excess of 2.5ha - per 0.1ha	Y		Max 150,000	0.00	Max 150,000	Max 150,000	0.00	Max 150,000
Dwellings	Y							
<i>Per dwelling created - below 50</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>50 dwellings</i>	Y		22,859.00	0.00	22,859.00	22,859.00	0.00	22,859.00
<i>Per dwelling - above 50</i>	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000
Change of use	Y		462.00	0.00	462.00	462.00	0.00	462.00
Other buildings	Y							
<i>No additional floor space and Floor space up to 40 sq. m</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Floor space between 40 sq. m. and 75 sq. m.</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>Floor space between 75 sq. m. and 3750 sq. m. - for each additional 75 sq. m.</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>3750 sq. m. created</i>	Y		22,859.00	0.00	22,859.00	22,859.00	0.00	22,859.00
<i>Each additional 75 sq. m. (or part thereof) above 3750 sq. m.</i>	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Erection, on land used for the purpose of agriculture	Y							
<i>Works up to 465 sq. m.</i>	Y		96.00	0.00	96.00	96.00	0.00	96.00
<i>Floor space between 465 sq. m. and 540 sq. m.</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>Floor space between 540 sq. m. and 4215 sq. m. - for each additional 75 sq. m</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>4215 sq. m. created</i>	Y		22,859.00	0.00	22,859.00	22,859.00	0.00	22,859.00
<i>Each additional 75 sq. m. (or part thereof) above 3750 sq. m.</i>	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000
Erection of glasshouses on land used for the purposes of agriculture	Y							
<i>Works up to 465 sq. m.</i>	Y		96.00	0.00	96.00	96.00	0.00	96.00
<i>Works creating more than 465 sq. m.</i>	Y		2,580.00	0.00	2,580.00	2,580.00	0.00	2,580.00
The erection, alteration or replacement of plant or machinery	Y							
<i>Site area not exceeding 5ha- each 0.1ha or part thereof</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>Site area of 5ha</i>	Y		22,859.00	0.00	22,859.00	22,859.00	0.00	22,859.00
<i>Site area in excess of 5ha - each additional 0.1ha or part thereof</i>	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000
<i>The carrying out of any operations not coming within any of the above categories - for each 0.1 ha of site area</i>	Y		£234 up to a max of £2028	0.00	£234 up to a max of £2028	£234 up to a max of £2028	0.00	£234 up to a max of £2028
Operations connected with exploratory drilling for oil or natural gas	Y							
<i>Site area not exceeding 7.5 ha - for each 0.1 ha of site area</i>	Y		508.00	0.00	508.00	508.00	0.00	508.00
<i>Site area of 7.5 ha</i>	Y		38,070.00	0.00	38,070.00	38,070.00	0.00	38,070.00
<i>Per 0.1ha in excess of 7.5ha</i>	Y		Max 300,000	0.00	Max 300,000	Max 300,000	0.00	Max 300,000
Winning and working of materials	Y							
<i>Per 0.1 ha site area to maximum 15 ha</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Site area of 15 ha</i>	Y		34,934.00	0.00	34,934.00	34,934.00	0.00	34,934.00
<i>Per 0.1 ha site area in excess of 15 ha</i>	Y		£138 up to a max of £78,000	0.00	£138 up to a max of £78,000	£138 up to a max of £78,000	0.00	£138 up to a max of £78,000
Disposal of refuse or waste materials or for the deposit of material remaining after minerals have been extracted from the land or for the storage of minerals in the open.	Y							
<i>Per 0.1 ha site area to maximum 15 ha</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Site area of 15 ha</i>	Y		34,934.00	0.00	34,934.00	34,934.00	0.00	34,934.00
<i>Per 0.1 ha site area in excess of 15 ha</i>	Y		£138 up to a max of £78,000	0.00	£138 up to a max of £78,000	£138 up to a max of £78,000	0.00	£138 up to a max of £78,000
Construction of car parks, service roads and access for the purpose of a single undertaking	Y		234.00	0.00	234.00	234.00	0.00	234.00
Extant Planning Permission	Y							
<i>Householder</i>	Y		68.40	0.00	68.40	68.40	0.00	68.40
<i>Major development</i>	Y		690.00	0.00	690.00	690.00	0.00	690.00
<i>All other applications</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Non-Material Amendment</i>	Y		0.00					
<i>Householder</i>	Y		34.00	0.00	34.00	34.00	0.00	34.00
<i>All other applications</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Minor Material Amendment</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Reserved matters</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>For non-compliance with conditions, variation or renewal of a temporary permission</i>	Y		234.00	0.00	234.00	234.00	0.00	234.00
<i>Householder</i>	Y		34.00	0.00	34.00	34.00	0.00	34.00
<i>All other applications</i>	Y		116.00	0.00	116.00	116.00	0.00	116.00
<i>Playing Fields</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
<i>Telecoms prior approval</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>Buildings and roads constructed under PD for agriculture/forestry</i>	Y		96.00	0.00	96.00	96.00	0.00	96.00
<i>Demolition prior approval</i>	Y		96.00	0.00	96.00	96.00	0.00	96.00
<i>Advert to premises</i>	Y		132.00	0.00	132.00	132.00	0.00	132.00
<i>Directional advert</i>	Y		132.00	0.00	132.00	132.00	0.00	132.00
<i>All other adverts</i>	Y		462.00	0.00	462.00	462.00	0.00	462.00
Request for written confirmation of compliance with condition(s)	No		350.00	0.00	350.00	367.50	0.00	367.50
Coordinated Development Process & Sustainability Assessment Services- Development Control								
Permission in Principal	N		£402.00 per 0.1 ha		£402.00 per 0.1ha	£423 per 0.1 ha		£423 per 0.1ha
Coordinated Plan Drawing and Approval Service	N							
N.B. 20% discount on Building Control Application fees included in the fees shown below.	N							
Single Storey Extension	N	√	1,708.33	341.67	2,050.00	1,793.83	358.77	2,152.60
Two Storey Extension	N	√	2,083.33	416.67	2,500.00	2,187.50	437.50	2,625.00
Loft Conversion	N	√	1,999.17	399.83	2,399.00	2,099.25	419.85	2,519.10
Combination Loft & Extension	N	√	3,166.67	633.33	3,800.00	3,325.17	665.03	3,990.20
Lawful Development Certificate	N	√	95.83	19.17	115.00	100.75	20.15	120.90
CONTAMINATED LAND INFORMATION								
Contaminated Land Enquiry - Site History - where no records held	N		50.00	0.00	50.00	52.50	0.00	52.50
Contaminated Land Enquiry - Site History - where records are held	N		150.00	0.00	150.00	157.50	0.00	157.50
DEVELOPMENT CONTROL SERVICES								
Provision of Information including Solicitors & Developers Inquires - per hour (1 hour minimum charge)	N		62.00	0.00	62.00	65.10	0.00	65.10
Providing written confirmation of compliance with planning permission, including a site visit.	N	√	291.67	58.33	350.00	306.33	61.27	367.60
London Local Authorities (Charges for Stopping Up Orders) Regulations 2000	N		2,955.00	0.00	2,955.00	3,102.80	0.00	3,102.80
PUBLIC REGISTER COPIES								
IPC Authorised Premises Provision of copies – per premise – per officer half hour or part thereof	N		26.10	0.00	26.10	27.50	0.00	27.50
Environmental Regulation of Industrial Plant	N		Price on Application			Price on Application		
Fee for a formal complaint made in respect of high hedges and trees, under part 8 of the Anti-Social Behaviour Act 2003	N		1,066.00	0.00	1,066.00	1,119.30	0.00	1,119.30
DESIGN PANEL FEES								
First Meeting:	N							
Design Workshop	N	√	3,000.00	600.00	3,600.00	4,000.00	800.00	4,800.00
Design Review	N	√	4,000.00	800.00	4,800.00	4,000.00	800.00	4,800.00
Minor Major	N	√	1,000.00	200.00	1,200.00	1,050.00	210.00	1,260.00
Desktop Meeting	N	√	1,541.67	308.33	1,850.00	1,750.00	350.00	2,100.00
Follow Up Meeting/s	N							
Design Workshop	N	√	2,500.00	500.00	3,000.00	3,000.00	600.00	3,600.00
Design Review	N	√	2,500.00	500.00	3,000.00	3,000.00	600.00	3,600.00
Design Meeting	N	√	1,500.00	300.00	1,800.00	1,750.00	350.00	2,100.00
	N							

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		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Charge where planning application found to be invalid	N	20% of application fee			20% of application fee		
PROVISION OF STRATEGIC PLANNING AND DESIGN INFORMATION							
Photocopying and Printing	N						
A4 Sheet	N				6.25	1.25	7.50
Extra Copy	N				0.75	0.15	0.90
Map on A3 sheet	N				12.50	2.50	15.00
Map on A2 sheet	N				15.00	3.00	18.00
Map on A1 sheet	N				20.00	4.00	24.00
Document >50 pages	N				10.00	2.00	12.00
Document >100pages	N				17.50	3.50	21.00
Document >200 pages	N				30.00	6.00	36.00
Document >300 pages	N				45.00	9.00	54.00
Document >400 pages	N				60.00	12.00	72.00
Postage for letters, large letters and packets	N				Standard Council charges apply		
ENVIRONMENTAL PERMITTING (PPC)							
<i>Statutory fee (set by DEFRA)</i>	Y						
<i>LAPPC Application Fees:</i>	Y						
<i>Application for an environmental permit part B - Standard Activities</i>	Y	1,579.00	0.00	1,579.00	1,579.00	0.00	1,579.00
<i>Additional Fee for operating without a permit</i>	Y	1,137.00	0.00	1,137.00	1,137.00	0.00	1,137.00
<i>PVRI, SWOB and Dry Cleaners Reduced Fee Activities</i>	Y	148.00	0.00	148.00	148.00	0.00	148.00
<i>PVRI & II Combined</i>	Y	246.00	0.00	246.00	246.00	0.00	246.00
<i>VRs and Other Reduced Fee Activities</i>	Y	346.00	0.00	346.00	346.00	0.00	346.00
<i>Reduced fee activities: Additional fee for operating without a permit</i>	Y	68.00	0.00	68.00	68.00	0.00	68.00
<i>Mobile screening and crushing plant</i>	Y	346.00	0.00	346.00	346.00	0.00	346.00
<i>Application fee for mobile crusher 3rd - 7th Permit</i>	Y	346.00	0.00	346.00	346.00	0.00	346.00
<i>Application fee for mobile crusher 8th Permit and higher</i>	Y	346.00	0.00	346.00	346.00	0.00	346.00
<i>Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts</i>	Y	297.00	0.00	297.00	297.00	0.00	297.00
<i>LAPPC Annual Subsistence Charge</i>	Y						
<i>Standard Processes- Low Risk</i>	Y	739.00	0.00	739.00	739.00	0.00	739.00
<i>Standard Processes- Low Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	Y	99.00	0.00	99.00	99.00	0.00	99.00
<i>Standard Processes- Medium Risk</i>	Y	1,111.00	0.00	1,111.00	1,111.00	0.00	1,111.00
<i>Standard Processes- Medium Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	Y	149.00	0.00	149.00	149.00	0.00	149.00
<i>Standard Processes- High Risk</i>	Y	1,672.00	0.00	1,672.00	1,672.00	0.00	1,672.00
<i>Standard Processes- High Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	Y	198.00	0.00	198.00	198.00	0.00	198.00
<i>Annual Subsistence Fee - Reduced Fee Activity - Low Risk</i>	Y	76.00	0.00	76.00	76.00	0.00	76.00
<i>Annual Subsistence Fee - Reduced Fee Activity - Medium Risk</i>	Y	151.00	0.00	151.00	151.00	0.00	151.00
<i>Annual Subsistence Fee - Reduced Fee Activity - High Risk</i>	Y	227.00	0.00	227.00	227.00	0.00	227.00
<i>Annual Subsistence Fee - Reduced Fee Activity PVR I+II -Low Risk</i>	Y	108.00	0.00	108.00	108.00	0.00	108.00
<i>Annual Subsistence Fee - Reduced Fee Activity PVR I+II -Medium Risk</i>	Y	216.00	0.00	216.00	216.00	0.00	216.00
<i>Annual Subsistence Fee - Reduced Fee Activity PVR I+II -High Risk</i>	Y	326.00	0.00	326.00	326.00	0.00	326.00
<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - Low Risk</i>	Y	218.00	0.00	218.00	218.00	0.00	218.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - Medium Risk</i>	Y		349.00	0.00	349.00	349.00	0.00	349.00
<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - High Risk</i>	Y		524.00	0.00	524.00	524.00	0.00	524.00
<i>Annual Subsistence Fee - Mobile Crushing - Low Risk</i>	Y		218.00	0.00	218.00	218.00	0.00	218.00
<i>Annual Subsistence Fee - Mobile Crushing - Medium Risk</i>	Y		349.00	0.00	349.00	349.00	0.00	349.00
<i>Annual Subsistence Fee - Mobile Crushing - High Risk</i>	Y		524.00	0.00	524.00	524.00	0.00	524.00
<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - Low Risk</i>	Y		218.00	0.00	218.00	218.00	0.00	218.00
<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - Medium Risk</i>	Y		349.00	0.00	349.00	349.00	0.00	349.00
<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - High Risk</i>	Y		524.00	0.00	524.00	524.00	0.00	524.00
<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - Low Risk</i>	Y		218.00	0.00	218.00	218.00	0.00	218.00
<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - Medium Risk</i>	Y		349.00	0.00	349.00	349.00	0.00	349.00
<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - High Risk</i>	Y		524.00	0.00	524.00	524.00	0.00	524.00
<i>Late payment fee</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Where a Part B installation is subject to reporting under E-PRTR Regulation add an extra £99 to the above amounts</i>	Y		99.00	0.00	99.00	99.00	0.00	99.00
<i>Where subsistence charges are paid in four equal instalments the total amount payable is increased by £36</i>	Y							
<i>Transfer & Surrender</i>	Y							
<i>Standard process transfer</i>	Y		162.00	0.00	162.00	162.00	0.00	162.00
<i>Standard process partial transfer</i>	Y		476.00	0.00	476.00	476.00	0.00	476.00
<i>New operator at low risk reduced fee activity</i>	Y		75.00	0.00	75.00	75.00	0.00	75.00
<i>Surrender: all Part B activities</i>	Y							
<i>Reduced fee activities: transfer</i>	Y							
<i>Reduced fee activities: partial transfer</i>	Y		45.00	0.00	45.00	45.00	0.00	45.00
<i>Temporary transfer for mobiles: first transfer</i>	Y		51.00	0.00	51.00	51.00	0.00	51.00
<i>Temporary transfer for mobiles: repeat following enforcement or warning</i>	Y		51.00	0.00	51.00	51.00	0.00	51.00
<i>Substantial Change</i>	Y							
<i>Standard process</i>	Y		1,005.00	0.00	1,005.00	1,005.00	0.00	1,005.00
<i>Standard process where the substantial change results in a new PPC activity</i>	Y		1,579.00	0.00	1,579.00	1,579.00	0.00	1,579.00
<i>Reduced fee activities</i>	Y		98.00	0.00	98.00	98.00	0.00	98.00
<i>LA-IPPC Charges:</i>	Y							
<i>Application</i>	Y		3,218.00	0.00	3,218.00	3,218.00	0.00	3,218.00
<i>Additional fee for operating without a permit</i>	Y		1,137.00	0.00	1,137.00	1,137.00	0.00	1,137.00
<i>Annual subsistence fee: Low risk</i>	Y		1,384.00	0.00	1,384.00	1,384.00	0.00	1,384.00
<i>Annual subsistence fee: Medium risk</i>	Y		1,541.00	0.00	1,541.00	1,541.00	0.00	1,541.00
<i>Annual subsistence fee: High risk</i>	Y		2,233.00	0.00	2,233.00	2,233.00	0.00	2,233.00
<i>Late payment fee</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Substantial variation</i>	Y		1,309.00	0.00	1,309.00	1,309.00	0.00	1,309.00
<i>Transfer</i>	Y		225.00	0.00	225.00	225.00	0.00	225.00
<i>Partial transfer</i>	Y		668.00	0.00	668.00	668.00	0.00	668.00
<i>Surrender</i>	Y		668.00	0.00	668.00	668.00	0.00	668.00
<i>Where subsistence charges are paid in four equal instalments the total amount payable is increased by £36</i>	Y							

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
ADOPTED ROAD ENQUIRIES								
Single Property	N		48.50	0.00	48.50	48.50	0.00	48.50
Site comprising multiple properties	N		97.00	0.00	97.00	97.00	0.00	97.00
TEMPORARY TRAFFIC ORDER								
TTO / Notice Standard Charge	N		2,610.00	0.00	2,610.00	2,610.00	0.00	2,610.00
Road Closure for Filming (Notice & Order)	N		900.00	0.00	900.00	900.00	0.00	900.00
Site visit to agree TM for filming road closure, where required.	N		115.00	0.00	115.00	120.80	0.00	120.80
A Special Event Orders - (excluding community street parties)	N		900.00	0.00	900.00	900.00	0.00	900.00
Temporary Traffic Orders to support Major Events (over 10,000 people)	N		4,520.00	0.00	4,520.00	4,746.00	0.00	4,746.00
Approval by the Highway authority to close a road for a street party or other event on the highway (including provision of road closure barriers by the authority)	N		Price on Application			Price on Application		
TRANSPORTATION PLANNING								
S115E Licence - single site	N		900.00	0.00	900.00	900.00	0.00	900.00
S115E Licence - for each additional site on same licence	N		100.00	0.00	100.00	105.00	0.00	105.00
TRANSPORTATION SERVICES								
Monitoring outputs of travel plans secured by S106 Obligations - Framework Travel Plan	N		Flat contribution of £2,500 + annual contribution of £500 for the life of the travel plan			Flat contribution of £2,625 + annual contribution of £525 for the life of the travel plan		
Monitoring outputs of travel plans secured by S106 Obligations - Single Phase of Development	N		5,000.00	0.00	5,000.00	5,250.00	0.00	5,250.00
S247 Stopping-Up Order - Relating to Minor Planning Application	N		3,915.00	0.00	3,915.00	3,915.00	0.00	3,915.00
S247 Stopping-Up Order - Relating to Major Planning Application	N		6,525.00	0.00	6,525.00	6,525.00	0.00	6,525.00
Mobility assessment to support application for disabled parking bay	N		250.00	0.00	250.00	262.50	0.00	262.50
Application for temporary directional signage	N		120.00	0.00	120.00	126.00	0.00	126.00
Temporary directional signs returnable deposit to cover costs in removing the signs in default	N		100.00	0.00	100.00	105.00	0.00	105.00
Requests for Advice and Policy Guidance on Directional Signs	N		60.00	0.00	60.00	63.00	0.00	63.00
Checking fee for S38 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)	N		Flat rate of £3,500.00 for works up to £10,000 in value + 11% of the value of works over £10,000 + actual cost to accrue			Flat rate of £3,675 for works up to £10,000 in value + 11% of the value of works over £10,000 + actual cost to accrue street		
Checking & supervision fee for S278 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)	N		Flat rate of £3,500.00 for works up to £10,000 in value + 11% of the value of works over £10,000 + actual cost to accrue			Flat rate of £3,675 for works up to £10,000 in value + 11% of the value of works over £10,000 + actual cost to accrue street		
Enforcement of Temporary Traffic Orders - Resident & Business bays, waiting and loading:								
Admin fee	N		104.65	0.00	104.70	109.90	0.00	109.90
Cancellation charge	N		51.81	0.00	51.81	54.50	0.00	54.50
Enforcement by Civil Enforcement Officer per day	N		74.78	0.00	74.78	78.60	0.00	78.60
Cost of an Enforcement notice	N	V	31.76	6.35	38.11	33.42	6.68	40.10
Use of removal vehicle (per removal)	Y		200.00	0.00	200.00	200.00	0.00	200.00
Please note the charges for Enforcement detailed above are separate and in addition to any charges which the applicant may incur in obtaining a Temporary Traffic Order or Street Works permits	Y							
<u>Lorry parking prices</u>	N	V						
Rigid vehicles	N							
1 day	N	V	16.05	3.21	19.26	16.92	3.38	20.30

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
2 days	N	✓	32.02	6.40	38.42	33.75	6.75	40.50
3 days	N	✓	48.24	9.65	57.89	50.75	10.15	60.90
4 days	N	✓	64.29	12.86	77.15	67.58	13.52	81.10
5 days	N	✓	80.34	16.07	96.41	84.42	16.88	101.30
6 days	N	✓	96.31	19.26	115.57	101.25	20.25	121.50
1 week	N	✓	103.86	20.77	124.63	109.08	21.82	130.90
1 month	N	✓	415.52	83.10	498.62	436.33	87.27	523.60
3 months	N	✓	1,246.48	249.30	1,495.78	1,308.92	261.78	1,570.70
Articulated vehicles	N							
1 day	N	✓	18.97	3.79	22.76	20.00	4.00	24.00
2 days	N	✓	37.68	7.54	45.22	39.58	7.92	47.50
3 days	N	✓	56.73	11.35	68.08	59.58	11.92	71.50
4 days	N	✓	75.62	15.12	90.74	79.50	15.90	95.40
5 days	N	✓	94.42	18.88	113.30	99.17	19.83	119.00
6 days	N	✓	113.30	22.66	135.96	119.00	23.80	142.80
1 week	N	✓	122.74	24.55	147.29	128.92	25.78	154.70
1 month	N	✓	490.97	98.19	589.16	515.58	103.12	618.70
3 months	N	✓	1,472.98	294.60	1,767.58	1,546.67	309.33	1,856.00
FOOTPATH CROSSINGS & PATHS ACROSS VERGES			Please note the prices under the heading 'Footpath Crossings & Paths Across Verges' are likely to change as we are due to go out to tender shortly.					
Costs associated with amending Traffic Management Orders to facilitate footway crossovers in Controlled Parking Zones	N		145.20	0.00	145.20	152.50	0.00	152.50
Application for Footway Crossovers - The Local Authorities (Transport Charges) Regulation 1998. The application process includes a maximum of three site visits.	N		195.00	0.00	195.00	205.00	0.00	205.00
Additional Site visits for approval and estimation of vehicle crossover applications. Up to half hour of officer's time per visit.	N		38.00	0.00	38.00	40.00	0.00	40.00
Construction of a crossover per square metre in paving slabs/blocks or asphalt. Excluding existing obstructions e.g. street lighting columns, street furniture, trees or utility apparatus. Note: Where a footway is currently constructed in asphalt / tarmacadam a new footway crossing will only be permitted to be constructed in asphalt / tarmacadam	N		218.50	0.00	218.50	229.50	0.00	229.50
Uplift on the cost per square metre for constructing a crossover where restricted working hours apply	N			NEW		26.00	0.00	26.00
Provision of a footway crossover when constructed as part of a planned footway reconstruction scheme - (20%discount on full price shown above) (per square metre). Note: crossover specification to comply with scheme construction.	N		174.80	0.00	174.80	183.60	0.00	183.60
There will be no discount where it is identified that a resident is crossing the footway illegally and contributing to damage of the footway.	N							
Renewal of existing White line Entrance Marking on Highway	N		155.00	0.00	155.00	163.00	0.00	163.00
New White line Entrance Marking on Highway	N		155.00	0.00	155.00	163.00	0.00	163.00
White line Entrance marking application charge (if work not progressed admin fee to be charged)	N		65.00	0.00	65.00	68.30	0.00	68.30
Removal and replanting of shrub bed elsewhere in the Borough - per square metre	N		119.00	0.00	119.00	127.00	0.00	127.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Removal and replanting of grass verge elsewhere in the Borough - per square metre	N		98.50	0.00	98.50	104.00	0.00	104.00
Application to request a tree removal in accordance with the tree strategy.	N		294.00	0.00	294.00	355.00	0.00	355.00
Application for Heavy Duty Footway crossover - The Local Authorities (Transport Charges) Regulation 1998	N		929.00	0.00	929.00	980.00	0.00	980.00
Construction and site supervision of Heavy Duty crossover excluding statutory utility diversions.	N		Price on Application			Price on Application		
PROVISION OF STREET SEATS								
Per seat (Estimate will be provided on request at actual contractors cost, officer time and actual cost of plaque)	N		Price on Application			Price on Application		
PROVISION OF STREET NAME PLATES								
Per Street Name Plate	N		Price on Application			Price on Application		
Relocation only of existing Street Name Plate for footway crossing application	N		Price on Application			Price on Application		
LICENCE FOR SKIPS								
Inspection fee for skip placed off highway	N		75.00	0.00	75.00	75.00	0.00	75.00
Skip Licence - 14 days	N		75.00	0.00	75.00	75.00	0.00	75.00
Continuation Licence - 14 days	N		75.00	0.00	75.00	75.00	0.00	75.00
LICENCE FOR HOARDING/SCAFFOLDING								
Deposit before commencement of works (refundable against damage) Per square metre of highway occupied by scaffold/hoarding(minimum deposit of £500)	N		50.00	0.00	50.00	50.00	0.00	50.00
<u>Licence:</u>	N							
Application Fee all scaffolds/hoardings (Non Refundable)	N		130.00	0.00	130.00	136.50	0.00	136.50
Licence Fee for 30 days per square metre of highway occupied by scaffold/hoarding (minimum cost to be £250, max to be £2,500)	N		25.00	0.00	25.00	25.00	0.00	25.00
Licence Extension Fee for each 30 day period per square metre of highway occupied by scaffold/hoarding UP TO 180 DAYS (minimum cost to be £250, max to be £2,500) £25.00psqm	N		25.00	0.00	25.00	25.00	0.00	25.00
Charge for additional inspections	N		69.00	0.00	69.00	72.50	0.00	72.50
LICENCE FOR THE ISSUE OF A STREET WORKS LICENCE UNDER S50 OF THE NEW ROADS & STREET WORKS ACT 1991								
Administration fee	N		267.00	0.00	267.00	280.40	0.00	280.40
Capitalisation fee in lieu of annual charge	N		1,231.00	0.00	1,231.00	1,292.60	0.00	1,292.60
Inspection Fee	N		310.00	0.00	310.00	325.50	0.00	325.50
Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre for reinstatements up to 5 M ²	N		200.00	0.00	200.00	210.00	0.00	210.00
over 5M ² - per square metre for reinstatements	N		160.00	0.00	160.00	168.00	0.00	168.00
Collaborative planning & installation of services assistance (multi-services applications only)	N			New		1,100.00	0.00	1,100.00
Bond payable to cover any penalty payments associated with the works	N		Price on Application			Price on Application		
APPLICATION FOR AUTHORITY TO EXECUTE WORKS ON THE HIGHWAY								

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Administration fee	N		267.00	0.00	267.00	280.40	0.00	280.40
Inspection Fee	N		310.00	0.00	310.00	325.50	0.00	325.50
Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre for reinstatements up to 5 M ²	N		200.00	0.00	200.00	210.00	0.00	210.00
over 5M ² - per square metre for reinstatements	N		160.00	0.00	160.00	168.00	0.00	168.00
LICENCE FOR CRANES/OVERSAILING								
Application Fee for Cranes/Oversailing (Non refundable)	N		200.00	0.00	200.00	200.00	0.00	200.00
Licence for Cranes on the highway - per day	N		200.00	0.00	200.00	200.00	0.00	200.00
Licence for Oversail over the highway - per day (minimum 1 day)	N		11.00	0.00	11.00	11.60	0.00	11.60
Charge for additional inspections - complaints/enquiries. £72.50 per hour (min. 1 hr)	N		69.00	0.00	69.00	72.50	0.00	72.50
Deposit before commencement of works (refundable against damage)	N		5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00
HIGHWAY RELATED CHARGES								
Any works / repairs to public assets on the highway	N		Price on Application			Price on Application		
Sponsored Tree Planting (including 3 year after care).	N		590.00	0.00	590.00	711.00	0.00	711.00
Sponsored Tree Plaque - price on application	N		Price on Application			Price on Application		
Bollard removal - charge per bollard (any type)	N		90.00	0.00	90.00	103.00	0.00	103.00
Provision of Arborist Services (private works)	N		Price on Application			Price on Application		
CESSPOOL EMPTYING								
Domestic Properties (No VAT)	N							
Normal time per hour	N	√	Price on Application			Price on Application		
Call out (time and ½ rates)	N	√	Price on Application			Price on Application		
Sundays, Bank Holidays or after Midnight	N	√	Price on Application			Price on Application		
Thames Water disposal charge to be added to above rates.	N							
DOMESTIC COLLECTIONS								
N.B. Domestic Bin Hire/Collection is Non Business - i.e. no VAT to be charged	N							
Special Bulky Waste Collections	N							
<u>Bulky waste collection in 12 months:</u>	N							
1 item	N		40.10	0.00	40.10	42.20	0.00	42.20
2 Items	N		44.50	0.00	44.50	46.80	0.00	46.80
3 Items	N		48.90	0.00	48.90	51.40	0.00	51.40
4 Items	N		53.30	0.00	53.30	56.00	0.00	56.00
5 Items	N		57.70	0.00	57.70	60.60	0.00	60.60
6 Items	N		62.10	0.00	62.10	65.20	0.00	65.20
Premium Service (Fastrack service) bookable £10.50 fee	N		10.50	0.00	10.50	11.10	0.00	11.10
Bulky waste collection cancellation charge for between 1-3 days notice	N		17.00	0.00	17.00	17.90	0.00	17.90
Additional charge for non standard sized items	N		61.00	0.00	61.00	64.10	0.00	64.10
<u>Electrical bulky item collections:</u>	N							
1 item	N		40.10	0.00	40.10	42.20	0.00	42.20
2 Items	N		44.50	0.00	44.50	46.80	0.00	46.80
3 Items	N		48.90	0.00	48.90	51.40	0.00	51.40
4 Items	N		53.30	0.00	53.30	56.00	0.00	56.00
5 Items	N		57.70	0.00	57.70	60.60	0.00	60.60
6 Items	N		62.10	0.00	62.10	65.20	0.00	65.20

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Premium Service (Fastrack service) bookable £10.50 fee	N		10.50	0.00	10.50	11.10	0.00	11.10
Bulky electrical item collection cancellation charge for between 1-3 days notice	N		17.30	0.00	17.30	18.20	0.00	18.20
<u>New bin and bin replacements:</u>	N							
Delivery and provision of 1 domestic 140 or 240 litre wheeled bin	N		57.70	0.00	57.70	60.60	0.00	60.60
Delivery of each additional 140 or 240 litre wheeled bin (limited to a maximum of two additions per property)	N		28.60	0.00	28.60	30.10	0.00	30.10
Hire of additional 240 litre Green Bin (fortnightly service)	N		65.00	0.00	65.00	65.00	0.00	65.00
Hire of additional 140 litre Green Bin (fortnightly service)	N		65.00	0.00	65.00	65.00	0.00	65.00
New bin and bin replacement cancellation charge for between 1-3 days notice	N		17.30	0.00	17.30	18.20	0.00	18.20
Garden Waste - annual subscription	N		65.00	0.00	65.00	65.00	0.00	65.00
PARKS AND OUTDOOR FACILITIES								
Charges marked ** do not include VAT, which will be added in certain circumstances in accordance with VAT Regulations	N							
Public Liability Insurance is not included in these charges.	N							
<u>IN COMMEMORATION</u>	N							
To supply and plant tree with 3 year after care. Tree species from contractors planting list. Plaque size 6"x 4" limited to 60 characters (additional charge over 60 characters)	N	√	666.67	133.33	800.00	700.17	140.03	840.20
Memorial Bench	N	√	1,450.00	290.00	1,740.00	1,522.50	304.50	1,827.00
Plaque for Bench	N		277.00	0.00	277.00	290.90	0.00	290.90
<u>Tennis Courts</u>	N							
Per hour peak mid-week	N	√	3.75	0.75	4.50	4.00	0.80	4.80
No charge off-peak	N			No Charge			No Charge	
Per hour weekend & bank holidays	N	√	3.75	0.75	4.50	4.00	0.80	4.80
Per hour floodlights (as required)	N	√	2.08	0.42	2.50	2.25	0.45	2.70
<u>CRICKET **</u>	N							
Season bookings can be made for 10 or 20 matches	N							
Grade 1 - Saturdays (10 Matches)	N		696.00	0.00	696.00	730.80	0.00	730.80
Grade 1 - Sundays (10 Matches)	N		757.00	0.00	757.00	794.90	0.00	794.90
Grade 2 - Saturdays or Sundays (10 Matches)	N		595.00	0.00	595.00	624.80	0.00	624.80
<u>Casual matches, per day</u>	N							
Grade 1	N	√	89.17	17.83	107.00	94.17	18.83	113.00
Grade 2	N	√	75.00	15.00	90.00	79.17	15.83	95.00
<u>BASEBALL – Enfield Playing Fields</u>	N							
Grade 1 (Inc. changing rooms & showers) Sat or Sun per session	N	√	70.83	14.17	85.00	74.42	14.88	89.30
<u>FISHING (15 June - 15 March)</u>	N							
Groveland's Park & Trent Country Park	N							
Licensed adult, per day	N	√	7.50	1.50	9.00	7.92	1.58	9.50
Licensed junior, per day	N	√		FREE			FREE	
Season Ticket - adult	N	√	56.08	11.22	67.30	58.92	11.78	70.70
Season Ticket - junior	N	√		FREE			FREE	
<u>FOOTBALL / GAELIC FOOTBALL / RUGBY **</u>	N							
Season bookings can be made for 16 or 32 games	N							
<u>SENIOR</u>	N							
Manned site - Saturday (16 Games)	N		790.00	0.00	790.00	830.00	0.00	830.00
Manned site - Sunday (16 Games)	N		931.00	0.00	931.00	978.00	0.00	978.00
Grade 1 - Saturdays (16 games)	N		740.00	0.00	740.00	777.00	0.00	777.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Grade 1 - Sundays (16 games)	N		878.00	0.00	878.00	922.00	0.00	922.00
Grade 2 - Saturdays (16 games)	N		508.00	0.00	508.00	534.00	0.00	534.00
Grade 2 - Sundays (16 games)	N		550.00	0.00	550.00	578.00	0.00	578.00
<i>Casual matches, per match</i>	N							
Grade 1 Saturday	N	√	89.17	17.83	107.00	94.17	18.83	113.00
Grade 1 Sunday	N	√	96.67	19.33	116.00	101.67	20.33	122.00
Grade 2 Saturday	N	√	62.50	12.50	75.00	65.83	13.17	79.00
Grade 2 Sunday	N	√	68.33	13.67	82.00	72.50	14.50	87.00
JUNIOR	N							
Grade 2 - Saturdays or Sundays (16 games)	N		300.00	0.00	300.00	315.00	0.00	315.00
<i>Casual matches, per match</i>	N							
Grade 2	N	√	34.58	6.92	41.50	36.67	7.33	44.00
<i>Mini-Soccer (7v7)</i>	N							
Every Saturday or Sunday (32 Matches)	N		370.00	0.00	370.00	389.00	0.00	389.00
<i>Casual, per match</i>	N	√	15.83	3.17	19.00	17.50	3.50	21.00
<i>5-a-side Football, per pitch, casual</i>	N							
<i>Casual, per match</i>	N	√	15.83	3.17	19.00	17.50	3.50	21.00
Every Saturday or Sunday (32 Matches)	N		370.00	0.00	370.00	389.00	0.00	389.00
<i>9-a-side Football, per pitch</i>	N							
Grade 2 - Saturdays / Sundays (16 games)	N		413.00	0.00	413.00	434.00	0.00	434.00
Grade 2 Saturday /Sunday, casual	N	√	48.33	9.67	58.00	50.83	10.17	61.00
Post Football litter clearance	N	√	59.17	11.83	71.00	62.50	12.50	75.00
GOLF (WHITEWEBBS)	N							
Golf Card: Adults only	N							
5 day Season	N	√	61.50	12.30	73.80	65.00	13.00	78.00
Weekday per round discount for Golf card holders (5 day season)	N	√	3.00	0.60	3.60	3.33	0.67	4.00
Maximum total payment (5 day season)	N	√	516.58	103.32	619.90	542.50	108.50	651.00
Annual Season Tickets:	N							
7 Days play	N	√	614.33	122.87	737.20	645.83	129.17	775.00
5 Days play excluding week-ends	N	√	430.83	86.17	517.00	452.50	90.50	543.00
Green fees:	N							
Standard weekday (Adults)	N	√	18.33	3.67	22.00	19.58	3.92	23.50
Standard weekend (Adults)	N	√	23.33	4.67	28.00	24.58	4.92	29.50
Standard weekday (Adults) - loyalty offer six rounds for price of five	N							
Weekend off peak ticket (variable times through year)	N	√	17.92	3.58	21.50	18.92	3.78	22.70
Weekday off peak ticket (variable times through year)	N	√	12.50	2.50	15.00	13.33	2.67	16.00
Juniors weekday	N	√	7.50	1.50	9.00	8.33	1.67	10.00
Juniors weekend (variable times throughout year)	N	√	10.00	2.00	12.00	10.83	2.17	13.00
Twilight ticket (2pm GMT 4pm BST)	N	√	12.50	2.50	15.00	13.33	2.67	16.00
60+ Monday to Thursday	N	√	12.50	2.50	15.00	13.33	2.67	16.00
Super Twilight ticket 2 hours before dusk(BST)	N	√	8.33	1.67	10.00	9.17	1.83	11.00
Golf Lessons	N							
Adult per half hour	N	√	18.42	3.68	22.10	20.00	4.00	24.00
Adult per 60 mins	N	√	32.08	6.42	38.50	34.17	6.83	41.00
Up to 3 adults sessions per half hour	N	√	45.92	9.18	55.10	48.33	9.67	58.00
Up to 3 adults sessions per 60 mins	N	√	82.50	16.50	99.00	87.50	17.50	105.00
Up to 5 adults sessions per half hour	N	√	68.67	13.73	82.40	72.50	14.50	87.00
Up to 5 adults sessions per 60 mins	N	√	126.00	25.20	151.20	132.50	26.50	159.00
Juniors (under 16) per hour group lessons only (min 8)	N	√	8.33	1.67	10.00	9.17	1.83	11.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Junior Block booking (12 weeks)	N	V	66.00	13.20	79.20	70.00	14.00	84.00
<u>Equipment Hire</u>	N	V						
Buggy Hire - Peak	N	V	20.83	4.17	25.00	22.08	4.42	26.50
Buggy Hire 9 holes	N	V	10.83	2.17	13.00	11.46	2.29	13.75
Trolley hire - 18 holes	N	V	3.75	0.75	4.50	4.17	0.83	5.00
Club hire - 18 holes (13 clubs)	N	V	12.50	2.50	15.00	14.58	2.92	17.50
<u>Golf Society Days</u>	N	V						
Spoon	N	V	41.67	8.33	50.00	43.75	8.75	52.50
Brassie	N	V	33.33	6.67	40.00	35.00	7.00	42.00
Mashie	N	V	33.33	6.67	40.00	35.00	7.00	42.00
Niblick	N	V	29.17	5.83	35.00	30.83	6.17	37.00
Monthly play card	N	V	74.58	14.92	89.50	79.17	15.83	95.00
Junior Season Ticket - under 18's	N	V	104.17	20.83	125.00	110.00	22.00	132.00
Seven Day golf card (3.50 discount during week, and 6.50 discount at weekends)	N	V	104.17	20.83	125.00	110.00	22.00	132.00
<u>NETBALL**</u>	N	V						
Adult Teams per court, per hour (incl. changing rooms & showers)	N	V	15.00	3.00	18.00	15.83	3.17	19.00
Junior Teams per court, per hour (incl. changing rooms & showers)	N	V	9.67	1.93	11.60	10.25	2.05	12.30
<u>ATHLETIC TRACK-QEII</u>	N	V						
Per hour (Mon- Friday)	N	V	30.83	6.17	37.00	32.50	6.50	39.00
<u>HIRE OF PITCHES FOR SCHOOLS</u>	N	V						
(the charges are normally Vatable but the supply to LBE maintained schools is outside the scope of VAT)	N	V						
<u>FOOTBALL</u>	N	V						
Junior Pitch	N	V	22.92	4.58	27.50	24.17	4.83	29.00
Senior Pitch	N	V	44.17	8.83	53.00	46.67	9.33	56.00
<u>NETBALL</u>	N	V	10.00	2.00	12.00	10.83	2.17	13.00
<u>RUGBY</u>	N	V						
Senior Pitch	N	V	44.17	8.83	53.00	46.67	9.33	56.00
<u>Athletics</u>	N	V						
Per hour (Mon- Friday)	N	V	26.67	5.33	32.00	28.33	5.67	34.00
<u>CEMETERY CHARGES</u>	N	V						
The service is non-business for VAT where marked * i.e. no VAT to be charged.	N	V						
<u>DIGGING FEES (including interment fee and soil box on request)</u>	N	V						
Depth:	N	V						
5'0" (Aged 2 years and under - fee waived for residents only)	N	V	1,685.00	0.00	1,685.00	1,769.30	0.00	1,769.30
7'0" (Minimum depth applies to all new graves)	N	V	1,800.00	0.00	1,800.00	1,890.00	0.00	1,890.00
9'0"	N	V	1,930.00	0.00	1,930.00	2,026.50	0.00	2,026.50
10'6"	N	V	2,045.00	0.00	2,045.00	2,147.30	0.00	2,147.30
12'0"	N	V	2,200.00	0.00	2,200.00	2,310.00	0.00	2,310.00
14'0"	N	V	2,315.00	0.00	2,315.00	2,430.80	0.00	2,430.80
Caskets or coffins in excess of 6'10" x 2'6" x 1'10"	N	V	310.00	0.00	310.00	325.50	0.00	325.50
SCATTERING OF CREMATED REMAINS ON GRAVES	N	V	120.00	0.00	120.00	126.00	0.00	126.00
BURIAL OF CREMATED REMAINS IN GRAVES	N	V	300.00	0.00	300.00	315.00	0.00	315.00
BURIAL OF CREMATED REMAINS IN COFFIN	N	V	160.00	0.00	160.00	168.00	0.00	168.00
CHAPEL (per half hour)	N	V	135.00	0.00	135.00	141.80	0.00	141.80
Additional fee in excess of 1½ timeslot per half hour	N	V	200.00	0.00	200.00	210.00	0.00	210.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Rose Petal service	N		29.00	0.00	29.00	30.50	0.00	30.50
GREEN BURIALS	N		As for Grave digging			As for Grave digging		
TREE PLANTING ASSOCIATED WITH GREEN BURIALS	N		At cost			At cost		
PRIVATE GRAVES	N							
<i>(Exclusive Right of Burial 100 years)</i>	N							
<i>(Charge includes £51.00 for Grave Deed)</i>	N							
Reservation fee for Traditional graves [subject to location and availability].	N		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
Buyback of Unused Traditional Graves	N		50% of current market value			50% of current market value		
Baby Graves (inc. wooden surround 3' x 1'8")	N		395.00	0.00	395.00	414.80	0.00	414.80
Traditional Grave (inc. wooden surround except for pre-purchases) 6' 6" x 2' 6"	N		4,000.00	0.00	4,000.00	4,000.00	0.00	4,000.00
Traditional Grave (inc. wooden surround except for pre-purchases) 6' 6" x 2' 6" Premium or Front Row	N		5,770.00	0.00	5,770.00	5,770.00	0.00	5,770.00
Lawn Grave (inc. wooden surround except for pre-purchases)	N		2,800.00	0.00	2,800.00	2,800.00	0.00	2,800.00
Traditional Grave Outer Circle (inc. wooden surround except for pre-purchases) 9' x 4'	N		9,000.00	0.00	9,000.00	9,000.00	0.00	9,000.00
Traditional Grave Inner Circle (inc. wooden surround except for [pre-purchases) 9' x 4'	N		7,600.00	0.00	7,600.00	7,600.00	0.00	7,600.00
Traditional Grave (inc. wooden surround except for pre-purchases) 7'x 3' Premium or Front Row	N		7,600.00	0.00	7,600.00	7,600.00	0.00	7,600.00
Non-Residents (Traditional Premium or Front Row Graves 7' x 3' and 6'6")	N		3,400.00	0.00	3,400.00	3,400.00	0.00	3,400.00
Non Residents may purchase graves where the Exclusive Right of Burial will be DOUBLED unless specified otherwise. To qualify for the residency rate, proof of residency of the proposed registered owner must be provided at time of booking otherwise non resident fees will be charged Current Council tax bill or electoral roll. The Exclusive Right of Burial is non transferable except upon death or from one resident to another resident.	N							
Extension of Exclusive Right of Burial Graves 10 years	N		535.00	0.00	535.00	561.80	0.00	561.80
Extension of Exclusive Right of Burial Graves 25 years	N		1,060.00	0.00	1,060.00	1,113.00	0.00	1,113.00
MAINTENANCE on traditional graves	N							
Tidying p.a. 6'6" x 2'6"	N	√	216.67	43.33	260.00	227.67	45.53	273.20
Tidying p.a. 9'0" x 4'0"	N	√	304.17	60.83	365.00	319.42	63.88	383.30
Planting twice 6'6" x 2'6"	N	√	308.33	61.67	370.00	323.83	64.77	388.60
Planting twice 9'0" x 4'0"	N	√	408.33	81.67	490.00	428.83	85.77	514.60
Purchase of full wooden surround -Traditional	N	√	129.17	25.83	155.00	135.75	27.15	162.90
Purchase of mini kerb wooden surround - Lawn	N	√	54.17	10.83	65.00	56.92	11.38	68.30
Supply and install foot kerb (Strayfield Rd-Lawn grave)	N	√	58.33	11.67	70.00	61.33	12.27	73.60
MEMORIAL RIGHTS (10 years)	N							
Lawn Grave	N		135.00	0.00	135.00	141.80	0.00	141.80
Traditional	N		200.00	0.00	200.00	210.00	0.00	210.00
Garden of Rest, Kerbed Memorial Plot, Garden of Remembrance plot or other plot for cremated remains	N		50.00	0.00	50.00	52.50	0.00	52.50
MEMORIAL permit fees [Includes Replacement Memorials]	N							
Up to 3'0" with headstone only	N		230.00	0.00	230.00	241.50	0.00	241.50
Mini kerbs 1'6" x 2' 6"	N		95.00	0.00	95.00	99.80	0.00	99.80
Kerbs only(Traditional)	N		230.00	0.00	230.00	241.50	0.00	241.50
Up to 3'0" with headstone and kerb	N		335.00	0.00	335.00	351.80	0.00	351.80
Up to maximum of 4' with headstone and kerb for 6'6" x 2'6" grave	N		460.00	0.00	460.00	483.00	0.00	483.00
Up to maximum of 5' with headstone and kerb up to 9' x 4' grave	N		500.00	0.00	500.00	525.00	0.00	525.00

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Up to 9'0"	N		885.00	0.00	885.00	929.30	0.00	929.30
Inscription fee	N		100.00	0.00	100.00	105.00	0.00	105.00
Vase/Lawn plaque	N		100.00	0.00	100.00	105.00	0.00	105.00
Headstone and kerb for baby grave	N		1/2 above rates			1/2 above rates		
Clean/renovation	N		46.00	0.00	46.00	48.30	0.00	48.30
MEMORIAL REPAIRS	N							
Re-Fix	N	√	71.50	14.30	85.80	75.17	15.03	90.20
Lawn headstone full repair including new base	N	√	207.50	41.50	249.00	217.92	43.58	261.50
EXHUMATION	N		Price on application			Price on application		
Pricing is specific to individual grave.	N		Special charge			Special charge		
COPY OF GRAVE DEED	N		51.00	0.00	51.00	53.60	0.00	53.60
REGISTRATION OF TRANSFER OF RIGHTS:	N							
Assignment or Probate	N		85.00	0.00	85.00	89.30	0.00	89.30
Statutory Declaration	N		105.00	0.00	105.00	110.30	0.00	110.30
SEARCH FEE PER ENTRY	N	√	19.17	3.83	23.00	20.25	4.05	24.30
Grave inspection including photo or map	N	√	21.00	4.20	25.20	22.17	4.43	26.60
GARDEN OF REMEMBRANCE	N							
Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)	N		298.00	0.00	298.00	312.90	0.00	312.90
Scattering of cremated remains:	N		118.00	0.00	118.00	123.90	0.00	123.90
Burial of cremated remains:	N		300.00	0.00	300.00	315.00	0.00	315.00
Plaque with plinth	N	√	308.33	61.67	370.00	323.83	64.77	388.60
Memorial bench with plaque including maintenance (10 years lease)	N	√	1,450.00	290.00	1,740.00	1,522.50	304.50	1,827.00
Extension of lease 10 years	N		226.00	0.00	226.00	237.30	0.00	237.30
Plaque Only	N		277.00	0.00	277.00	290.90	0.00	290.90
Refurbished bench	N		875.00	0.00	875.00	918.80	0.00	918.80
MEMORIAL TREE	N							
10 year lease (Double for non residents)	N		226.00	0.00	226.00	237.30	0.00	237.30
Tree planting with 3 year care	N		590.00	0.00	590.00	619.50	0.00	619.50
Scattering of cremated remains	N		118.00	0.00	118.00	123.90	0.00	123.90
Plaque with concrete plinth	N	√	308.33	61.67	370.00	323.83	64.77	388.60
Kerbside memorial plot	N							
Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)	N		298.00	0.00	298.00	312.90	0.00	312.90
Kerbside Memorial including plaque, inscription & vase	N	√	380.83	76.17	457.00	399.92	79.98	479.90
GARDENS OF REST:	N							
Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)	N		750.00	0.00	750.00	750.00	0.00	750.00
Memorials	N		150.00	0.00	150.00	150.00	0.00	150.00
Inscription fee	N		100.00	0.00	100.00	100.00	0.00	100.00
Interment fees	N		300.00	0.00	300.00	300.00	0.00	300.00
Reservation Fee	N		230.00	0.00	230.00	230.00	0.00	230.00
Extension of Lease - 5 years	N		185.00	0.00	185.00	185.00	0.00	185.00
SHARED/COMMON GRAVES	N							
Adult	N							
Contribution towards headstone	N	√	77.50	15.50	93.00	81.42	16.28	97.70
Interment fee	N		595.00	0.00	595.00	624.80	0.00	624.80
Baby	N							

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N) Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Maximum coffin size 18" x 9"	N	No charge			No charge		
Remove / replace headstone	N	110.80	0.00	110.80	116.40	0.00	116.40
Remove / replace monument	N	307.80	0.00	307.80	323.20	0.00	323.20
Boards	N	79.50	15.90	95.40	83.50	16.70	100.20
Concrete chamber for shallow graves	N	342.00	68.40	410.40	359.17	71.83	431.00
MAUSOLEUM/VAULTED BURIAL CHAMBER							
Mausoleum Chamber (one burial)	N	7,900.00	0.00	7,900.00	8,295.00	0.00	8,295.00
25% discount on 2nd Mausoleum Chamber when purchasing two plots	N	5,925.00	0.00	5,925.00	6,221.30	0.00	6,221.30
Double Vaulted Burial Chamber (for two burial)	N	8,450.00	0.00	8,450.00	8,872.50	0.00	8,872.50
Premium Double Vaulted Chamber with Niche (for two burials and four cremated remains)	N	9,500.00	0.00	9,500.00	9,975.00	0.00	9,975.00
Non residents additional purchase fee	N	1,900.00	0.00	1,900.00	1,995.00	0.00	1,995.00
Keepsake Niche	N	990.00	0.00	990.00	1,039.50	0.00	1,039.50
Interment fee - Burial	N	780.00	0.00	780.00	819.00	0.00	819.00
Interment fee - Cremated Remains	N	300.00	0.00	300.00	315.00	0.00	315.00
Inscription fee per line	N	50.83	10.17	61.00	53.42	10.68	64.10
Posy holder (Bronze) 12.5cm high	N	153.33	30.67	184.00	161.00	32.20	193.20
Vase (Bronze) 16cm x 8cm x 9cm with plastic insert	N	176.67	35.33	212.00	185.67	37.13	222.80
Motifs up to 200mm high	N	50.00	10.00	60.00	52.50	10.50	63.00
Custom motif	N	Price on application			Price on application		
Remove and refit charge	N	70.00	14.00	84.00	73.50	14.70	88.20
Remove and refit charge (Large tablet)	N	138.33	27.67	166.00	145.33	29.07	174.40
Oval ceramic plaque 5cm x 7cm (colour)	N	82.50	16.50	99.00	86.75	17.35	104.10
Oval ceramic plaque 5cm x 7cm (black and white)	N	60.00	12.00	72.00	63.00	12.60	75.60
Oval ceramic plaque 7cm x 9cm (colour)	N	106.67	21.33	128.00	112.17	22.43	134.60
Oval ceramic plaque 7cm x 9cm (black and white)	N	77.50	15.50	93.00	81.42	16.28	97.70
Decorative Memorial Cross	N	185.83	37.17	223.00	195.25	39.05	234.30
Decorative Candle Box	N	115.00	23.00	138.00	120.83	24.17	145.00
Funeral and burial services outside of standard specified times	N	Price on application			Price on application		
Assisted grave visits (for relatives who are unable to attend)-Photo provided	N	Price on application			Price on application		
Assisted grave visits (for relatives who are unable to attend)-Photo (emailed) provided and Flower laid on grave for 2 important dates (premium)	N	Price on application			Price on application		
Assisted grave visits (for relatives who are unable to attend)-Photo (emailed) provided (premium plus) A arrangement of flowers laid on grave for 2 important dates per year plus clearing of grave side.	N	Price on application			Price on application		
Referral and multiple discount Commission	N	Price on application			Price on application		
Burial Chamber/Mausoleum clean	N	108.33	21.67	130.00	113.83	22.77	136.60
EVENTS							
Commercial Events/National Charities (Inc. Funfair and Circus's)	N						
Administration Fee (Non refundable) Per application per venue	N	139.00	0.00	139.00	146.00	0.00	146.00
Booking Fee (non refundable) Per application per venue	N						
Small	N	55.00	0.00	55.00	58.00	0.00	58.00
Medium	N	220.00	0.00	220.00	231.00	0.00	231.00
Large	N	550.00	0.00	550.00	578.00	0.00	578.00
Funfairs & Circus's	N						
Per Operating Day	N	616.00	0.00	616.00	647.00	0.00	647.00
Non Operating Day	N	161.00	0.00	161.00	170.00	0.00	170.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Children's holiday long-term hire (12 days or more) - per operating day	N		277.00	0.00	277.00	291.00	0.00	291.00
Children's holiday long-term hire (12 days or more) - per non-operating day	N		139.00	0.00	139.00	146.00	0.00	146.00
Commercial Events/National charities	N							
<u>Small 50- 200 attendance</u>	N							
Per Operating Day	N		286.00	0.00	286.00	301.00	0.00	301.00
Per Non Operating Day	N		143.00	0.00	143.00	151.00	0.00	151.00
<u>Medium Between 201-999 attendance</u>	N							
Per Operating Day	N		715.00	0.00	715.00	751.00	0.00	751.00
Per Non Operating Day	N		357.00	0.00	357.00	375.00	0.00	375.00
<u>Large 1000-4999 attendance</u>	N							
Per Operating Day	N			Price on application			Price on application	
Per Non Operating Day	N			Price on application			Price on application	
Major Events - Over 5000 people	N							
Per Operating Day	N			Price on application			Price on application	
Per Non Operating Day	N			Price on application			Price on application	
<u>Community/Charities/Schools/Sporting/Internal departments</u>	N							
Administration Fee for events over 201 attendance (Non refundable)	N		139.00	0.00	139.00	139.00	0.00	139.00
75% Discount on Operating and Non Operating day (only applies for small and medium events)	N							
Ticketed Events - 10% of Gate Receipts for Community and Local Charities and internal departments or £1000 minimum fee (whichever is greater)	N							
Ticketed Events - minimum of 12% of Gate Receipts for National Charities or £1200 minimum fee (whichever is greater)	N							
<u>Environmental Impact Fee (Commercial Events/National Charity only)</u>	N							
Large Events (Over 1000 people-£1,186.00 or £0.22 per person whichever is greater)	N		1,129.00	0.00	1,129.00	1,186.00	0.00	1,186.00
Medium Event (between 200-999)	N		228.00	0.00	228.00	240.00	0.00	240.00
Small (between 50-200)	N		59.00	0.00	59.00	62.00	0.00	62.00
<u>Bonds</u>	N							
Funfair and Circus's	N		5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00
Medium Events Over 501 -1000 attending	N		500.00	0.00	500.00	500.00	0.00	500.00
Large Events 1001 – 5000 attending	N		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
Major Events 5001-10,000+attending	N		5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00
Major Events 10,000-14999	N		7,500.00	0.00	7,500.00	7,500.00	0.00	7,500.00
Major Events 15,000+ attending	N		10,000.00	0.00	10,000.00	10,000.00	0.00	10,000.00
Activities - Private commercial Enfield based organisation (exercise/running classes) per day per park (annual fee)	N		175.00	0.00	175.00	184.00	0.00	184.00
Activities - Charitable/Community (exercise/running classes) per day per park (annual fee)	N		118.00	0.00	118.00	118.00	0.00	118.00
Activities - Private commercial National Organisation (exercise/running classes) per day per park (annual fee)	N		575.00	0.00	575.00	604.00	0.00	604.00
Exemptions - Memorial /remembrance services	N			FREE			FREE	
Post event parks staff clear up (per hour)	N	√	35.42	7.08	42.50	37.50	7.50	45.00
Administration Fee - Street Events	N		139.00	0.00	139.00	146.00	0.00	146.00
Consultations for Street Events	N		300.00	0.00	300.00	315.00	0.00	315.00
Street Markets	N			Price on application			Price on application	
Commercial Marketing	N			Price on application			Price on application	
Street Funfair rides	N			Price on application			Price on application	
Bond (Streets)	N			Price on application			Price on application	

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
ALLOTMENTS								
These charges require 1 year notice to allotment plot holders, therefore the proposed charges in this schedule relate to 2021/22. Allotment charges for 2019/20 were agreed at Full Council meeting in February 2019. They are shown below for the purpose of comparison.	N							
Residents:	N							
Grade A, 25 sq. metres (per pole)	N		14.80	0.00	14.80	15.60	0.00	15.60
Grade B, 25 sq. metres (per pole)	N		11.00	0.00	11.00	11.60	0.00	11.60
Concessionary rate - age concession/low Inc./unemployed (Enfield Residents only from 1 April 2021)	N							
Water charge per pole	N		2.80	0.00	2.80	3.00	0.00	3.00
Shed rentals	N		23.00	0.00	23.00	24.20	0.00	24.20
Key deposits	N		15.00	0.00	15.00	16.00	0.00	16.00
Plot deposit	N		35.00	0.00	35.00	37.00	0.00	37.00
Non-Enfield Residents	N							
Grade A, 25 sq. metres (per pole)	N		21.10	0.00	21.10	22.20	0.00	22.20
Grade B, 25 sq. metres (per pole)	N		15.90	0.00	15.90	16.70	0.00	16.70
Water charge per pole	N		3.00	0.00	3.00	3.20	0.00	3.20
Shed rentals	N		31.00	0.00	31.00	33.00	0.00	33.00
Key deposits	N		15.00	0.00	15.00	16.00	0.00	16.00
Plot deposit	N		35.00	0.00	35.00	37.00	0.00	37.00
Beehive Licence	N		10.00	0.00	10.00	10.50	0.00	10.50
COMMUNITY HALLS								
Community Halls Hire:	N							
Commercial rates per hour	N		28.60	0.00	28.60	30.10	0.00	30.10
Concessionary rate per hour (for voluntary organisations or those deemed to be providing services of organisational benefit)	N		16.50	0.00	16.50	17.40	0.00	17.40
(A further concessionary rate will be offered to recognised Tenants and Residents Associations who will be offered space once a month at no charge for meetings) maximum period of 4 hrs	N							
Daily rate 11am-11pm (for those paying full rate)	N		288.00	0.00	288.00	302.40	0.00	302.40
Daily rate 11am-11pm (for those paying concessionary rate)	N		176.00	0.00	176.00	184.80	0.00	184.80
FOOD CERTIFICATES								
Certificate	N		95.70	0.00	95.70	100.50	0.00	100.50
Additional Charge per certificate if physical examination is required	N		220.00	0.00	220.00	231.00	0.00	231.00
REQUEST FOR FOOD HYGIENE REVISIT								
Request for a revisit under the National Food Hygiene Rating System	N		306.50	0.00	306.50	321.90	0.00	321.90
FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY COURSES – HELD AT CIVIC CENTRE								
(i) BASIC HEALTH & SAFETY COURSES	N							
(include. materials & exam registration)	N							
Total Fee per person	N		77.00	0.00	77.00	80.90	0.00	80.90
(ii) FOOD HYGIENE COURSES	N							
(include materials & exam registration)	N							

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Total Fee per person	N		77.00	0.00	77.00	80.90	0.00	80.90
(i) Replacement Certificates	N		37.30	0.00	37.30	39.20	0.00	39.20
(ii) Examination Certificates	N		28.60	0.00	28.60	30.10	0.00	30.10
FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY TRAINING - OFF SITE								
(i) BASIC HEALTH & SAFETY COURSES (include. materials & exam registration)	N							
Per Course (No VAT applicable)	N		825.10	0.00	825.10	866.40	0.00	866.40
Exam Registration charged by CIEH	N							
(ii) FOOD HYGIENE COURSES (include materials & exam registration)	N							
Per Course (No VAT applicable) up to 10 persons and £20 per person thereafter	N		825.10	0.00	825.10	866.40	0.00	866.40
Exam Registration charged by CIEH	N							
Food Hygiene Training Level 3 (3 days course)	N		350.00	0.00	350.00	367.50	0.00	367.50
Safer Food Better Business Training (half day)	N		50.00	0.00	50.00	52.50	0.00	52.50
Safer Food Better Business Pack	N		10.00	0.00	10.00	10.50	0.00	10.50
Pre-inspection business visit and report	N		312.00	0.00	312.00	327.60	0.00	327.60
ENVIRONMENTAL CRIME UNIT								
Daily storage fee in pound for vehicles and goods and includes trailers and caravans or parts thereof (other than an abandoned vehicle or untaxed vehicle)	N		44.90	0.00	44.90	47.20	0.00	47.20
Removal and release fee to pound for vehicles and includes trailers and caravans or parts thereof (other than an abandoned vehicle or untaxed vehicle)	N		224.50	0.00	224.50	235.80	0.00	235.80
<i>Abandoned vehicle disposal fee</i>	Y		70.00	0.00	70.00	70.00	0.00	70.00
<i>Abandoned vehicle removal fee</i>	Y		200.00	0.00	200.00	200.00	0.00	200.00
<i>Abandoned vehicle daily storage fee</i>	Y		40.00	0.00	40.00	40.00	0.00	40.00
<i>DVLA untaxed vehicle release fee within 24 hours</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>DVLA untaxed vehicle release fee over 24 hours</i>	Y		200.00	0.00	200.00	200.00	0.00	200.00
<i>Storage of DVLA untaxed vehicle—for each period of 24 hours or part thereof</i>	Y		21.00	0.00	21.00	21.00	0.00	21.00
<i>Disposal of vehicle</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Surety fee Payable if unable to provide current tax disc at time of vehicle collection. This fee is refundable if the tax disc is produced within 14 days.</i>	Y		160.00	0.00	160.00	160.00	0.00	160.00
<i>Bond payable if unable to prove vehicle has current road tax and or produce MOT certificate at time of collection of an abandoned vehicle. This fee is refundable if the tax and or Mot is produced before or at time collection</i>	Y		120.00	0.00	120.00	120.00	0.00	120.00
Fee for investigation of suspected abandoned vehicle on private land	N	V	158.80	31.76	190.60	166.67	33.33	200.00
LICENCES								
A. ANIMAL BOARDING ESTABLISHMENT								
Animal Commercial Boarding - New/Variation/Renewal Application	N		667.00	0.00	667.00	700.40	0.00	700.40
Animal Commercial Boarding - Re-Inspection	N		385.00	0.00	385.00	404.30	0.00	404.30
Animal Day Care Boarding New/Variation/Renewal Application	N							
1- 6 animals	N		579.00	0.00	579.00	608.00	0.00	608.00

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
7 - 10 animals	N		620.00	0.00	620.00	651.00	0.00	651.00
11 + animals	N		666.90	0.00	666.90	700.30	0.00	700.30
Animal Day Care Boarding Re-Inspection	N							
1- 6 animals	N		297.00	0.00	297.00	311.90	0.00	311.90
7 - 10 animals	N		338.00	0.00	338.00	354.90	0.00	354.90
11 + animals	N		385.00	0.00	385.00	404.30	0.00	404.30
B. BREEDING OF DOGS	N		338.00	0.00	338.00	354.90	0.00	354.90
Dog Breeding - New Application	N		907.00	0.00	907.00	952.40	0.00	952.40
Dog Breeding - Variation/Renewal Application	N		682.00	0.00	682.00	716.10	0.00	716.10
Dog Breeding - Re-Inspection (new licence)	N		611.00	0.00	611.00	641.60	0.00	641.60
Dog Breeding - Re-Inspection (existing licence)	N		385.00	0.00	385.00	404.30	0.00	404.30
C. DANGEROUS WILD ANIMALS	N		483.00	0.00	483.00	507.20	0.00	507.20
New Application for Dangerous Wild Animals	N		582.00	0.00	582.00	611.10	0.00	611.10
Renewal Application for Dangerous Wild Animals	N		552.00	0.00	552.00	579.60	0.00	579.60
D. PERFORMING ANIMALS	N							
Performing Animals - New/Variation/Renewal	N		796.00	0.00	796.00	835.80	0.00	835.80
Performing Animals - Re-Inspection	N		513.00	0.00	513.00	538.70	0.00	538.70
Pet Shop - New/Variation/Renewal	N		748.00	0.00	748.00	785.40	0.00	785.40
Pet Shop - Re-Inspection	N		385.00	0.00	385.00	404.30	0.00	404.30
F. STREET TRADING	N							
Vans/Stalls	N		203.00	0.00	203.00	213.20	0.00	213.20
Forecourt of shops and cafes/restaurants in designated areas	N		979.00	0.00	979.00	1,028.00	0.00	1,028.00
G. OCCASIONAL SALES	N							
Initial Application	N		457.00	0.00	457.00	479.90	0.00	479.90
Subsequent Applications	N		198.00	0.00	198.00	207.90	0.00	207.90
H. RIDING ESTABLISHMENTS	N							
Riding Establishments - New/Variation/Renewal	N							
Under 15 horses	N		1,130.00	0.00	1,130.00	1,186.50	0.00	1,186.50
15 - 29 horses	N		1,489.00	0.00	1,489.00	1,563.50	0.00	1,563.50
30 + horses	N		1,776.00	0.00	1,776.00	1,864.80	0.00	1,864.80
I. SEX SHOPS	N							
New application for sex establishment venue	N		2,353.00	0.00	2,353.00	2,470.70	0.00	2,470.70
Renewal application for sex establishment venue	N		1,521.00	0.00	1,521.00	1,597.10	0.00	1,597.10
J. TABLES & CHAIRS	N							
Up to 3 sq. m	N		350.00	0.00	350.00	367.50	0.00	367.50
Between 3 and 10 sq. m	N		530.00	0.00	530.00	556.50	0.00	556.50
Between 10 and 15 sq. m	N		1,033.00	0.00	1,033.00	1,084.70	0.00	1,084.70
Between 15 and (maximum) 25 sq. m	N		2,039.00	0.00	2,039.00	2,141.00	0.00	2,141.00
K. Zoos	N							
Notification of intention to apply for a zoo licence	N		106.00	0.00	106.00	111.30	0.00	111.30
New application for a zoo licence	N		2,923.00	0.00	2,923.00	3,069.20	0.00	3,069.20
Renewal of licence	N		2,218.00	0.00	2,218.00	2,328.90	0.00	2,328.90
Transfer of licence	N		526.00	0.00	526.00	552.30	0.00	552.30
Variation of a zoo licence	N		512.00	0.00	512.00	537.60	0.00	537.60
L. Pleasure Boats	N							
Application for a boat hire licence	N		251.00	0.00	251.00	263.60	0.00	263.60
Variation of a boat hire licence	N		126.00	0.00	126.00	132.30	0.00	132.30
M. Hypnotism	N							

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N) Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Application for consent to conduct an exhibition, demonstration or performance of hypnotism	N	126.00	0.00	126.00	132.30	0.00	132.30
TEMPORARY STREET TRADING LICENCE	N						
Single event for a 'Seasonal' or 'Farmers' Market of up to 20 stalls for a maximum of 4 days' duration within a designated street trading area (3 Types)	N						
1. Market which requires the closure of a non-classified road	N	471.00	0.00	471.00	494.60	0.00	494.60
2. Market on the footway only	N	354.00	0.00	354.00	371.70	0.00	371.70
3.Any other market / event, a licence fee will be set to recover the Council's costs Note: a licence will only be granted for an area where the Council is satisfied that highway safety and free pedestrian passage requirements are not compromised. Where the Council concludes that a Market cannot be held without compromising these requirements, a refusal fee will be applied as indicated for the relevant category of temporary licence	N	Price on application			Price on application		
PAVEMENT LICENCE (COVID MEASURE DUE TO EXPIRE 30/9/21)	N	100.00	0.00	100.00	100.00	0.00	100.00
MANDATORY HMO LICENCES	N						
Licence application fee for 5 lettable rooms	N	1,100.00	0.00	1,100.00	1,155.00	0.00	1,155.00
Licence application fee for more than 5 lettable rooms if £1,100 plus £125 per room thereafter	N	£1100 + £125.00 per room	0.00	£1100 + £125.00 per room	£1155 + £132.00 per room	0.00	£1155 + £132.00 per room
Copy of HMO Register	N	123.20	0.00	123.20	129.40	0.00	129.40
ADDITIONAL (HMO) LICENCES	N	900.00	0.00	900.00	900.00	0.00	900.00
SELECTIVE LICENCES	N	600.00	0.00	600.00	600.00	0.00	600.00
APPROVALS							
CIVIL MARRIAGE VENUES - Inspection Fee:	N						
New application for civil marriage venue	N	1,011.20	0.00	1,011.20	1,061.80	0.00	1,061.80
Renewal application for civil marriage venue	N	984.80	0.00	984.80	1,034.10	0.00	1,034.10
Notification of Changes (e.g. naming new person as licence holder) & issue of amended certificate	N	39.00	0.00	39.00	41.00	0.00	41.00
LICENSING ACT 2003 - FEES AND EXEMPTIONS (statutory fee VAT Exempt)							
FEES PAYABLE:	Y						
1.1 The fee for an application for the grant or variation of a premises licence is based on the rateable value of the property and the band specified for that rateable value, is as follows:	Y	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE
RATEABLE VALUES	Y						
No rateable value to £4,300	Y	100.00	0.00	100.00	100.00	0.00	100.00
£4,300 to £33,000	Y	190.00	0.00	190.00	190.00	0.00	190.00
£33,001 to £87,000	Y	315.00	0.00	315.00	315.00	0.00	315.00
£87,001 to £125,000	Y	450.00	0.00	450.00	450.00	0.00	450.00
£125,001 and above	Y	635.00	0.00	635.00	635.00	0.00	635.00
1.2 In addition, premises in Bands D and E, where an application relates exclusively or primarily for the supply of alcohol for consumption on a premises located in a city or town centre, must pay a further fee, as follows:	Y	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE
RATEABLE VALUES	Y						
£87,001 to £125,000	Y	450.00	0.00	450.00	450.00	0.00	450.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N) Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>£125,001 and above</i>	Y	1,270.00	0.00	1,270.00	1,270.00	0.00	1,270.00
<i>1.3 In addition, where 5,000 or more persons are admitted at the same time to a premises when the existing licence authorises licensable activities to take place, the application must be accompanied by a fee corresponding to the range of number of persons within which falls the maximum number of persons allowed as follows:</i>	Y	GRANT & VARIATION ADDITIONAL FEE	VAT	GRANT & VARIATION ADDITIONAL FEE	GRANT & VARIATION ADDITIONAL FEE	VAT	GRANT & VARIATION ADDITIONAL FEE
<i>MAXIMUM NUMBER OF PERSONS</i>	Y						
<i>5,000 to 9,999</i>	Y	1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>10,000 to 14,999</i>	Y	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
<i>15,000 to 19,999</i>	Y	4,000.00	0.00	4,000.00	4,000.00	0.00	4,000.00
<i>20,000 to 29,999</i>	Y	8,000.00	0.00	8,000.00	8,000.00	0.00	8,000.00
<i>30,000 to 39,999</i>	Y	16,000.00	0.00	16,000.00	16,000.00	0.00	16,000.00
<i>40,000 to 49,999</i>	Y	24,000.00	0.00	24,000.00	24,000.00	0.00	24,000.00
<i>50,000 to 59,999</i>	Y	32,000.00	0.00	32,000.00	32,000.00	0.00	32,000.00
<i>60,000 to 69,999</i>	Y	40,000.00	0.00	40,000.00	40,000.00	0.00	40,000.00
<i>70,000 to 79,999</i>	Y	48,000.00	0.00	48,000.00	48,000.00	0.00	48,000.00
<i>80,000 to 89,999</i>	Y	56,000.00	0.00	56,000.00	56,000.00	0.00	56,000.00
<i>90,000 and over</i>	Y	64,000.00	0.00	64,000.00	64,000.00	0.00	64,000.00
<i>1.4 The annual fee payable for a premises licence, is based on the rateable value of the property and the band specified for that rateable value, as follows:</i>	Y	ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE	ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE
<i>RATEABLE VALUES</i>	Y						
<i>No rateable value to £4,300</i>	Y	70.00	0.00	70.00	70.00	0.00	70.00
<i>£4,300 to £33,000</i>	Y	180.00	0.00	180.00	180.00	0.00	180.00
<i>£33,001 to £87,000</i>	Y	295.00	0.00	295.00	295.00	0.00	295.00
<i>£87,001 to £125,000</i>	Y	320.00	0.00	320.00	320.00	0.00	320.00
<i>£125,001 and above</i>	Y	350.00	0.00	350.00	350.00	0.00	350.00
<i>1.5 In addition, premises in Bands D and E, where an application relates exclusively or primarily for the supply of alcohol for consumption on a premises located in a city or town centre, must pay a further fee, as follows:</i>	Y	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE
<i>RATEABLE VALUES</i>	Y						
<i>£87,001 to £125,000</i>	Y	640.00	0.00	640.00	640.00	0.00	640.00
<i>£125,001 and above</i>	Y	1,050.00	0.00	1,050.00	1,050.00	0.00	1,050.00
<i>1.6 In addition, where 5,000 or more persons are admitted at the same time to a premises when the existing licence authorises licensable activities to take place, the application must be accompanied by a fee corresponding to the range of number of persons within which falls the maximum number of persons allowed as follows:</i>	Y	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE
<i>MAXIMUM NUMBER OF PERSONS</i>	Y						
<i>5,000 to 9,999</i>	Y	500.00	0.00	500.00	500.00	0.00	500.00
<i>10,000 to 14,999</i>	Y	1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>15,000 to 19,999</i>	Y	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
<i>20,000 to 29,999</i>	Y	4,000.00	0.00	4,000.00	4,000.00	0.00	4,000.00
<i>30,000 to 39,999</i>	Y	8,000.00	0.00	8,000.00	8,000.00	0.00	8,000.00
<i>40,000 to 49,999</i>	Y	12,000.00	0.00	12,000.00	12,000.00	0.00	12,000.00
<i>50,000 to 59,999</i>	Y	16,000.00	0.00	16,000.00	16,000.00	0.00	16,000.00
<i>60,000 to 69,999</i>	Y	20,000.00	0.00	20,000.00	20,000.00	0.00	20,000.00
<i>70,000 to 79,999</i>	Y	24,000.00	0.00	24,000.00	24,000.00	0.00	24,000.00
<i>80,000 to 89,999</i>	Y	28,000.00	0.00	28,000.00	28,000.00	0.00	28,000.00

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>90,000 and over</i>	Y		32,000.00	0.00	32,000.00	32,000.00	0.00	32,000.00
FEES PAYABLE:	Y							
<i>2.1 The fee for an application for the grant or variation of a club premises certificate is based on the rateable value of the property and the band specified for that rateable value, is as follows:</i>	Y		GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE
RATEABLE VALUES	Y							
<i>No rateable value to £4,300</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>£4,300 to £33,000</i>	Y		190.00	0.00	190.00	190.00	0.00	190.00
<i>£33,001 to £87,000</i>	Y		315.00	0.00	315.00	315.00	0.00	315.00
<i>£87,001 to £125,000</i>	Y		450.00	0.00	450.00	450.00	0.00	450.00
<i>£125,001 and above</i>	Y		635.00	0.00	635.00	635.00	0.00	635.00
<i>2.2 The annual fee payable for club premises certificate is based on the rateable value of the property and the band specified for that rateable value, is as follows:</i>	Y		ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE	ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE
RATEABLE VALUES	Y							
<i>No rateable value to £4,300</i>	Y		70.00	0.00	70.00	70.00	0.00	70.00
<i>£4,300 to £33,000</i>	Y		180.00	0.00	180.00	180.00	0.00	180.00
<i>£33,001 to £87,000</i>	Y		295.00	0.00	295.00	295.00	0.00	295.00
<i>£87,001 to £125,000</i>	Y		320.00	0.00	320.00	320.00	0.00	320.00
<i>£125,001 and above</i>	Y		350.00	0.00	350.00	350.00	0.00	350.00
OTHER FEES PAYABLE IN RESPECT OF APPLICATIONS MADE OR NOTICES GIVEN, ARE AS FOLLOWS	Y		FEE PAYABLE	VAT	FEE PAYABLE	FEE PAYABLE	VAT	FEE PAYABLE
APPLICATION OR NOTICE	Y							
<i>Notification of theft, loss, etc. of premises licence or summary</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Application for provisional statement where premises being built, etc.</i>	Y		315.00	0.00	315.00	315.00	0.00	315.00
<i>Notification of change of name or address of premises licence holder or designated premises supervisor</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Application to vary premises licence to specify individual as designated premises supervisor</i>	Y		23.00	0.00	23.00	23.00	0.00	23.00
<i>Application for transfer of premises licence</i>	Y		23.00	0.00	23.00	23.00	0.00	23.00
<i>Application for a minor variation to a premises licence</i>	Y		89.00	0.00	89.00	89.00	0.00	89.00
<i>Notice of interim authority following death etc. of the premises licence holder</i>	Y		23.00	0.00	23.00	23.00	0.00	23.00
<i>Notification of theft, loss, etc. of club premises certificate or summary</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Notification of change of name or alteration of rules of club</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Notification of change of relevant registered address of the club</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Application for temporary event notice</i>	Y		21.00	0.00	21.00	21.00	0.00	21.00
<i>Notification of theft, loss, etc. of temporary event notice</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Application for grant of a personal licence</i>	Y		37.00	0.00	37.00	37.00	0.00	37.00
<i>Notification of theft, loss, etc. of personal licence</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Notification of change of name or address of personal licence holder</i>	Y		10.50	0.00	10.50	10.50	0.00	10.50
<i>Notification of right of freeholder to be notified of licensing matters</i>	Y		21.00	0.00	21.00	21.00	0.00	21.00
SPECIAL TREATMENT LICENCE FEES & EXEMPTIONS ANNUAL LICENCES								
GROUP A	N							
Establishments that offer invasive and high risk procedures such as lasers, electrolysis, tattooing, body piercing, body message. The treatments are:	N							

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Anthroposophical Medicine	N							
Polarity Therapy	N							
Aromatherapy	N							
Qi Gong	N							
Body Massage	N							
Remedial/Sports Massage	N							
Bowen Technique	N							
Rolfing	N							
Champiassage/Indian Head Massage	N							
Shiatsu	N							
Endermologie	N							
Fairbane/Tangent Method	N							
Stone Therapy	N							
Gyratory Massage	N							
Thai Massage	N							
Manual Lymphatic Drainage	N							
Therapeutic/Holistic Massage	N							
Marma Therapy	N							
Metamorphic Technique	N							
Physiotherapy	N							
Tui-Na	N							
Acupressure	N							
Botox	N							
Lasers/Intense Pulse Light	N							
Collagen Implants	N							
Moxibustion (if not accompanied by acupuncture it will be Group B)	N							
Osteopathy	N							
Sclerotherapy	N							
Acupuncture	N							
Micropigmentation	N							
Beading	N							
Bio Skin Jetting	N							
Namripad Allergy Elimination Technique	N							
Body Piercing	N							
Electrolysis	N							
Tattoo Removal	N							
Korean Hand Therapy	N							
Tattooing	N							
NEW LICENCES	N		779.00	0.00	779.00	818.00	0.00	818.00
RENEWALS	N		623.00	0.00	623.00	654.20	0.00	654.20
VARIATIONS	N		386.00	0.00	386.00	405.30	0.00	405.30
TRANSFER	N		291.00	0.00	291.00	305.60	0.00	305.60
OCCASIONAL LICENCE	N		388.00	0.00	388.00	407.40	0.00	407.40
GROUP B	N							
Establishments that offer medium risk and non invasive treatments such as UV tanning, facials and others. The treatments are:	N							
Ayurvedic Medicine	N							
Reiki	N							

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Sauna	N							
Chiropody/Podiatry	N							
Spa	N							
Steam Room/Bath	N							
Foot Detox	N							
Hydrotherapy	N							
Thalassotherapy	N							
Thermo Auricular Therapy/Hopi Ear candles	N							
Infra Red	N							
Micro Currant Therapy/Non-Surgical Face lifts	N							
Colour Therapy	N							
Detox Box	N							
Facials	N							
Faradism	N							
Reflexology	N							
Floatation Tank	N							
Galvanism	N							
Ultra Sonic	N							
High Frequency	N							
Ultra Violet Tanning	N							
Trichology	N							
NEW LICENCES	N		572.00	0.00	572.00	600.60	0.00	600.60
RENEWALS	N		453.00	0.00	453.00	475.70	0.00	475.70
VARIATIONS	N		259.00	0.00	259.00	272.00	0.00	272.00
TRANSFER	N		163.00	0.00	163.00	171.20	0.00	171.20
OCCASIONAL LICENCE	N		287.00	0.00	287.00	301.40	0.00	301.40
GROUP C	N							
Establishments that offer manicures, pedicures, nail extensions and/or ear piercing only. The treatments are:	N							
Nail Extensions	N							
Pedicure	N							
Manicure	N							
Ear Piercing	N							
NEW LICENCES	N		390.00	0.00	390.00	409.50	0.00	409.50
RENEWALS	N		390.00	0.00	390.00	409.50	0.00	409.50
VARIATIONS	N		231.00	0.00	231.00	242.60	0.00	242.60
TRANSFER	N		163.00	0.00	163.00	171.20	0.00	171.20
OCCASIONAL LICENCE	N		242.00	0.00	242.00	254.10	0.00	254.10
AMENDMENT	N		35.00	0.00	35.00	36.80	0.00	36.80
REPLACEMENT COPY OF LICENCE	N		35.00	0.00	35.00	36.80	0.00	36.80
SCRAP METAL DEALERS								
Now covered by Scrap Metal Dealers Act 2013	N							
Site Licence:	N							
New	N		382.00	0.00	382.00	401.10	0.00	401.10
Variation	N		294.00	0.00	294.00	308.70	0.00	308.70
Renewal	N		294.00	0.00	294.00	308.70	0.00	308.70
Collector's Licence:	N							

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
New	N		225.00	0.00	225.00	236.30	0.00	236.30
Variation	N		121.00	0.00	121.00	127.10	0.00	127.10
Renewal	N		121.00	0.00	121.00	127.10	0.00	127.10
WEIGHTS AND MEASURES FEES								
Fees for the purpose of Section II(5) of the Weights and Measures Act 1985 & EEC Measuring Instrument (Fees) (as amended)	N							
All weights and measuring equipment (£60.00 per hour or part thereof)	N		66.00	0.00	66.00	69.30	0.00	69.30
second officer if required (£36 per hour or part thereof)	N		39.60	0.00	39.60	41.60	0.00	41.60
specialist equipment required	N		Price on application			Price on application		
Calibration and certification fees for the purpose of section 74 of the Weights and Measures Act 1985	N							
All weights and measuring equipment (£60.00 per hour or part thereof)	N		66.00	0.00	66.00	69.30	0.00	69.30
second officer if required (£36 per hour or part thereof)	N		39.60	0.00	39.60	41.60	0.00	41.60
specialist equipment required	N		Price on application			Price on application		
GREATER LONDON (GENERAL POWERS ACT) 1984								
Registration to hold sales by competitive bidding	N		346.00	0.00	346.00	363.30	0.00	363.30
Exemption from registration	N		116.00	0.00	116.00	121.80	0.00	121.80
LICENSING OF STORES AND REGISTRATION OF PREMISES FOR THE KEEPING OF EXPLOSIVES								
STATUTORY FEES	Y							
<i>New licence to store explosives UNDER 250kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, no minimum separation distance or a 0 metres separation is prescribed</i>	Y							
1 YEAR	Y		109.00	0.00	109.00	109.00	0.00	109.00
2 YEARS	Y		141.00	0.00	141.00	141.00	0.00	141.00
3 YEARS	Y		173.00	0.00	173.00	173.00	0.00	173.00
4 YEARS	Y		206.00	0.00	206.00	206.00	0.00	206.00
5 YEARS	Y		238.00	0.00	238.00	238.00	0.00	238.00
<i>Renewal of licence to store explosives UNDER 250kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, no minimum separation distance or a 0 metres separation is prescribed</i>	Y							
1 YEAR	Y		54.00	0.00	54.00	54.00	0.00	54.00
2 YEARS	Y		86.00	0.00	86.00	86.00	0.00	86.00
3 YEARS	Y		120.00	0.00	120.00	120.00	0.00	120.00
4 YEARS	Y		152.00	0.00	152.00	152.00	0.00	152.00
5 YEARS	Y		185.00	0.00	185.00	185.00	0.00	185.00
<i>New licence to store explosives OVER 250kg BUT LESS than 2,000kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed</i>	Y							
1 YEAR	Y		185.00	0.00	185.00	185.00	0.00	185.00
2 YEARS	Y		243.00	0.00	243.00	243.00	0.00	243.00
3 YEARS	Y		304.00	0.00	304.00	304.00	0.00	304.00
4 YEARS	Y		374.00	0.00	374.00	374.00	0.00	374.00
5 YEARS	Y		423.00	0.00	423.00	423.00	0.00	423.00

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>Renewal of licence to store explosives OVER 250kg BUT LESS than 2,000kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed</i>	Y							
1 YEAR	Y		86.00	0.00	86.00	86.00	0.00	86.00
2 YEARS	Y		147.00	0.00	147.00	147.00	0.00	147.00
3 YEARS	Y		206.00	0.00	206.00	206.00	0.00	206.00
4 YEARS	Y		266.00	0.00	266.00	266.00	0.00	266.00
5 YEARS	Y		326.00	0.00	326.00	326.00	0.00	326.00
<i>Any kind of variation</i>	Y		<i>Reasonable cost of the work done by the licensing authority</i>			<i>Reasonable cost of the work done by the licensing authority</i>		
<i>Transfer of licence or registration</i>	Y		36.00	0.00	36.00	36.00	0.00	36.00
<i>Replacement licence document</i>	Y		36.00	0.00	36.00	36.00	0.00	36.00
<i>All year Fireworks supply licence</i>	Y		500.00	0.00	500.00	500.00	0.00	500.00
GAMBLING ACT 2005	Y							
FEES AND EXEMPTIONS (VAT exempt)	Y							
<i>NB Fee capped by Government</i>								
New Applications	Y							
Bingo	Y		3,500.00	0.00	3,500.00	3,500.00	0.00	3,500.00
Betting Shop	Y		3,000.00	0.00	3,000.00	3,000.00	0.00	3,000.00
Adult Gaming Centre	Y		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
Track	Y		2,500.00	0.00	2,500.00	2,500.00	0.00	2,500.00
Family Entertainment Centre	Y		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
<i>New Applications - where provisional statement already issued</i>	Y							
Bingo	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Betting Shop	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Adult Gaming Centre	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Track	Y		950.00	0.00	950.00	950.00	0.00	950.00
Family Entertainment Centre	Y		950.00	0.00	950.00	950.00	0.00	950.00
<i>Provisional Statement Applications</i>	Y							
Bingo	Y		3,500.00	0.00	3,500.00	3,500.00	0.00	3,500.00
Betting Shop	Y		3,000.00	0.00	3,000.00	3,000.00	0.00	3,000.00
Adult Gaming Centre	Y		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
Track	Y		2,500.00	0.00	2,500.00	2,500.00	0.00	2,500.00
Family Entertainment Centre	Y		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
<i>Transfer Applications</i>	Y							
Bingo	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Betting Shop	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Adult Gaming Centre	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Track	Y		950.00	0.00	950.00	950.00	0.00	950.00
Family Entertainment Centre	Y		950.00	0.00	950.00	950.00	0.00	950.00
<i>Reinstatement Applications</i>	Y							
Bingo	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Betting Shop	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Adult Gaming Centre	Y		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
Track	Y		950.00	0.00	950.00	950.00	0.00	950.00
Family Entertainment Centre	Y		950.00	0.00	950.00	950.00	0.00	950.00
<i>Variation Applications</i>	Y							
Bingo	Y		1,750.00	0.00	1,750.00	1,750.00	0.00	1,750.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<i>Betting Shop</i>	Y		1,500.00	0.00	1,500.00	1,500.00	0.00	1,500.00
<i>Adult Gaming Centre</i>	Y		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>Track</i>	Y		1,250.00	0.00	1,250.00	1,250.00	0.00	1,250.00
<i>Family Entertainment Centre</i>	Y		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>Annual Fees</i>	Y							
<i>Bingo</i>	Y		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>Betting Shop</i>	Y		600.00	0.00	600.00	600.00	0.00	600.00
<i>Adult Gaming Centre</i>	Y		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>Track</i>	Y		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
<i>Family Entertainment Centre</i>	Y		750.00	0.00	750.00	750.00	0.00	750.00
<i>Notification of Change of Circumstances</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Request for copy of Premises Licence</i>	Y		25.00	0.00	25.00	25.00	0.00	25.00
<i>GAMBLING ACT 2005 - FEES AND EXEMPTIONS (STATUTORY FEE VAT exempt)</i>	Y							
<i>Alcohol Licensed Premises Gaming Machine Permit Fees</i>	Y							
<i>New</i>	Y		150.00	0.00	150.00	150.00	0.00	150.00
<i>New Existing S34 Permit holder (more than 2 machines)</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Variation of information on permit e.g. number of machines</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Notification of 2 machines or less (new & existing)</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Transfer - If transfer of Premises Licence to sell alcohol granted</i>	Y		25.00	0.00	25.00	25.00	0.00	25.00
<i>Name change i.e. new married name etc.</i>	Y		25.00	0.00	25.00	25.00	0.00	25.00
<i>Replacement permit</i>	Y		15.00	0.00	15.00	15.00	0.00	15.00
<i>Annual fee (payable by premises with three or more machines)</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Club Gaming & Club Gaming Machine Permit Fees</i>	Y							
<i>New</i>	Y		200.00	0.00	200.00	200.00	0.00	200.00
<i>New Existing Part II or Part III Gaming Act 1968 registrations</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>New (fast track) holder of Club Premises Certificate under Licensing Act 2003</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Renewal</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Variation</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Replacement permit</i>	Y		15.00	0.00	15.00	15.00	0.00	15.00
<i>Annual fee</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>Unlicensed Family Entertainment Centre Gaming Machine Permit Fees</i>	Y							
<i>New</i>	Y		300.00	0.00	300.00	300.00	0.00	300.00
<i>New Existing Part II and Part III Gaming Act 1968 registrations</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Renewal</i>	Y		300.00	0.00	300.00	300.00	0.00	300.00
<i>Change of Name</i>	Y		25.00	0.00	25.00	25.00	0.00	25.00
<i>Replacement permit</i>	Y		15.00	0.00	15.00	15.00	0.00	15.00
<i>Prize Gaming Permit Fees</i>	Y							
<i>New</i>	Y		300.00	0.00	300.00	300.00	0.00	300.00
<i>New Existing Section 16 Lotteries & Amusement Act 1976 Permit holder</i>	Y		100.00	0.00	100.00	100.00	0.00	100.00
<i>Renewal (every 10 years)</i>	Y		300.00	0.00	300.00	300.00	0.00	300.00
<i>Change of name</i>	Y		25.00	0.00	25.00	25.00	0.00	25.00
<i>Replacement permit</i>	Y		15.00	0.00	15.00	15.00	0.00	15.00
<i>Temporary Use Notice</i>	Y		250.00	0.00	250.00	250.00	0.00	250.00
<i>Small Society Lotteries</i>	Y							
<i>New</i>	Y		40.00	0.00	40.00	40.00	0.00	40.00
<i>Annual fee</i>	Y		20.00	0.00	20.00	20.00	0.00	20.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
SAFETY CERTIFICATES FOR SPORTS GROUNDS								
Sports Grounds:	N							
Application for a sport ground safety certificate	N		2,322.40	0.00	2,322.40	2,438.60	0.00	2,438.60
Application to change a safety certificate for a sports ground	N		1,739.40	0.00	1,739.40	1,826.40	0.00	1,826.40
Regulated Stands at sports grounds:	N							
Application to certify a regulated stand at a sports ground	N		1,739.40	0.00	1,739.40	1,826.40	0.00	1,826.40
Application to change a safety certificate for a regulated stand at a sports ground	N		1,156.20	0.00	1,156.20	1,214.10	0.00	1,214.10
STRAY DOGS SERVICE								
<i>Reclaim of a stray dog:</i>	Y							
Kennelling fee (per day)	N		12.00	0.00	12.00	12.00	0.00	12.00
Seizure fee	N		130.00	0.00	130.00	130.00	0.00	130.00
Veterinary fees(Depends on any treatment that is needed)	N			Price on application			Price on application	
Microchipping	N							
Charges for Notices served under the Housing Act 2004								
Hazard Awareness Notice (if a subsequent notice is not required)	N							
Hazard Awareness Notice (if a subsequent notice is required)	N		195.90	0.00	195.90	205.70	0.00	205.70
Improvement Notice	N		391.70	0.00	391.70	411.30	0.00	411.30
Prohibition Order	N		391.70	0.00	391.70	411.30	0.00	411.30
Emergency Prohibition Order	N		391.70	0.00	391.70	411.30	0.00	411.30
Emergency Remedial Action	N		391.70	0.00	391.70	411.30	0.00	411.30
Demolition Order	N		391.70	0.00	391.70	411.30	0.00	411.30
Review of a suspended Improvement Notice	N		224.50	0.00	224.50	235.80	0.00	235.80
Review of a suspended Prohibition Order	N		224.50	0.00	224.50	235.80	0.00	235.80
Charge for any subsequent notice served at the same time for the same property	N		168.40	0.00	168.40	176.90	0.00	176.90
Angel Community Centre								
Conference Room (meeting space for up to 16 people)	N							
Monday - Friday - hourly rate	N		11.80	0.00	11.80	12.40	0.00	12.40
Saturday - Sunday - hourly rate	N		17.40	0.00	17.40	18.30	0.00	18.30
Small Hall (meeting space for up to 40 people)	N							
Monday - Friday - hourly rate	N		17.40	0.00	17.40	18.30	0.00	18.30
Saturday - Sunday - hourly rate	N		26.20	0.00	26.20	27.60	0.00	27.60
Large Hall (meeting space for up to 150 people)	N							
Monday - Friday - hourly rate	N		32.80	0.00	32.80	34.50	0.00	34.50
Saturday - Sunday - hourly rate	N		35.40	0.00	35.40	37.20	0.00	37.20
Large Hall (social functions for up to 140 people)	N							
Monday - Friday - hourly rate	N		39.00	0.00	39.00	41.00	0.00	41.00
Saturday - Sunday - hourly rate	N		68.70	0.00	68.70	72.20	0.00	72.20
Kitchen Hire (hourly rate)	N							
Kitchen Hire (all facilities such as fridge, cookers, ovens, hot cabinet)	N		10.30	0.00	10.30	10.90	0.00	10.90
Part Kitchen Hire (for serving of pre-prepared food/drink only)	N		21.50	0.00	21.50	22.60	0.00	22.60
Corkage Fee (one off charge)	N		50.00	0.00	50.00	52.50	0.00	52.50
Discount Weekend Packages	N							
Social Full Day 12 hours (Large Hall + Kitchen)	N		810.50	0.00	810.50	851.10	0.00	851.10
Social Half Day 7 hours (Large Hall + Kitchen)	N		477.10	0.00	477.10	501.00	0.00	501.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Youth Centres								
Alan Pullinger Youth Centre	N							
Room/Facility hire	N			Price On Application		Price On Application		
Whole Centre hire	N			Price On Application		Price On Application		
Bell Lane Youth Centre	N							
Room/Facility hire	N			Price On Application		Price On Application		
Whole Centre hire	N			Price On Application		Price On Application		
Craig Park Youth Centre	N							
Room/Facility hire	N			Price On Application		Price On Application		
Whole Centre hire	N			Price On Application		Price On Application		
Croyland Youth Centre	N							
Room/Facility hire	N			Price On Application		Price On Application		
Whole Centre hire	N			Price On Application		Price On Application		
Ponders End Youth Centre	N							
Room/Facility hire	N			Price On Application		Price On Application		
Whole Centre hire	N			Price On Application		Price On Application		
LEISURE-SPORTS								
Sports & Development	N							
<u>Term time activities</u>	N							
Badminton - Beginners (block of 14 weeks , £6.00 per session)	N		84.00	0.00	84.00	89.60	0.00	89.60
Badminton - Improvers (block of 14 weeks, £6.00 per session)	N		84.00	0.00	84.00	89.60	0.00	89.60
Gymnastics - Beginners (block of 14 weeks, £8.40 per session) plus £2.50 one off costs for badge & certificate.	N		111.70	0.00	111.70	117.60	0.00	117.60
Gymnastics - Improvers (block of 14 weeks, £8.40 per session) plus £2.50 one off costs for badge & certificate.	N		111.70	0.00	111.70	117.60	0.00	117.60
Gymnastics & Trampoline (block of 14 weeks, £8.40 per session)plus £2.50 one off costs for badge & certificate.)	N		111.70	0.00	111.70	117.60	0.00	117.60
Badminton - Adults (block of 15 weeks, £7.00 per session) a.m.	N		82.50	0.00	82.50	105.00	0.00	105.00
Boxing - Adults (block of 14 weeks, £6.00 per session) p.m.	N		84.00	0.00	84.00	84.00	0.00	84.00
Pilates - Adults (block of 15 weeks , £7.00 per session)	N		97.50	0.00	97.50	105.00	0.00	105.00
Tai Chi - Adults (block of 13 weeks, £6.50 per session)	N		78.00	0.00	78.00	84.50	0.00	84.50
Yoga - Adults (Women only) (block of 15 sessions, £7.00 per session) Grange Park	N		97.50	0.00	97.50	105.00	0.00	105.00
Yoga - Adults (block of 15 weeks, £7.00 per session) David Lloyd	N		90.00	0.00	90.00	105.00	0.00	105.00
Nordic Walking - adults (block of 15 weeks session, £5.00 per session)	N		56.25	0.00	56.25	75.00	0.00	75.00
Keep Fit Mature Moves - 50+ (block of 15 weeks, £5.50 per session)	N		75.00	0.00	75.00	82.50	0.00	82.50
Swimming - 50+ (block of 15 weeks, £6.00 per session)	N		67.50	0.00	67.50	90.00	0.00	90.00
Tennis - Adults (block of 15 weeks, £5.50 per session)	N		75.00	0.00	75.00	82.50	0.00	82.50
Bowls - Adults (block of 11 weeks, £6.00 per session)	N		60.50	0.00	60.50	66.00	0.00	66.00
Tai Chi in the Park	N		3.00	0.00	3.00	5.00	0.00	5.00
Normally block bookings of 10 or more are VAT exempt (subject to HMRC conditions being met)	N							
	N							
Holiday Activities	N							
Junior horse riding (per 3/4 hr)	N		22.00	0.00	22.00	23.50	0.00	23.50
Tots horse riding (per 1/4 hr)	N		12.50	0.00	12.50	13.50	0.00	13.50
Horse riding - half day (3 hrs)	N		30.00	0.00	30.00	31.50	0.00	31.50

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Multisport	N		8.50	0.00	8.50	9.00	0.00	9.00
Boxing at Edmonton Leisure Centre	N		6.50	0.00	6.50	7.00	0.00	7.00
Kung Fu	N		8.00	0.00	8.00	8.50	0.00	8.50
Judo	N		8.50	0.00	8.50	9.00	0.00	9.00
Judo - 2 day course	N		16.00	0.00	16.00	17.00	0.00	17.00
Basketball	N		8.50	0.00	8.50	9.00	0.00	9.00
Yoga for Children	N		6.50	0.00	6.50	7.00	0.00	7.00
Boxing - 2 day course	N		17.00	0.00	17.00	18.00	0.00	18.00
Athletics - Junior (per 3 x 45 minute sessions course)	N		8.50	0.00	8.50	9.00	0.00	9.00
Tots Trampoline (3 day course, 2 hours each day)	N		48.00	0.00	48.00	50.50	0.00	50.50
Junior Trampoline (3 day course, 2 hours each day)	N		48.00	0.00	48.00	50.50	0.00	50.50
Preschool Gym (per 2 days course 1 hour each session)	N		14.00	0.00	14.00	15.00	0.00	15.00
Gymnastics (per 2 days course 1hr 30 minutes each session)	N		18.00	0.00	18.00	19.00	0.00	19.00
Gymnastics and Trampoline (single 1 hour session)	N		8.50	0.00	8.50	9.00	0.00	9.00
Street dance Junior (per hr)	N		7.00	0.00	7.00	7.50	0.00	7.50
Tennis - Junior (per 3 day course 1hr each)	N		21.00	0.00	21.00	22.10	0.00	22.10
Tennis - Junior Plus (per 3 day course 1hr)	N		21.00	0.00	21.00	22.10	0.00	22.10
Golf - Junior (2 day course 1.5hr each)	N		32.00	0.00	32.00	34.70	0.00	34.70
Golf - Junior Plus (2 days course @ 1.5hr each day)	N		32.00	0.00	32.00	34.70	0.00	34.70
Swimming - Adults (3 week course @ 1hr per session)	N		15.00	0.00	15.00	16.00	0.00	16.00
Tennis - Adults (4 week course @ 1hr per session)	N		18.50	0.00	18.50	19.50	0.00	19.50
Normally admission to sports and leisure activities/centres are standard VAT rated. Holiday activities for childcare purposes can be exempt from VAT	N							
LEISURE -CULTURE								
DUGDALE-VENUE								
Dugdale Venue Hire Rates & Charges	N							
(These prices are relevant to the dates of hire, not the date of the booking.)	N							
Ground Floor	N							
Ground -Studio Theatre(Weekdays) per hour	N		90.00	0.00	90.00	95.00	0.00	95.00
Ground -Studio Theatre(Weekends) per hour	N		115.00	0.00	115.00	121.00	0.00	121.00
1st Floor	N							
Executive Suite per hour	N		42.00	0.00	42.00	45.00	0.00	45.00
Conference Room 1 per hour	N		40.00	0.00	40.00	42.00	0.00	42.00
Conference Room 2 per hour	N		34.00	0.00	34.00	36.00	0.00	36.00
Conference Room 3 per hour	N		34.00	0.00	34.00	36.00	0.00	36.00
Conference Room 4 per hour	N		30.00	0.00	30.00	32.00	0.00	32.00
MILLFIELD THEATRE	N							
Theatre Hire Rates:	N							
Mon/Tues/Wed/Thurs./Friday(Performance of up to 3 hours including a 20 minute interval)	N		1,300.00	0.00	1,300.00	1,365.00	0.00	1,365.00
Mon/Tues/Wed/Thurs./Friday-Hourly rate after the 3 hours	N		285.00	0.00	285.00	300.00	0.00	300.00
Sat/ Sun/Bank Holiday (Performance of up to 3 hours including a 20 minute interval)	N		1,500.00	0.00	1,500.00	1,575.00	0.00	1,575.00
Sat/ Sun/Bank Holiday-Hourly rate after the 3 hours	N		335.00	0.00	335.00	352.00	0.00	352.00
Use of theatre prior to the performance per hour	N		110.00	0.00	110.00	116.00	0.00	116.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
MILLFIELD HOUSE	N							
Venue Hire Rates & Charges:	N							
<i>Ground- per hour:</i>	N							
Strand	N		36.00	0.00	36.00	38.00	0.00	38.00
Ambassadors	N		30.00	0.00	30.00	32.00	0.00	32.00
<i>1st Floor- per hour</i>	N							
Huxley	N		36.00	0.00	36.00	38.00	0.00	38.00
Bridport	N		30.00	0.00	30.00	32.00	0.00	32.00
Aylward	N		26.00	0.00	26.00	28.00	0.00	28.00
<i>2nd Floor- Sawyer per hour</i>	N		30.00	0.00	30.00	32.00	0.00	32.00
Forty Hall -VENUE	N							
Conference/Meeting/Training	N							
<i>Ground - per hour</i>	N							
Long Gallery & Inner Courtyard	N		45.00	0.00	45.00	48.00	0.00	48.00
Garden Room	N		30.00	0.00	30.00	32.00	0.00	32.00
Great Hall	N		40.00	0.00	40.00	42.00	0.00	42.00
Parlour	N		40.00	0.00	40.00	42.00	0.00	42.00
<i>Second Floor - per hour</i>	N							
Vicary Room	N		30.00	0.00	30.00	32.00	0.00	32.00
Walters Room	N		30.00	0.00	30.00	32.00	0.00	32.00
Private Hire (Baby Showers, Christening, Parties etc.)	N							
Long Gallery & Inner Courtyard Wed-Fri (Hire up to 8 hours)	N		1,500.00	0.00	1,500.00	1,575.00	0.00	1,575.00
Long Gallery & Inner Courtyard Sat-Mon (Hire up to 8 hours)	N		1,800.00	0.00	1,800.00	1,890.00	0.00	1,890.00
Long Gallery & Inner Courtyard Wed-Fri (Hire up to 4 hours)	N		875.00	0.00	875.00	919.00	0.00	919.00
Long Gallery & Inner Courtyard Sat-Mon (Hire up to 4 hours)	N		1,025.00	0.00	1,025.00	1,077.00	0.00	1,077.00
Great Hall & Parlour Wed-Fri (Hire up to 8 hours)	N		1,000.00	0.00	1,000.00	1,050.00	0.00	1,050.00
Great Hall & Parlour Sat-Mon (Hire up to 8 hours)	N		1,200.00	0.00	1,200.00	1,260.00	0.00	1,260.00
Great Hall & Parlour Wed-Fri (Hire up to 4 hours)	N		575.00	0.00	575.00	604.00	0.00	604.00
Great Hall & Parlour Sat-Mon (Hire up to 4 hours)	N		675.00	0.00	675.00	709.00	0.00	709.00
Celebration of Life/Wakes	N							
Long Gallery & Inner Courtyard Wed-Fri	N		420.00	0.00	420.00	441.00	0.00	441.00
Long Gallery & Inner Courtyard Sat-Mon	N		520.00	0.00	520.00	546.00	0.00	546.00
Great Hall & Parlour Wed-Fri	N		320.00	0.00	320.00	336.00	0.00	336.00
Great Hall & Parlour Sat-Mon	N		420.00	0.00	420.00	441.00	0.00	441.00
Weddings	N							
Ceremony & Reception Entire Ground Floor Wed-Fri	N		2,400.00	0.00	2,400.00	2,520.00	0.00	2,520.00
Ceremony & Reception Entire Ground Floor Sat-Mon	N		2,900.00	0.00	2,900.00	3,045.00	0.00	3,045.00
Reception Only Long Gallery & Inner Courtyard Wed-Fri	N		2,000.00	0.00	2,000.00	2,100.00	0.00	2,100.00
Reception Only Long Gallery & Inner Courtyard Sat-Mon	N		2,500.00	0.00	2,500.00	2,625.00	0.00	2,625.00
Ceremony Only Long Gallery & Inner Courtyard Wed-Fri	N		1,250.00	0.00	1,250.00	1,313.00	0.00	1,313.00
Ceremony Only Long Gallery & Inner Courtyard Sat-Mon	N		1,450.00	0.00	1,450.00	1,523.00	0.00	1,523.00
Ceremony Only Great Hall & Parlour Wed-Fri	N		950.00	0.00	950.00	998.00	0.00	998.00
Ceremony Only Great Hall & Parlour Sat-Mon	N		1,150.00	0.00	1,150.00	1,208.00	0.00	1,208.00

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<u>Green Towers -VENUE</u>	N							
Conference Room 1 - Monday & Friday	N		32.00	0.00	32.00	34.00	0.00	34.00
Conference Room 1 - Saturday & Sunday	N		42.00	0.00	42.00	45.00	0.00	45.00
Breakout Room 1 - Monday & Friday	N		26.00	0.00	26.00	28.00	0.00	28.00
Breakout Room 1 - Saturday & Sunday	N		32.00	0.00	32.00	34.00	0.00	34.00
Small Meeting Room 2 - Monday & Friday	N		16.00	0.00	16.00	17.00	0.00	17.00
Small Meeting Room 2 - Saturday & Sunday	N		22.00	0.00	22.00	24.00	0.00	24.00
Large Hall - Conference/Meeting	N		52.00	0.00	52.00	55.00	0.00	55.00
Large Hall - Private Event	N		82.00	0.00	82.00	87.00	0.00	87.00
<u>Salisbury House -VENUE</u>	N							
Ground Floor Salisbury Room	N		30.00	0.00	30.00	32.00	0.00	32.00
Edinburgh Room	N		22.00	0.00	22.00	24.00	0.00	24.00
The Tudor Room	N		32.00	0.00	32.00	34.00	0.00	34.00
Salisbury Room & Tea Room - £57 per hour (Minimum Hire 4 Hours)	N		57.00	0.00	57.00	60.00	0.00	60.00
Salisbury Room, Tea Room & The Garden - £100 per hour (Minimum Hire 4 Hours)	N		100.00	0.00	100.00	105.00	0.00	105.00
<u>PRE-APPLICATION CHARGING SCHEME-PLANNING</u>	N							
Category A:Large Major Applications 25-150 units,+2000 sq. m of floor space (includes change of use)EIA Development Significant Infrastructure Proposal (Proposals raising significant heritage issues which will be assessed/ charged on an individual basis)	N							
Category A:Large Major Applications (Assessment, site visit, meeting and written advice, includes SuDs consultation)	N	√	Price on Application			Price on Application		
Category A; Follow up meeting	N	√	Price on Application			Price on Application		
Category B :Major developments 10-24 residential units 1000-2000 sq. metres of floor space(includes change of use) Development involving 0.5 hectares	N							
Category B :Major developments (Assessment, site visit, meeting and written advice, includes SuDs consultation)	N	√	Price on Application			Price on Application		
Category B: Follow up meeting	N	√	Price on Application			Price on Application		
Category C: Minor Development 4-9 residential units Flat Conversions/HMO's (4-9 units) 400-999 sq. metres of non-residential floor space(includes change of use)	N							
Category C:Minor Development Assessment, site visit, meeting and written advice)	N	√	Price on Application			Price on Application		
Category C:Minor Development Assessment, site visit, meeting and written advice) Development within a Conservation Area	N	√	Price on Application			Price on Application		
Category C:Minor Development Assessment, site visit, meeting and written advice) Development involving a listed building or affecting the setting of a listed building	N	√	Price on Application			Price on Application		
Category C:Follow up meeting	N	√	Price on Application			Price on Application		
Category D:Minor Development 1-3 Residential units Flat Conversions/HMO's (1-3 units)Up to 399 sq. metres of non-residential floor space(includes change of use) Telecommunications(Code system operators)	N							

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Category D:(Site specific assessment, meeting and written advice)	N	√	Price on Application			Price on Application		
Category D:(Site specific assessment, meeting and written advice)Development within a Conservation Area	N	√	Price on Application			Price on Application		
Category D:(Site specific assessment, meeting and written advice)Development involving a listed building or affecting the setting of a listed building	N	√	Price on Application			Price on Application		
Category D:(Site specific assessment, meeting .No written advice)	N	√	Price on Application			Price on Application		
Category D:(Site specific assessment, meeting . No written advice) Development within a Conservation Area	N	√	Price on Application			Price on Application		
Category D:(Site specific assessment, meeting and No written advice)Development involving a listed building or affecting the setting of a listed building	N	√	Price on Application			Price on Application		
Category D:Follow up meeting	N	√	Price on Application			Price on Application		
Category E: Householder Development Residential Extensions Outbuildings P.D Enquiries	N							
Category E:Site specific assessment, site visit, meeting and No written advice	N	√	Price on Application			Price on Application		
Category E:Site specific assessment, site visit, meeting and No written advice If within Conservation Area	N	√	Price on Application			Price on Application		
Category E: Site specific assessment, site visit, meeting and written advice	N	√	Price on Application			Price on Application		
Category E: Site specific assessment, site visit, meeting and written advice If within Conservation Area	N	√	Price on Application			Price on Application		
Category E: Follow up meeting	N	√	Price on Application			Price on Application		
Category F: Enforcement Discussions on cases involving enforcement actions Assessment, meeting and written advice	N	√	Price on Application			Price on Application		
Category F: Follow up meeting	N	√	Price on Application			Price on Application		
Category G: Listed Buildings (Assessment, site visit, meeting and written advice)	N	√	Price on Application			Price on Application		
Category G: Follow up meeting	N	√	Price on Application			Price on Application		
Category H: Conservation Area (Assessment, site visit, meeting and written advice on schemes located in Conservation area)	N	√	Price on Application			Price on Application		
Category H: Follow up meeting	N	√	Price on Application			Price on Application		
Category I: Alterations to Shop Fronts/Advertisements (Assessment, site visit, meeting and written advice)	N	√	Price on Application			Price on Application		
Category I: Follow up meeting	N	√	Price on Application			Price on Application		
Category J: Concept Discussions Strategic /Major Development (Meeting/Basic guidance against policy)	N	√	Price on Application			Price on Application		
Category J: Concept Discussions Land with potential for 1-5 units (Meeting/Basic guidance against policy)	N	√	Price on Application			Price on Application		
Additional Specialist Advice (per hour)	N	√	Price on Application			Price on Application		
Schemes of significant magnitude that require a series of development team meetings or a Planning Performance Agreement	N							
Local Land Charges	Y							
Residential LLC1	Y		Price on Application			Price on Application		
Residential Each additional parcel	Y		Price on Application			Price on Application		
Residential CON 29(R)	Y	√	Price on Application			Price on Application		
Residential Each additional parcel	Y	√	Price on Application			Price on Application		
Residential LLC1 + CON 29(R)	Y	√	Price on Application			Price on Application		

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Residential Each additional parcel	Y	√		Price on Application			Price on Application	
Commercial / offices / land / industrial LLC1	Y			Price on Application			Price on Application	
Commercial / offices / land / industrial Each additional parcel	Y			Price on Application			Price on Application	
Commercial / offices / land / industrial CON 29(R)	Y	√		Price on Application			Price on Application	
Commercial / offices / land / industrial Each additional parcel	Y	√		Price on Application			Price on Application	
Commercial / offices / land / industrial LLC1 + CON 29(R)	Y	√		Price on Application			Price on Application	
Con 29 (O) Enquiries (4 -21) except for Q.8 & Q.18 – No Charge (each)	Y	√		Price on Application			Price on Application	
Enquiry 22	Y	√		Price on Application			Price on Application	
Applications for the Common Land and Village Green register (As detailed in the Commons Registration (England Regulations 2014)	Y			Price on Application			Price on Application	
Copy documents from CON29 relating information (Each - including copy of search)	Y	√		Price on Application			Price on Application	
Copy documents relating to register only	Y			Price on Application			Price on Application	
Registration of a charge in Part 11 of the Register	Y			Price on Application			Price on Application	
Filing a Lands Tribunal Light Obstruction Notice	Y			Price on Application			Price on Application	
Filing a variation or cancellation of a Light Obstruction Notice	Y			Price on Application			Price on Application	
Inspection of documents relating to Light Obstruction Notices (for each parcel of land)	Y			Price on Application			Price on Application	
PEST CONTROL (Public Realm)	N							
PEST CONTROL (DOMESTIC)	N							
Survey charge (non refundable)	N	√		Price on Application			Price on Application	
Rats (For 3 visits)	N	√		Price on Application			Price on Application	
Mice (For 3 visits)	N	√		Price on Application			Price on Application	
Mice (Per Additional Visit)	N	√		Price on Application			Price on Application	
Rats (Per Additional Visit)	N	√		Price on Application			Price on Application	
Cockroaches (For 3 visits)	N	√		Price on Application			Price on Application	
Cockroaches (Per Additional Visit)	N	√		Price on Application			Price on Application	
Fleas	N	√		Price on Application			Price on Application	
Squirrels (per 3 visits) - internal only where appropriate	N	√		Price on Application			Price on Application	
Pharaohs Ant Treatment (Per complete treatment)	N	√		Price on Application			Price on Application	
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days notice)	N	√		Price on Application			Price on Application	
Bed Bug (ID & pre-visit only)	N	√		Price on Application			Price on Application	
Bed Bug (per treatment for bedsit or single room, comprises the previsit and a single treatment)	N	√		Price on Application			Price on Application	
Bed bug (per treatment for 2 rooms, comprises the previsit and a single treatment)	N	√		Price on Application			Price on Application	
Bed bug (per treatment for 3 rooms, comprises the previsit and a single treatment)	N	√		Price on Application			Price on Application	
Bed bug (per treatment for 4 rooms, comprises the previsit and a single treatment)	N	√		Price on Application			Price on Application	
Bed bug (per treatment for 5 rooms, comprises the previsit and a single treatment)	N	√		Price on Application			Price on Application	
Moths (Maximum of 3 visits)	N	√		Price on Application			Price on Application	
Household Beetles (Maximum 2 visits inclusive of survey 1 spray and ULV treatment)	N	√		Price on Application			Price on Application	
Proofing Treatments etc.	N			Price on Application			Price on Application	

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Wasps (per treatment)	N	√		Price on Application			Price on Application	
Wasps (per extra nest)	N	√		Price on Application			Price on Application	
Garden Ants	N	√		Price on Application			Price on Application	
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days notice)	N	√		Price on Application			Price on Application	
PEST CONTROL (COMMERCIAL)	N							
Rats (Per treatment maximum 3 visits)	N	√		Price on Application			Price on Application	
Mice (Per treatment maximum 3 visits)	N	√		Price on Application			Price on Application	
Cockroach (Per treatment maximum 3 visits)	N	√		Price on Application			Price on Application	
Fleas (Per treatment maximum 1 visit)	N	√		Price on Application			Price on Application	
Wasps (Per treatment maximum 1 visit)	N	√		Price on Application			Price on Application	
Bed bugs (Per treatment maximum 2 visits including pre-visit)	N	√		Price on Application			Price on Application	
Bed bug (ID and pre-visit only)	N	√		Price on Application			Price on Application	
Bed bug (Per treatment maximum 1 visit. Only if Bed bug ID and pre-visit previously done)	N	√		Price on Application			Price on Application	
On-site ID/other/advice/extra visits (Per visit)	N	√		Price on Application			Price on Application	
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days notice)	N	√		Price on Application			Price on Application	
PEST CONTROL (LARGE OR COMPLEX COMMERCIAL AND CONTRACT WORK)	N							
Additional charges will be added for actual costs of materials, equipment etc.	N	√		Price on Application			Price on Application	
Rats	N	√		Price on Application			Price on Application	
Basic charge per hour (minimum 1 hour)	N	√		Price on Application			Price on Application	
Mice	N	√		Price on Application			Price on Application	
Basic charge per hour (minimum 1 hour)	N	√		Price on Application			Price on Application	
Insects	N	√		Price on Application			Price on Application	
Basic charge per hour (minimum 1 hour)	N	√		Price on Application			Price on Application	
Pigeons, Feral Cats and Squirrels and other treatments and pests	N	√		Price on Application			Price on Application	
Basic charge per hour (minimum 1 hour)	N	√		Price on Application			Price on Application	
Pharaohs Ant Treatment	N	√		Price on Application			Price on Application	
Basic charge per hour (minimum 1 hour)	N	√		Price on Application			Price on Application	
FLEET SERVICES (Public Realm)	N							
Car Service Maintenance Repair & grounds equipment self propelled	N							
This includes Car derived vans. I.E Vauxhall Corsa Van	N							
All Services are undertaken based on Autodata times	N							
The labour rate per vehicle category will be able to be adjusted in the event of the Councils Fleet department tendering for a contract containing more than a single vehicle. Or a prospective customer wishes to offer a number of vehicles to the Fleet department to undertake Service Maintenance Repair work on.	N			Price on Application			Price on Application	
Underutilised services within Public Realm - ability to offer discounts if required	N			Price on Application			Price on Application	
Labour Rate per Hour	N	√		Price on Application			Price on Application	

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			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Premium guaranteed workshop slot AM or PM. Work under 3 hours will be started and finished if presented before 09:00hrs AM and 15:00hrs PM. (NOTE any additional work discovered during this period may not be completed in the agreed time slot)	N	√	Price on Application			Price on Application		
Parts	N	√	Price on Application			Price on Application		
Consumable items	N	√	Price on Application			Price on Application		
Environmental charge (disposal of oils when changed)	N	√	Price on Application			Price on Application		
Any work of specialist nature outsourced to 3rd party	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield outside of 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
MOT test class 4	N		Price on Application			Price on Application		
MOT retest	N		Price on Application			Price on Application		
Air Conditioning - Service and Re-Gas	N		Price on Application			Price on Application		
LCV up to 3.5t Service Maintenance Repair	N							
All Services are undertaken based on Autodata times	N							
Labour Rate per hour	N	√	Price on Application			Price on Application		
Premium guaranteed workshop slot AM or PM. Work under 3 hours will be started and finished if presented before 09:00hrs AM and 15:00hrs PM. (NOTE any additional work discovered during this period may not be completed in the agreed time slot)	N	√	Price on Application			Price on Application		
Parts	N	√	Price on Application			Price on Application		
Consumable items	N	√	Price on Application			Price on Application		
Environmental charge (disposal of oils when changed)	N	√	Price on Application			Price on Application		
Any work of specialist nature outsourced to 3rd party	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield outside of 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
MOT test class 7	N		Price on Application			Price on Application		
MOT retest	N		Price on Application			Price on Application		
LOLER testing tail lifts	N	√	Price on Application			Price on Application		
Air Conditioning - Service and Re-Gas	N		Price on Application			Price on Application		
Section 19 & 22 mini bus Service Maintenance Repair and vehicles up to 7.5t	N							
All Services where possible are undertaken based on autodata times	N							
Labour Rate	N	√	Price on Application			Price on Application		
Premium guaranteed workshop slot AM or PM. Work under 3 hours will be started and finished if presented before 09:00hrs AM and 15:00hrs PM. (NOTE any additional work discovered during this period may not be completed in the agreed time slot)	N	√	Price on Application			Price on Application		
Parts	N	√	Price on Application			Price on Application		
Consumable items	N	√	Price on Application			Price on Application		
Environmental charge (disposal of oils when changed)	N	√	Price on Application			Price on Application		
Any work of specialist nature outsourced to 3rd party	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
Collection and delivery within London Borough of Enfield outside of 08:00 - 16:00hrs	N	√	Price on Application			Price on Application		
DVSA safety inspection including interior fitting up to 22 seats	N	√	Price on Application			Price on Application		
DVSA standard brake test with print out	N	√	Price on Application			Price on Application		
DVSA standard Headlamp test	N	√	Price on Application			Price on Application		

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
MOT test class 5 - 5a	N			Price on Application			Price on Application	
MOT retest	N			Price on Application			Price on Application	
LOLER testing tail lifts	N	√		Price on Application			Price on Application	
Air Conditioning - Service and Re-Gas	N			Price on Application			Price on Application	
<u>LGV / RCV and vehicles above 7.5t</u>	N							
All Services where possible based on industry standard times	N							
Labour Rate	N			Price on Application			Price on Application	
Premium guaranteed workshop slot AM or PM. Work under 3 hours will be started and finished if presented before 09:00hrs AM and 15:00hrs PM. (NOTE any additional work discovered during this period may not be completed in the agreed time slot)	N	√		Price on Application			Price on Application	
Parts	N	√		Price on Application			Price on Application	
Consumable items	N			Price on Application			Price on Application	
Environmental charge (disposal of oils when changed)	N			Price on Application			Price on Application	
Any work of specialist nature outsourced to 3rd party	N	√		Price on Application			Price on Application	
Collection and delivery within London Borough of Enfield 08:00 - 16:00hrs	N	√		Price on Application			Price on Application	
Collection and delivery within London Borough of Enfield outside of 08:00 - 16:00hrs	N	√		Price on Application			Price on Application	
HGV DVSA safety inspection	N	√		Price on Application			Price on Application	
RCV DVSA Safety inspection	N	√		Price on Application			Price on Application	
DVSA standard brake test with print out + DVSA h/lamp test	N	√		Price on Application			Price on Application	
DVSA standard Headlamp test only	N	√		Price on Application			Price on Application	
HGV rigid MOT test (in house)	N	√		Price on Application			Price on Application	
MOT retest (In house)	N	√		Price on Application			Price on Application	
LOLER testing tail lifts	N	√		Price on Application			Price on Application	
Air Conditioning - Service and Re-Gas	N			Price on Application			Price on Application	
COMMERCIAL WASTE SERVICES	N							
(Outside the scope of VAT wef 9.2.2011)	N							
<u>Fees include disposal costs:</u>	N							
240 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
360 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
660 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
940 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
1100 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
Overweight bins	N			Price on Application			Price on Application	
<u>Minimum contract 12 months (Supply & Collection)</u>	N							
4 rolls of trade sacks - including initial contract set up	N			Price on Application			Price on Application	
8 rolls of trade sacks - including initial contract set up	N			Price on Application			Price on Application	
Each additional roll of 13 Trade Sacks	N			Price on Application			Price on Application	
Annual Duty of Care admiration charge (payable in lieu of the sack purchase fee when customers are renewing their annual contract but do not require any additional sacks as they already have a sufficient supply)	N			Price on Application			Price on Application	
Abortive fee	N			Price on Application			Price on Application	
Special collection - 60 minutes	N			Price on Application			Price on Application	
Special bulk collection	N			Price on application			Price on application	
<u>OFFER for new customers for first 12 months only:</u>	N							
Between 2 and 3 bins on site	N			15% discount on the above charge			15% discount on the above charge	
4 bins and above	N			25% discount on the above charge			25% discount on the above charge	

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
<u>Combined service offer - waste and recycling collection</u>	N							
660L refuse and 360L paper and cardboard	N			Price on Application			Price on Application	
360L refuse and 660L paper and cardboard	N			Price on Application			Price on Application	
660L refuse and 660L paper and cardboard	N			Price on Application			Price on Application	
940L refuse and 660L paper and cardboard	N			Price on Application			Price on Application	
1100L refuse and 660L paper and cardboard	N			Price on Application			Price on Application	
1100L refuse and 1100L paper and cardboard	N			Price on Application			Price on Application	
<u>Schools, Charities & Domestic extra collection (Fees exclude disposal costs)</u>	N							
Roll of 13 Sacks	N			Price on Application			Price on Application	
240Litre Bin Hire/Collection	N			Price on Application			Price on Application	
360 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
660 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
940 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
1100 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
1280 Litre Bin Hire/Collection (for contaminated recycling collected as residual)	N			Price on Application			Price on Application	
<u>Places of Worship - Hire Charge Only</u>	N							
240Litre Bin Hire/Collection	N			Price on Application			Price on Application	
360 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
660 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
940 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
1100 Litre Bin Hire/Collection	N			Price on Application			Price on Application	
HOUSING - Hire Charge Only - Plastic bins (up to and including 360 litre bins)	N			Price on Application			Price on Application	
HOUSING - Hire Charge Only - Metal bins	N			Price on Application			Price on Application	
Enfield Council Housing - Additional Collection Charge	N			Price on Application			Price on Application	
Schools Recycling Bin hire (per bin per week)	N			Price on Application			Price on Application	
Schools Recycling Bin Hire Only (per bin per week)	N			Price on Application			Price on Application	
Sales Commission	N			Price on application			Price on application	
Discount for multiple business contracts	N			Price on application			Price on application	
Sales incentives to assist and retain business discounts between 0-20% (Where Appropriate)	N			Price on application			Price on application	
COMMERCIAL RECYCLING SERVICES	N							
Option 1. Paper & Cardboard Only	N							
i. Paper Cardboard Mix - Use 240 litre Wheeled Bins	N			Price on Application			Price on Application	
ii. Paper Cardboard Mix - Use 360 litre Bins	N			Price on Application			Price on Application	
iii. Paper Cardboard Mix - Use 660 litre Bins	N			Price on Application			Price on Application	
iv. Paper Cardboard Mix - Use 1100 litre Bins	N			Price on Application			Price on Application	
Mixed Recycling - 360 internal customer only	N			Price on Application			Price on Application	
Mixed Recycling - 1280 internal customer only	N			Price on Application			Price on Application	
SCHEDULE 2 CLINICAL WASTE COLLECTION (Public Realm)	N							
Roll of 13 Clinical Waste Sacks	N	V		Price on Application			Price on Application	
Sharps bins - 2.5 litres	N	V		Price on Application			Price on Application	
Sharps bin 22 litres	N	V		Price on Application			Price on Application	
PARKS AND OUTDOOR FACILITIES (Public Realm)	N							
CRICKET **	N							
Season bookings can be made for 10 or 20 matches	N							

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Discretionary discount of up to 10% for 1st season for new leagues. 5% discretionary discount for future league seasons.	N							
FOOTBALL / GAELIC FOOTBALL / RUGBY **	N							
<i>Season bookings can be made for 16 or 32 games</i>	N							
<i>9-a-side Football, per pitch</i>	N							
Discretionary discount of up to 10% for 1st season for new leagues. 5% discretionary discount for future league seasons.	N							
GOLF (WHITEWEBBS)	N							
<i>Annual Season Tickets:</i>	N							
<i>Special Offers</i>	N							
To be used as required with approval of Assistant Director for Public Realm	N							
4 ball for the price of 3	N	√						
Winter season ticket - October - March	N	√		Price on Application			Price on Application	
Monthly retail discount offer of up to 20% off RRP	N	√						
Free bacon roll & hot drink with a full peak green fee	N	√						
Discounts or offers with third party partners (e.g. Lee Valley Golf Course)	N	√						
Flexible discount up to 50% - e.g. 2 for price of 1	N							
Flexible discount up to 30% - e.g. 4 ball for the price of 3 ball	N							
Flexible discount up to 20% - e.g. 20% off RRP	N							
Flexible discount up to 10%	N							
Corporate membership	N			Price On Application			Price On Application	
Corporate sponsorship	N			Price On Application			Price On Application	
Referral sales commission (External Company referral)	N			Price On Application			Price On Application	
Online discount from 5%	N							
NETBALL**	N							
Discretionary discount of up to 10% for 1st season for new leagues. 5% discretionary discount for future league seasons.	N							
<i>Third Generation facility</i>	N							
Quarter Pitch (per hour) - FDP Partner	N			Price on Application			Price on Application	
Half Pitch (per hour) - FDP Partner	N			Price on Application			Price on Application	
Whole Pitch (per hour) - FDP Partner	N			Price on Application			Price on Application	
Quarter Pitch (per hour) - Charter Standard Club	N			Price on Application			Price on Application	
Half Pitch (per hour) - Charter Standard Club	N			Price on Application			Price on Application	
Whole Pitch (per hour) - Charter Standard Club	N			Price on Application			Price on Application	
Quarter Pitch (per hour) - Non-Charter Standard Club	N			Price on Application			Price on Application	
Half Pitch (per hour) - Non-Charter Standard Club	N			Price on Application			Price on Application	
Whole Pitch (per hour) - Non-Charter Standard Club	N			Price on Application			Price on Application	
Commercial Hire (per hour)	N			Price on Application			Price on Application	
Community Hire (per hour) FDP Partner	N			Price on Application			Price on Application	
Weekday - off peak (per hour)	N			Price on Application			Price on Application	
Weekend Match - Quarter Pitch (per hour)	N			Price on Application			Price on Application	
Weekend Match - Half Pitch (per two hours) - Charter Standard Club	N			Price on Application			Price on Application	
Weekend Match - Whole Pitch (per two hours) - Charter Standard Club	N			Price on Application			Price on Application	
Weekend Match - Half Pitch (per two hours) - Non Charter Standard Club	N			Price on Application			Price on Application	
Weekend Match - Whole Pitch (per two hours) - Non Charter Standard Club	N			Price on Application			Price on Application	
Negotiable first year reduction up to 15% on block bookings (part 2)	N			Price on Application				

Description of Fees & Charges Italics denotes statutory fees	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
New pitch creation one-off fee, waived on three year bookings	N	V		Price on Application			Price on Application	
Discretionary discount of up to 10% for block booking for FDP Partners for years 2 and 3	N			Price on Application				
Discretionary discount 50% of weekend bookings for Junior games only after 5pm	N						Price on Application	
CEMETERY CHARGES (Public Realm)	N							
The service is non-business for VAT where marked * i.e. no VAT to be charged.	N							
Funeral and burial services outside of standard specified times	N			Price On Application			Price On Application	
Referral and multiple discount Commission	N			Price On Application			Price On Application	
EVENTS (Public Realm)	N							
<u>Funfairs</u>	N							
More than 2 operating days	N			Price On Application			Price On Application	
<u>Circus's</u>	N							
More than 2 operating days	N			Price On Application			Price On Application	
<u>Commercial Events/National charities(Non Ticketed Public Events)</u>	N							
Please note: The Council retains the ability to waive event fees for not for profit and charity organisations.	N							
More than 1 operating day	N			Price On Application			Price On Application	
<u>Medium Between 201-999 attendance</u>	N							
More than 1 operating day	N			Price On Application			Price On Application	
<u>Large Over 1000 attendance</u>	N							
More than 1 operating day	N			Price On Application			Price On Application	
<u>Ticketed Events 15% of Gate Receipts</u>	N							
<u>Ticketed Commercial Events</u>	N			Price On Application			Price On Application	
<u>Waste removal and clearance</u>	N			Price On Application			Price On Application	
<u>Traffic Management services</u>	N			Price On Application			Price On Application	
<u>New Business referral commission</u>	N			Price On Application			Price On Application	
<u>Bonds</u>	N							
<u>Weddings up to 100 people</u>	N			Price on Application			Price on Application	
<u>Weddings 100 - 200 people</u>	N			Price on Application			Price on Application	
<u>Weddings 200 - 500 people</u>	N			Price on Application			Price on Application	
<u>Group Barbeque</u>	N			Price on Application			Price on Application	
<u>Weddings</u>	N							
<u>Wedding Blessings</u>	N			Price on Application			Price on Application	
<u>Wedding Receptions</u>	N			Price on Application			Price on Application	
<u>Wedding Blessing & Reception</u>	N			Price on Application			Price on Application	
<u>Wedding Blessings - Forty Hall Estate Winter rate 1st November 1 – 31st March</u>	N			Price on Application			Price on Application	
<u>Wedding Blessings - Forty Hall Estate</u>	N			Price on Application			Price on Application	
<u>Wedding Receptions - Forty Hall Estate</u>	N			Price on Application			Price on Application	
<u>Wedding Receptions - Forty Hall Estate Winter rate 1st November 1 – 31st March</u>	N			Price on Application			Price on Application	
<u>Wedding Blessing & Reception</u>	N			Price on Application			Price on Application	
PEOPLE TRANSPORT: ANCILLIARY SERVICES	N							
Hire of Bus and Driver (per hour)	N			Price on Application			Price on Application	

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory Service (Y/N)	Service is VARIABLE	Place Department Fees & Charges 2020/21			Place Department Proposed Fees & Charges 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Hire of Bus, Driver and Passenger Assistant (per hour)	N			Price on Application			Price on Application	
Additional Coach hire	N			Price on Application			Price on Application	
Discount options	N							
Provision to offer discount to adapt to the market (Where required and appropriate)	N			Price on Application			Price on Application	
New Service Provision charging (up to 12 month trial)- Framework for fees and charges required	N			Price on Application			Price on Application	
Premium or Fast-Track Services	N			Price on Application			Price on Application	
Online Discount (Provision to provide online discount where appropriate)	N			Price on Application			Price on Application	
Negotiable first year reduction up to 15% on block bookings (part 2)	N			Price on Application			Price on Application	
HEALTH & SAFETY	N							
Schools SLA (subject to schools buying in to the service)	N							
(Normally academies are charged VAT)	N							
	N							
Freezywater St Georges	N			Price on Application			Price on Application	
Forty Hill	N			Price on Application			Price on Application	
Latymer All Saints	N			Price on Application			Price on Application	
Meridian Angel Primary Academy	N	v		Price on Application			Price on Application	
Our Lady of Lourdes	N			Price on Application			Price on Application	
St Andrews Enfield	N			Price on Application			Price on Application	
St Andrews Southgate	N			Price on Application			Price on Application	
St Edmunds	N			Price on Application			Price on Application	
St Georges	N			Price on Application			Price on Application	
St James	N			Price on Application			Price on Application	
St John & St James	N			Price on Application			Price on Application	
St Johns	N			Price on Application			Price on Application	
St Mary's	N			Price on Application			Price on Application	
St Matthews	N			Price on Application			Price on Application	
St Michael @ Bowes	N			Price on Application			Price on Application	
St Michael's	N			Price on Application			Price on Application	
St Monica's	N			Price on Application			Price on Application	
St Paul's	N			Price on Application			Price on Application	
Wolfson Hillel	N			Price on Application			Price on Application	
Bishop Stopford	N			Price on Application			Price on Application	
Broomfield	N			Price on Application			Price on Application	
Enfield Grammar Academy	N	v		Price on Application			Price on Application	
Kingsmead Academy	N	v		Price on Application			Price on Application	
The Latymer	N			Price on Application			Price on Application	
St Ignatius	N			Price on Application			Price on Application	
Edmonton County Academy	N	v		Price on Application			Price on Application	
Enfield Learning Trust Academy	N	v		Price on Application			Price on Application	
Ivy Learning Trust	N	v		Price on Application			Price on Application	
Southgate Academy	N	v		Price on Application			Price on Application	
Lee Valley High-academy	N	v		Price on Application			Price on Application	
Cuckoo Hall	N	v		Price on Application			Price on Application	
Attigo	N	v		Price on Application			Price on Application	
Children First (Multi academy trust)	N	v		Price on Application			Price on Application	

Description of Proposed Charges, Allowance & Disregards	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		ASC DEPARTMENT			ASC DEPARTMENT		
		FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
£	£	£	£	£	£		
IWE Residential/Nursing/Continuing Care – suggested rates included							
Bridgewood House:							
Residential EMI		838.00	0.00	838.00	879.90	0.00	879.90
Nursing EMI (excluding FNC)		872.00	0.00	872.00	915.60	0.00	915.60
Block CHC beds		1,200.00	0.00	1,200.00	1,260.00	0.00	1,260.00
Private or Voluntary sector home		Maximum is full cost as determined by the home			Maximum is full cost as determined by the home		
Charges for residents placed by other Local Authorities in Enfield Homes are made at the full cost of the service.							
Community Based Services – suggested rates included							
Day Services will be charged at the of provision							
Physically disabled		At full cost of provision			At full cost of provision		
Mental Health		At full cost of provision			At full cost of provision		
Learning Disabilities		At full cost of provision			At full cost of provision		
Older People		At full cost of provision			At full cost of provision		
Meal contribution		4.10	0.00	4.10	4.30	0.00	4.30
- Snacks at Centre		At full cost of provision			At full cost of provision		
Day care attendance for less than 4 hours will be charged at half the full day rate. Where clients attend a “drop in” service there is no charge as this service is usually for a brief period, e.g. 30 mins to 1 hour.							
Transport							
Per journey		5.50	0.00	5.50	5.80	0.00	5.80
Homecare							
Maximum (including Additional Support)		At full cost of provision			At full cost of provision		
Brokerage of support plans							
For self financing clients		260.00	0.00	260.00	275.00	0.00	275.00
Supported Housing		Charges may apply			At full cost of provision		
Respite							
contribution is assessed in line with the Care Act 2014 and the Care and Support Regulations 2014- non residential charging rules							
Daily Rates (Age & Relationship Status)							
18-24 TBA dependent on benefit uplift - Single		9.30	0.00	9.30	9.30	0.00	9.30
From 25 and under pension age TBA dependent on benefit uplift - Single		11.45	0.00	11.45	11.45	0.00	11.45
Pension age TBA dependent on benefit uplift - Single		18.00	0.00	18.00	18.00	0.00	18.00

Description of Proposed Charges, Allowance & Disregards	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		ASC DEPARTMENT			ASC DEPARTMENT		
		FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
From 18 and under pension age TBA dependent on benefit uplift - In a couple		7.90	0.00	7.90	7.90	0.00	7.90
Pension age TBA dependent on benefit uplift - In a couple		12.90	0.00	12.90	12.90	0.00	12.90
Weekly Rates (Age & Relationship Status)							
18-24 TBA dependent on benefit uplift - Single		65.10	0.00	65.10	65.10	0.00	65.10
From 25 and under pension age TBA dependent on benefit uplift - Single		80.15	0.00	80.15	80.15	0.00	80.15
Pension age TBA dependent on benefit uplift - Single		126.00	0.00	126.00	126.00	0.00	126.00
From 18 and under pension age TBA dependent on benefit uplift - In a couple		55.30	0.00	55.30	55.30	0.00	55.30
Pension age TBA dependent on benefit uplift - In a couple		90.30	0.00	90.30	90.30	0.00	90.30
Direct Payments		Assessed as a weekly contribution in accordance with Care Act 2014 guidelines as part of a Personal Budget.			Assessed as a weekly contribution in accordance with Care Act 2014 guidelines as part of a Personal Budget.		
Adult Placements		Assessed as a weekly contribution in accordance with Care Act 2014 guidelines. The maximum charge for placements in the private or voluntary sector is the full cost as determined by the placement.			Assessed as a weekly contribution in accordance with Care Act 2014 guidelines. The maximum charge for placements in the private or voluntary sector is the full cost as determined by the placement.		
Enablement		Enablement may be provided for up to 6 weeks. There is no charge for this service.			Enablement may be provided for up to 6 weeks. There is no charge for this service.		
Safe & Connected							
Weekly charge per client							
Monitoring Service only		4.50	0.00	4.50	4.50	0.00	4.50
Monitoring & Response service		6.50	0.00	6.50	6.50	0.00	6.50
Monitoring & Response & Keep in Touch service		8.50	0.00	8.50	8.50	0.00	8.50
Equipment & Adaptations							
Under £1000		Nil					
For equipment/adaptations in excess of £1000, there may be a charge subject to financial assessment. For works carried out through the Disabled Facilities Grant process there may also be a charge subject to financial assessment, unless the disabled person for whom work is being completed is a child for whom child benefit is being claimed.							
Emergency Card Scheme							
Weekly charge		1.50	0.00	1.50	1.60	0.00	1.60
Set up costs		10.00	0.00	10.00	11.00	0.00	11.00
Note: Safe & Connected fees also apply							
Blue Badge							
Administration charge (valid for up to 3 years)		10.00	0.00	10.00	10.00	0.00	10.00

Description of Proposed Charges, Allowance & Disregards	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		ASC DEPARTMENT			ASC DEPARTMENT		
		FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Treatment of an Individuals Capital Resources (determined by Department of Health and Social Care)							
(i) Capital Resources Retained		As published on Gov.uk. Social care charging for local authorities: 2020 to 2021			As published on Gov.uk. Social care charging for local authorities: 2021 to 2022		
(ii) Income Assumed for every £250 in excess of (I) above		As above			As above		
(iii) Maximum charge applies where Capital Resources exceed		As above			As above		
Interest Charge for late payment		Bank of England base rate plus 1%			Bank of England base rate plus 1%		
Legal charge for setting up agreement				205.00			215.00
Property Valuation Fee				305.00			320.00
Land Registry Fee		Cost as detailed on gov.uk					
Set up Administration costs				330.00			350.00
Annual Administration fee				102.00			107.00
Termination fee				50.00			53.00
Interest charges on Deferred Payment Loans		In line with the current gilt rate, published by the Office for Budget Responsibility (OBR).			In line with the current gilt rate, published by the Office for Budget Responsibility (OBR).		
Disability Related Expenditure Allowances							
(i) DRE applicable under a full assessment		CPIX (2%) (rounded to nearest £0.05)					
(ii) Optional minimum flat rate (Individuals are able to request a full assessment if required)		Now subject to Policy Guidance			Now subject to Policy Guidance		
Minimum cost of the service for charging is set at £2.63 per week.				2.50			2.65

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non Statu	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
£	£	£	£	£	£			
REGISTRARS								
Certificates:								
<i>Birth and Death Registrations-Certificates issued on the day</i>	Y		11.00	0.00	11.00	11.00	0.00	11.00
<i>Certificate issued after Registration</i>	Y		11.00	0.00	11.00	11.00	0.00	11.00
<i>Short Certificate requested after registration (Birth only)</i>	Y		11.00	0.00	11.00	11.00	0.00	11.00
<i>Priority Service Fee (Same day service)</i>	Y		35.00	0.00	35.00	35.00	0.00	35.00
<i>Recorded Delivery Service (Up to two certificates)</i>	N	v	2.50	0.50	3.00	3.30	0.70	4.00
<i>Add £1 for each additional certificate</i>	N	v	0.83	0.17	1.00	1.00	0.20	1.20
Marriages & Civil Partnerships								
<i>Notice fee per person</i>	Y		35.00	0.00	35.00	35.00	0.00	35.00
<i>Notice fee with referral to the Home Office per person</i>	Y		47.00	0.00	47.00	47.00	0.00	47.00
<i>Conversion of a civil partnership into marriage at the Register Office</i>	Y		45.00	0.00	45.00	45.00	0.00	45.00
<i>Completing the declaration</i>	Y		27.00	0.00	27.00	27.00	0.00	27.00
<i>Signing the declaration in a religious building</i>	Y		91.00	0.00	91.00	91.00	0.00	91.00
<i>Amending Notice of marriage</i>	N	v	25.00	5.00	30.00	29.10	5.90	35.00
<i>Ceremony late fee Friday Saturday in Admiral Suite and outside venues</i>	N	v				83.30	16.70	100.00
<i>Ceremony late fee Mon - Thurs Admiral suite</i>	N	v				41.60	8.40	50.00
Consideration fee to accept or reject divorce or civil partnership dissolution documents obtained outside the UK, Channel Islands or Isle of Man.								
<i>If considered by the Registrar</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>If request has to be referred to GRO</i>	Y		75.00	0.00	75.00	75.00	0.00	75.00
Correction to a Certificate								
<i>Fee for name changes to a birth certificate (Applies for changes to child's forenames within 12 months of first registration)</i>	Y		40.00	0.00	40.00	40.00	0.00	40.00
<i>Fee for consideration of a correction to a birth , death, marriage or civil partnership certificate.</i>								
<i>If considered by the Registrar</i>	Y		75.00	0.00	75.00	75.00	0.00	75.00
<i>If request has to be referred to GRO</i>	Y		90.00	0.00	90.00	90.00	0.00	90.00
PD1 form signatures	N		40.00	0.00	40.00	44.00	0.00	44.00
Historical Searches								
<i>Per Visit</i>	Y		18.00	0.00	18.00	18.00	0.00	18.00
Booking Fees								
<i>Fee for provisional ceremony bookings-deposit</i>	N		50.00	0.00	50.00	60.00	0.00	60.00

Description of Fees & Charges Italics denotes statutory fees	Tutory or Non Statutory	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Admin fee for notice of marriage/Civil Partnership bookings weekday and Saturdays	N		35.00	0.00	35.00	35.00	0.00	35.00
Wedding co-ordination appointments	N	v	41.70	8.30	50.00	50.00	10.00	60.00
<u>Consideration fee to accept or reject divorce or civil partnership dissolution documents obtained outside the UK, Channel Islands or Isle of Man.</u>								
<i>If considered by the Registrar</i>	Y		50.00	0.00	50.00	50.00	0.00	50.00
<i>If request has to be referred to GRO</i>	Y		75.00	0.00	75.00	75.00	0.00	75.00
Ceremony fees (Marriages and Civil Partnerships)								
<i>Ceremony in the Admiral's Suite on a Monday to Thursday before 5pm</i>	N		180.00	0.00	180.00	195	0.00	195
Ceremony in the Admiral's Suite on a Friday before 5pm	N		300.00	0.00	300.00	330.00	0.00	330.00
Ceremony in the Admiral's Suite on a Saturday before 5pm	N		350.00	0.00	350.00	385.00	0.00	385.00
Ceremony in the Admiral's Suite on a Sunday before 5pm	N		550.00	0.00	550.00	590.00	0.00	590.00
Ceremony in the Admiral's Suite on Monday to Thursday 5pm - 8pm	N		400.00	0.00	400.00	440.00	0.00	440.00
Ceremony in the Admiral's Suite on a Friday and Saturday 5pm - 8pm	N		500.00	0.00	500.00	550.00	0.00	550.00
Ceremony in the Mayors Parlour on a Saturday *	N		400.00	0.00	400.00	440.00	0.00	440.00
Ceremony in the Council Chamber on a Saturday *	N		600.00	0.00	600.00	660.00	0.00	660.00
Ceremony fee at an approved venue Monday to Thursday before 5pm	N		500.00	0.00	500.00	550.00	0.00	550.00
Ceremony fee at an approved venue Friday, Saturday, Sunday before 5pm	N		550.00	0.00	550.00	590.00	0.00	590.00
Ceremony fee at an approved venue Monday to Sunday 5pm - 8pm	N		700.00	0.00	700.00	770.00	0.00	770.00
Ceremony fee at an approved venue Christmas Eve/New Years Eve 5pm - 8pm						1,000.00	0.00	1,000.00
Ceremony fee on a bank holiday before 5pm	N		800.00	0.00	800.00	880.00	0.00	880.00
Garden Ceremonies at approved venues before 5pm	N		650.00	0.00	650.00	700.00	0.00	700.00
Ceremony fees (Renewal of vows, Baby naming, Citizenship ceremonies)								
<i>Ceremony in the Admiral's Suite on a Monday to Thursday before 5pm</i>	N	v	150.00	30.00	180.00	162.5	32.50	195.00
Ceremony in the Admiral's Suite on a Friday before 5pm	N	v	250.00	50.00	300.00	275.00	55.00	330.00
Ceremony in the Admiral's Suite on a Saturday before 5pm	N	v	291.67	58.33	350.00	320.80	64.20	385.00
Ceremony in the Admiral's Suite on a Sunday before 5pm	N	v	458.33	91.67	550.00	491.60	98.40	590.00
Ceremony in the Admiral's Suite on Monday to Thursday 5pm - 8pm	N	v	333.33	66.67	400.00	366.70	73.30	440.00
Ceremony in the Admiral's Suite on a Friday and Saturday 5pm - 8pm	N	v	416.67	83.33	500.00	458.30	91.70	550.00
Ceremony in the Mayors Parlour on a Saturday *	N	v	333.33	66.67	400.00	366.70	73.30	440.00
Ceremony in the Council Chamber on a Saturday *	N	v	500.00	100.00	600.00	550.00	110.00	660.00
Ceremony fee at an approved venue Monday to Thursday before 5pm	N	v	416.67	83.33	500.00	458.30	91.70	550.00
Ceremony fee at an approved venue Friday, Saturday, Sunday before 5pm	N	v	458.33	91.67	550.00	491.60	98.40	590.00
Ceremony fee at an approved venue Monday to Sunday 5pm - 8pm	N	v	583.33	116.67	700.00	641.60	128.40	770.00
Ceremony fee on a bank holiday	N	v	666.67	133.33	800.00	733.30	146.70	880.00
Ceremony fee at an approved venue Christmas Eve/New Years Eve 5pm - 8pm	N	v				833.30	166.70	1,000.00

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non Statutory	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Garden Ceremonies at approved venues before 5pm	N	v	541.67	108.33	650.00	583.30	116.70	700.00
Private Citizenship Ceremony Monday to Friday	N	v	104.17	20.83	125.00	112.50	22.50	135.00
Private Citizenship Ceremony Saturday	N	v				137.50	27.50	165.00
DESIGN & PRINT SERVICE								
<i>Highly Creative Design (per hour)</i>	N	v	48.00	9.60	57.60	50.40	10.10	60.50
A minimum charge of £24 is charged (based on 30 mins of work)								
<i>Print, Photocopying & Finishing (per hour)</i>								
A minimum charge of £13.00 is charged (based on 15 mins of work)	N	v	52.00	10.40	62.40	54.60	11.00	65.60
PRINT SERVICES PRICE LIST OF HIGH VOLUME PHOTOCOPING								
VAT charged is dependant on the nature of print requests e.g. books, leaflets, magazines, newsletters are zero rated	N							
100 to 200 images								
Single sided on 80gsm white paper	N		13.00	0.00	13.00	13.70	0.00	13.70
Double sided on 80gsm white paper	N		13.00	0.00	13.00	13.70	0.00	13.70
Single sided on 80gsm tinted paper	N		13.00	0.00	13.00	13.70	0.00	13.70
Double sided on 80gsm tinted paper	N		13.00	0.00	13.00	13.70	0.00	13.70
300 to 400 images								
Single sided on 80gsm white paper	N		13.10	0.00	13.10	13.80	0.00	13.80
Double sided on 80gsm white paper	N		13.10	0.00	13.10	13.80	0.00	13.80
Single sided on 80gsm tinted paper	N		14.70	0.00	14.70	15.50	0.00	15.50
Double sided on 80gsm tinted paper	N		13.10	0.00	13.10	13.80	0.00	13.80
500 images								
Single sided on 80gsm white paper	N		18.90	0.00	18.90	19.90	0.00	19.90
Double sided on 80gsm white paper	N		21.00	0.00	21.00	22.10	0.00	22.10
Single sided on 80gsm tinted paper	N		23.10	0.00	23.10	24.30	0.00	24.30
Double sided on 80gsm tinted paper	N		25.20	0.00	25.20	26.50	0.00	26.50
600 images								
Single sided on 80gsm white paper	N		32.60	0.00	32.60	34.30	0.00	34.30
Double sided on 80gsm white paper	N		31.50	0.00	31.50	33.10	0.00	33.10
Single sided on 80gsm tinted paper	N		34.70	0.00	34.70	36.50	0.00	36.50
Double sided on 80gsm tinted paper	N		32.60	0.00	32.60	34.30	0.00	34.30
700 images								
Single sided on 80gsm white paper	N		33.60	0.00	33.60	35.30	0.00	35.30
Double sided on 80gsm white paper	N		32.60	0.00	32.60	34.30	0.00	34.30
Single sided on 80gsm tinted paper	N		35.70	0.00	35.70	37.50	0.00	37.50
Double sided on 80gsm tinted paper	N		33.60	0.00	33.60	35.30	0.00	35.30

Description of Fees & Charges <i>Italics denotes statutory fees</i>	tutory or Non Statu	ervice is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
800 images								
Single sided on 80gsm white paper	N		34.70	0.00	34.70	36.50	0.00	36.50
Double sided on 80gsm white paper	N		33.60	0.00	33.60	35.30	0.00	35.30
Single sided on 80gsm tinted paper	N		36.80	0.00	36.80	38.70	0.00	38.70
Double sided on 80gsm tinted paper	N		34.70	0.00	34.70	36.50	0.00	36.50
900 images								
Single sided on 80gsm white paper	N		35.70	0.00	35.70	37.50	0.00	37.50
Double sided on 80gsm white paper	N		34.70	0.00	34.70	36.50	0.00	36.50
Single sided on 80gsm tinted paper	N		37.80	0.00	37.80	39.70	0.00	39.70
Double sided on 80gsm tinted paper	N		35.70	0.00	35.70	37.50	0.00	37.50
1000 images								
Single sided on 80gsm white paper	N		36.80	0.00	36.80	38.70	0.00	38.70
Double sided on 80gsm white paper	N		35.70	0.00	35.70	37.50	0.00	37.50
Single sided on 80gsm tinted paper	N		38.90	0.00	38.90	40.90	0.00	40.90
Double sided on 80gsm tinted paper	N		36.80	0.00	36.80	38.70	0.00	38.70
1100 images								
Single sided on 80gsm white paper	N		41.00	0.00	41.00	43.10	0.00	43.10
Double sided on 80gsm white paper	N		38.90	0.00	38.90	40.90	0.00	40.90
Single sided on 80gsm tinted paper	N		45.20	0.00	45.20	47.50	0.00	47.50
Double sided on 80gsm tinted paper	N		41.00	0.00	41.00	43.10	0.00	43.10
1200 images								
Single sided on 80gsm white paper	N		42.00	0.00	42.00	44.10	0.00	44.10
Double sided on 80gsm white paper	N		39.90	0.00	39.90	41.90	0.00	41.90
Single sided on 80gsm tinted paper	N		46.20	0.00	46.20	48.60	0.00	48.60
Double sided on 80gsm tinted paper	N		42.00	0.00	42.00	44.10	0.00	44.10
1300 images								
Single sided on 80gsm white paper	N		53.60	0.00	53.60	56.30	0.00	56.30
Double sided on 80gsm white paper	N		51.50	0.00	51.50	54.10	0.00	54.10
Single sided on 80gsm tinted paper	N		57.80	0.00	57.80	60.70	0.00	60.70
Double sided on 80gsm tinted paper	N		53.60	0.00	53.60	56.30	0.00	56.30
1400 images								
Single sided on 80gsm white paper	N		54.60	0.00	54.60	57.40	0.00	57.40
Double sided on 80gsm white paper	N		52.50	0.00	52.50	55.20	0.00	55.20
Single sided on 80gsm tinted paper	N		58.80	0.00	58.80	61.80	0.00	61.80
Double sided on 80gsm tinted paper	N		54.60	0.00	54.60	57.40	0.00	57.40
1500 images								
Single sided on 80gsm white paper	N		55.70	0.00	55.70	58.50	0.00	58.50
Double sided on 80gsm white paper	N		53.60	0.00	53.60	56.30	0.00	56.30

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non Statutory	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Single sided on 80gsm tinted paper	N		59.90	0.00	59.90	62.90	0.00	62.90
Double sided on 80gsm tinted paper	N		55.70	0.00	55.70	58.50	0.00	58.50
1600 images								
Single sided on 80gsm white paper	N		60.90	0.00	60.90	64.00	0.00	64.00
Double sided on 80gsm white paper	N		57.80	0.00	57.80	60.70	0.00	60.70
Single sided on 80gsm tinted paper	N		66.20	0.00	66.20	69.60	0.00	69.60
Double sided on 80gsm tinted paper	N		60.90	0.00	60.90	64.00	0.00	64.00
1700 images								
Single sided on 80gsm white paper	N		62.00	0.00	62.00	65.10	0.00	65.10
Double sided on 80gsm white paper	N		58.80	0.00	58.80	61.80	0.00	61.80
Single sided on 80gsm tinted paper	N		67.20	0.00	67.20	70.60	0.00	70.60
Double sided on 80gsm tinted paper	N		62.00	0.00	62.00	65.10	0.00	65.10
1800 images								
Single sided on 80gsm white paper	N		63.00	0.00	63.00	66.20	0.00	66.20
Double sided on 80gsm white paper	N		59.90	0.00	59.90	62.90	0.00	62.90
Single sided on 80gsm tinted paper	N		68.30	0.00	68.30	71.80	0.00	71.80
Double sided on 80gsm tinted paper	N		63.00	0.00	63.00	66.20	0.00	66.20
1900 images								
Single sided on 80gsm white paper	N		64.10	0.00	64.10	67.40	0.00	67.40
Double sided on 80gsm white paper	N		63.00	0.00	63.00	66.20	0.00	66.20
Single sided on 80gsm tinted paper	N		69.30	0.00	69.30	72.80	0.00	72.80
Double sided on 80gsm tinted paper	N		64.10	0.00	64.10	67.40	0.00	67.40
2000 images								
Single sided on 80gsm white paper	N		65.10	0.00	65.10	68.40	0.00	68.40
Double sided on 80gsm white paper	N		66.20	0.00	66.20	69.60	0.00	69.60
Single sided on 80gsm tinted paper	N		74.60	0.00	74.60	78.40	0.00	78.40
Double sided on 80gsm tinted paper	N		69.30	0.00	69.30	72.80	0.00	72.80
2500 images								
Single sided on 80gsm white paper	N		83.00	0.00	83.00	87.20	0.00	87.20
Double sided on 80gsm white paper	N		76.70	0.00	76.70	80.60	0.00	80.60
Single sided on 80gsm tinted paper	N		92.40	0.00	92.40	97.10	0.00	97.10
Double sided on 80gsm tinted paper	N		93.50	0.00	93.50	98.20	0.00	98.20
3000 images								
Single sided on 80gsm white paper	N		88.20	0.00	88.20	92.70	0.00	92.70
Double sided on 80gsm white paper	N		81.90	0.00	81.90	86.00	0.00	86.00
Single sided on 80gsm tinted paper	N		109.20	0.00	109.20	114.70	0.00	114.70
Double sided on 80gsm tinted paper	N		98.70	0.00	98.70	103.70	0.00	103.70

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non Statutory	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
3500 images								
Single sided on 80gsm white paper	N		93.50	0.00	93.50	98.20	0.00	98.20
Double sided on 80gsm white paper	N		86.10	0.00	86.10	90.50	0.00	90.50
Single sided on 80gsm tinted paper	N		113.40	0.00	113.40	119.10	0.00	119.10
Double sided on 80gsm tinted paper	N		104.00	0.00	104.00	109.20	0.00	109.20
4000 images								
Single sided on 80gsm white paper	N		102.90	0.00	102.90	108.10	0.00	108.10
Double sided on 80gsm white paper	N		91.40	0.00	91.40	96.00	0.00	96.00
Single sided on 80gsm tinted paper	N		117.60	0.00	117.60	123.50	0.00	123.50
Double sided on 80gsm tinted paper	N		109.20	0.00	109.20	114.70	0.00	114.70
4500 images								
Single sided on 80gsm white paper	N		115.50	0.00	115.50	121.30	0.00	121.30
Double sided on 80gsm white paper	N		115.50	0.00	115.50	121.30	0.00	121.30
Single sided on 80gsm tinted paper	N		144.90	0.00	144.90	152.20	0.00	152.20
Double sided on 80gsm tinted paper	N		115.50	0.00	115.50	121.30	0.00	121.30
Over 5000 images	N		Price on application			Price on application		

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			£	£	£	£	£	£
LIBRARIES								
<u>Overdue Charges</u>								
<u>Books, CDs, Talking Books:</u>								
Full charges (per day)	N		0.20	0.00	0.20	0.25	0.00	0.25
DVDs (Price Code B/D) :								
Price Code B (per day)	N		0.50	0.00	0.50	0.60	0.00	0.60
Price Code D (per day)	N		0.25	0.00	0.25	0.30	0.00	0.30
<u>Concessionary Charge:</u>								
60+/Disabled/Unemployed	N		0.10	0.00	0.10	0.10	0.00	0.10
Age0-17/Housebound			Free of charge			Free of charge		
A £10 administration fee is added to all account Adult and Concessionary where accounts are referred to a third party to recover unreturned items or money owed.								
The amount customers can owe before their accounts are blocked is reducing from £20 to £10. This is an LLC wide decision.								
<u>DVDs and music recordings: loan charges</u>								
DVD Price code B-1 week loan								
Full Charge	N		2.50	0.00	2.50	2.70	0.00	2.70
Concessionary charge: Age 0-17/60+/Disabled	N		2.00	0.00	2.00	2.10	0.00	2.10
DVD Price code D-1 week loan								
Full Charge	N		1.50	0.00	1.50	1.60	0.00	1.60
Concessionary charge: Age 0-17/60+/Disabled	N		1.00	0.00	1.00	1.10	0.00	1.10
<u>Compact Discs-2 weeks loan</u>								
Full Charge	N		0.60	0.00	0.60	0.60	0.00	0.60
Concessionary charge: Age 0-17/60+/Disabled	N		0.40	0.00	0.40	0.40	0.00	0.40
Housebound and Registered Blind			Free of charge			Free of charge		
<u>Spoken word: loan charges</u>								
Full Charges								
CD /Cassette sets - 3 weeks loan			Free of charge			Free of charge		
Concessionary charge								
CD /Cassette sets: Age 0-17 / 60+ / Unemployed /Disabled/Low Income/Housebound			Free of charge			Free of charge		
<u>Cassette sets-3 weeks loan</u>								
Full Charge			Free of charge			Free of charge		

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			Concessionary charge					
Age 0-17 / 60+ / Unemployed /Disabled/Low Income/Housebound			Free of charge			Free of charge		
Disabled/Low income/Housebound								
<u>Languages Courses: Loan charges</u>								
Full Charges								
9 weeks loan	N		2.00	0.00	2.00	2.10	0.00	2.10
3 weeks loan	N		1.00	0.00	1.00	1.10	0.00	1.10
<u>Concessionary Charge (Age 0-17 / 60+ / Unemployed /Low Income)</u>								
9 weeks loan	N		1.00	0.00	1.00	1.10	0.00	1.10
3 weeks loan	N		0.50	0.00	0.50	0.60	0.00	0.60
<u>English Language Courses:</u>			Free of charge			Free of charge		
IT Facilities								
PC use								
First Hour			Free of charge					
Then 25p for 15 mins	N	v	0.21	0.04	0.25	0.25	0.05	0.30
<u>Introductory Sessions:</u>								
Full Charges	N	v	4.17	0.83	5.00	4.58	0.92	5.50
Concessionary Charge								
Age 0-17 / 60+ / Unemployed /Low Income/Housebound/Students/Disabled	N	v	2.08	0.42	2.50	2.29	0.46	2.75
<u>Supported Sessions for Enfield Residents</u>			Free of charge			Free of charge		
Printouts:								
A4 Black and white	N	v	0.12	0.03	0.15	0.16	0.04	0.20
A4 Colour	N	v	0.25	0.05	0.30	0.33	0.07	0.40
<u>Reservations:</u>								
Full charge: Books(if copy available in Enfield)	N		0.80	0.00	0.80	0.90	0.00	0.90
Concessionary Charge: books								
Unemployed/Low income/Disabled/60+	N		0.40	0.00	0.40	0.45	0.00	0.45
Age 0-17			Free of charge			Free of charge		
Full charge: Books(if copy needs to be purchased)	N		1.50	0.00	1.50	1.60	0.00	1.60
Concessionary Charge: Age 0-17/Low income/Disabled/60+	N		1.00	0.00	1.00	1.10	0.00	1.10
<u>On-line Reservations</u>								
Full charge:	N		0.50	0.00	0.50	0.60	0.00	0.60

Description of Fees & Charges Italics denotes statutory fees	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			Concessionary Charge: Age 0-17/Low income/Disabled/60+			Free of charge		
<u>Audio Visual /Spoken word reservations:</u>								
Full charge:	N		0.80	0.00	0.80	0.90	0.00	0.90
Concessionary Charge: Unemployed/Low Income/Disabled/60+	N		0.40	0.00	0.40	0.45	0.00	0.45
Concessionary Charge: Age 0-17			Free of charge			Free of charge		
Replacement Charges								
Membership cards	N		2.50	0.00	2.50	2.70	0.00	2.70
Lost items			Full replacement cost			Full replacement cost		
Library Market place notice boards								
Per week	N		2.00	0.00	2.00	2.10	0.00	2.10
<u>Photocopies</u>								
Black & White A4	N	v	0.13	0.02	0.15	0.16	0.04	0.20
Black & White A3	N	v	0.25	0.05	0.30	0.33	0.07	0.40
Colour A4	N	v	0.42	0.08	0.50	0.50	0.10	0.60
Colour A3	N	v	0.83	0.17	1.00	1.00	0.20	1.20
<u>Faxes</u>								
Outgoing faxes-UK - 1st page	N	v	0.83	0.17	1.00	1.00	0.20	1.20
Outgoing faxes-UK per page- subsequent page	N	v	0.42	0.08	0.50	0.50	0.10	0.60
Outgoing faxes-Overseas -1st page	N	v	1.25	0.25	1.50	1.46	0.29	1.75
Outgoing faxes-Overseas per page-subsequent page	N	v	0.83	0.17	1.00	1.00	0.20	1.20
Incoming faxes-UK-1st page	N	v	0.42	0.08	0.50	0.50	0.10	0.60
Incoming faxes-UK per page-subsequent page	N	v	0.17	0.03	0.20	0.21	0.04	0.25
<u>Community Room hire charges:</u>								
Edmonton Green:								
Room 1	N		13.50	0.00	13.50	15.00	0.00	15.00
Room1 concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Room 2	N		22.00	0.00	22.00	23.10	0.00	23.10
Room 2 Concessionary	N		5.00	0.00	5.00	5.30	0.00	5.30
Office 1	N		16.00	0.00	16.00	16.80	0.00	16.80
Office 1 concessionary	N		16.00	0.00	16.00	16.80	0.00	16.80
Office 2	N		16.00	0.00	16.00	16.80	0.00	16.80
Office 2 concessionary	N		16.00	0.00	16.00	16.80	0.00	16.80
Office 3	N		16.00	0.00	16.00	16.80	0.00	16.80
Office 3 concessionary	N		16.00	0.00	16.00	16.80	0.00	16.80

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			Office /month introductory price	N		750.00	0.00	750.00
Office /month introductory price concessionary	N		750.00	0.00	750.00	787.50	0.00	787.50
Enfield Town:								
Room	N		13.50	0.00	13.50	15.00	0.00	15.00
Room concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Palmers Green:								
Room	N		13.50	0.00	13.50	15.00	0.00	15.00
Room concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Ordnance Unity Centre								
Room	N		13.50	0.00	13.50	15.00	0.00	15.00
Room concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Oakwood								
Room+ kitchenette	N		13.50	0.00	13.50	15.00	0.00	15.00
Room+ kitchenette concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Enfield Highway								
Room	N		13.50	0.00	13.50	15.00	0.00	15.00
Room concessionary	N		3.50	0.00	3.50	4.00	0.00	4.00
Southgate								
Room			0.00	0.00	0.00	15.00	0.00	15.00
Room concessionary			0.00	0.00	0.00	4.00	0.00	4.00
Local Studies								
Photocopies & Printouts								
Black & White A4	N	v	0.13	0.02	0.15	0.16	0.04	0.20
Black & White A3	N	v	0.21	0.04	0.25	0.25	0.05	0.30
Colour A3	N	v	0.83	0.17	1.00	1.00	0.20	1.20
Colour A4	N	v	0.42	0.08	0.50	0.50	0.10	0.60
Premium Photographic paper A4	N	v	1.13	0.22	1.35	1.16	0.24	1.40
By post (admin fee)	N	v	0.96	0.19	1.15	1.00	0.20	1.20
Scanning								
By Email (per image)	N	v	0.96	0.19	1.15	1.00	0.20	1.20
CD/Memory Disk (per image)	N	v	0.96	0.19	1.15	1.00	0.20	1.20

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Photography								
Own equipment (per day)	N		2.15	0.00	2.15	2.25	0.00	2.25
By staff (per image)	N		1.15	0.00	1.15	1.20	0.00	1.20
Research Service								
First Hour			Free of charge			Free of charge		
2nd-3rd hour (per hour to a maximum of 2 hours)	N		15.90	0.00	15.90	16.70	0.00	16.70
Reproduction Charges								
Community website/exhibition (per image)	N	v	4.42	0.88	5.30	4.66	0.94	5.60
Commercial website /exhibition (per image)	N	v	35.33	7.07	42.40	37.08	7.42	44.50
Commercial publication (per image)	N	v	35.33	7.07	42.40	37.08	7.42	44.50
Museums								
Schools Sessions	N		3.60	0.00	3.60	3.80	0.00	3.80
CONCESSIONARY TRAVEL								
Blue Badge	N		10.00	0.00	10.00	10.00	0.00	10.00
Disabled Persons' Freedom Pass scheme or the Taxi Card Scheme.	N		Free of charge			Free of charge		
CATERING								
Primary Schools								
Menu A: without repairs & maintenance	N		Price on Application			Price on Application		
Menu A: with repairs & maintenance	N		Price on Application				Price on Application	
Menu B: without repairs & maintenance	N		Price on Application				Price on Application	
Menu B: with repairs & maintenance	N		Price on Application				Price on Application	
Adult meal (Duty meal paid by school)	N		Price on Application				Price on Application	
Adult meal	N	v	Price on Application				Price on Application	
After school club meal	N		As per individual arrangement			As per individual arrangement		
Breakfast Club	N		As per individual arrangement			As per individual arrangement		

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Special Schools								
Meals with repairs & maintenance				Price on Application		Price on Application		
Meals without repairs & maintenance				Price on Application		Price on Application		
Adult meal (Duty)	N	✓		Price on Application		Price on Application		
Adult meal	N	✓		Price on Application		Price on Application		
Secondary schools								
Free school meal				Price on Application		Price on Application		
Adult meal (Duty)	N	✓		Price on Application		Price on Application		
Adult meal	N	✓		Price on Application		Price on Application		
MUSIC SERVICES								
Instrumental Programmes (All schools & academies):								
Recorder, Tin Whistle & Ukulele (1 tutor):								
2 terms (1 class)	N		1,200.00	0.00	1,200.00	1,260.00	0.00	1,260.00
2 terms (2 classes)	N		2,100.00	0.00	2,100.00	2,205.00	0.00	2,205.00
2 terms (3 classes)	N		2,950.00	0.00	2,950.00	3,097.50	0.00	3,097.50
2 terms (4 classes)	N		3,750.00	0.00	3,750.00	3,937.50	0.00	3,937.50
3 terms (1 class)	N		2,000.00	0.00	2,000.00	2,100.00	0.00	2,100.00
3 terms (2 classes)	N		3,300.00	0.00	3,300.00	3,465.00	0.00	3,465.00
3 terms (3 classes)	N		4,550.00	0.00	4,550.00	4,777.50	0.00	4,777.50
3 terms (4 classes)	N		5,750.00	0.00	5,750.00	6,037.50	0.00	6,037.50
All Other Instruments:								
2 Enfield Music Service Tutors:								
3 terms (1 class)	N		2,700.00	0.00	2,700.00	2,700.00	0.00	2,700.00
3 terms (2 classes)	N		4,800.00	0.00	4,800.00	4,800.00	0.00	4,800.00
3 terms (3 classes)	N		6,850.00	0.00	6,850.00	6,850.00	0.00	6,850.00
3 terms (4 classes)	N		8,800.00	0.00	8,800.00	8,800.00	0.00	8,800.00
1 Enfield Music Service Tutor+1 specialist member of school staff:								
3 terms (1 class)	N		2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
3 terms (2 classes)	N		3,300.00	0.00	3,300.00	3,300.00	0.00	3,300.00
3 terms (3 classes)	N		4,550.00	0.00	4,550.00	4,550.00	0.00	4,550.00
3 terms (4 classes)	N		5,750.00	0.00	5,750.00	5,750.00	0.00	5,750.00
Partnership Festivals:								
Cost of taking part (per school)	N		55.00	0.00	55.00	60.00	0.00	60.00

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Instrument Hire (All Schools & Academies):								
Cost per term	N		37.00	0.00	37.00	38.00	0.00	38.00
Tuition (All Schools & Academies):								
Cost per hour	N		38.00	0.00	38.00	38.00	0.00	38.00
School based ensembles:								
Cost per week(All schools & Academies):								
30 mins rehearsal	N		40.00	0.00	40.00	40.00	0.00	40.00
45 mins rehearsal	N		51.00	0.00	51.00	51.00	0.00	51.00
60 mins rehearsal	N		61.00	0.00	61.00	61.00	0.00	61.00
School-based CPD								
Cost per session (All schools & Academies):								
Twilight	N		170.00	0.00	170.00	175.00	0.00	175.00
Half day	N		300.00	0.00	300.00	310.00	0.00	310.00
Full day	N		520.00	0.00	520.00	525.00	0.00	525.00
CHARGES TO PARENTS								
Tuition fees for 10 lessons								
10 x small group lessons	N		69.00	0.00	69.00	69.00	0.00	69.00
10 x paired lessons (30 minutes)	N		90.00	0.00	90.00	90.00	0.00	90.00
10 x 20 minutes individual lessons	N		120.00	0.00	120.00	120.00	0.00	120.00
10 x 30 minutes individual lessons	N		180.00	0.00	180.00	180.00	0.00	180.00
Additional termly fee for lessons taking place out of school hours	N		15.00	0.00	15.00	15.00	0.00	15.00
Out of school music groups, charged to parents per term								
Mini Music Makers (30 mins)	N		36.00	0.00	36.00	36.00	0.00	36.00
All junior groups (1 hr)	N		54.00	0.00	54.00	54.00	0.00	54.00
Concert Band/Orchestra (1.5 hrs)	N		72.00	0.00	72.00	72.00	0.00	72.00
Enfield Youth Wind Band (2 hrs)	N		87.00	0.00	87.00	87.00	0.00	87.00
Enfield Youth Symphony Orchestra (2.5 hrs)	N		93.00	0.00	93.00	93.00	0.00	93.00
DEPUTYSHIP FEES:								
Remuneration of public authority deputies								

Description of Fees & Charges Italics denotes statutory fees	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy. These rates should be applied regardless of who carries out the function within the public authority								
<u>Category 1</u>								
Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs. <i>An amount not exceeding £745</i>	N		An amount not exceeding £745			An amount not exceeding £745		
<u>Category II</u>								
Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order. Management costs are assumed to cover any incidental costs incurred in management of P's affairs with the exception of those mentioned under paragraph 20 below								
<i>20. Public Authorities are allowed to use P's funds to pay for specialist services that P would have normally be expected to pay if he had retained capacity such as conveyancing, obtaining expert valuations and obtaining investment advice</i>								
a) For the first year: <i>An amount not exceeding £775</i>	N		An amount not exceeding £775			An amount not exceeding £775		
b) For the second and subsequent years: <i>An amount not exceeding £650</i>	N		An amount not exceeding £650			An amount not exceeding £650		
c) Where the net assets of P are below £16,000, the local authority deputy for property and affairs may take an annual management fee not exceeding 3.5% of P's net assets on the anniversary of the court order appointing the local authority as deputy	N		An Annual management fee not exceeding 3.5% of net assets			An Annual management fee not exceeding 3.5% of net assets		
d) Where the court appoints a local authority deputy for health and welfare, the local authority may take an annual management fee not exceeding 2.5% of P's net assets on the anniversary of the court order appointing the local authority as deputy for health and welfare up to a maximum of £555	N		An Annual management fee not exceeding 2.5% of net assets up to maximum of £555			An Annual management fee not exceeding 2.5% of net assets up to maximum of £555		
<u>Category III</u>								

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property or properties where 'P' is a tenant <i>An amount not exceeding £300</i>	N	An amount not exceeding £300			An amount not exceeding £300
Category IV							
Preparation and lodgement of a report or account to the Public Guardian <i>An amount not exceeding £216</i>	N	An amount not exceeding £216			An amount not exceeding £216		
Category V							
Preparation of a Basic HMRC income tax return (bank or NS&I interest and taxable benefits) on behalf of P <i>An amount not exceeding £70</i>	N	An amount not exceeding £70			An amount not exceeding £70		
Preparation of a Complex HMRC income tax return (bank or NS&I interest, taxable benefits, small investment portfolio) on behalf of P <i>An amount not exceeding £140</i>	N	An amount not exceeding £140			An amount not exceeding £140		
Travel Rates							
Public authority and other third sector deputies are allowed the fixed rate of £40 per hour for travel costs	N	£40 per hour			£40 per hour		
APPOINTEESHIP FEES: Charge per annum	N	An amount not exceeding £650			An amount not exceeding £650		
COUNCIL TAX COURT COSTS:							
Council Tax:							
Summons	N	75.00	0.00	75.00	75.00	0.00	75.00
Liability Order	N	27.00	0.00	27.00	27.00	0.00	27.00
Magistrates Court costs	N	0.50	0.00	0.50	0.50	0.00	0.50
Business Rates:							
Summons	N	150.00	0.00	150.00	150.00	0.00	150.00
Liability Order	N	50.00	0.00	50.00	50.00	0.00	50.00
Magistrates Court costs	N	0.50	0.00	0.50	0.50	0.00	0.50
Discount options							

Description of Fees & Charges <i>Italics denotes statutory fees</i>	Statutory or Non	Service is Vatable	LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT FEES & CHARGES 2020/21			LONDON BOROUGH OF ENFIELD RESOURCES DEPARTMENT PROPOSED FEES & CHARGES 2021/22		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Provision to offer discount to adapt to the market (Where required and appropriate)	N			New				
Online Discount (Provision to provide online discount where appropriate)	N			New				

STATUTORY CALCULATIONS AND RESOLUTIONS

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

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

- 1) it be noted that at its meeting on 28th January 2021, Council agreed the number of 92,965 as its Council Tax base for 2021/22, in accordance with the Local Authorities (Calculation of Tax base) Regulations.
- 2) the following amounts be now calculated by the Council for the year 2021/22 in accordance with Section 31 to 36 of the Act as amended:
 - (a) **£1,199,368,000** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (**gross revenue expenditure**),
 - (b) **£1,066,260,000** being the aggregate of the amounts, which the Council estimates for items set out in section 31A(3) of the Act (**revenue income including government grants**),
 - (c) **£133,108,000** being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above (**net revenue expenditure**), calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
 - (d) **£1,431.81** being the amount at (c) above, all divided by the Council Tax base of **92,965** (1 above) calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of Council Tax for the year 2021/22.

(e)

Valuation Band	Proportion in relation to Band D	Enfield £
A	6/9	954.54
B	7/9	1,113.63
C	8/9	1,272.72
D	9/9	1,431.81
E	11/9	1,749.99
F	13/9	2,068.17
G	15/9	2,386.35
H	18/9	2,863.62

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

STATUTORY CALCULATIONS AND RESOLUTIONS

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

- f) it will be noted that, for the year 2021/22, the Greater London Authority (GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

Valuation Band	Proportion in relation to Band D	GLA £
A	6/9	242.44
B	7/9	282.85
C	8/9	323.25
D	9/9	363.66
E	11/9	444.47
F	13/9	525.29
G	15/9	606.10
H	18/9	727.32

- g) having calculated the aggregate amount in each case of the amounts at 2(e) and (f) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, sets the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:

Valuation Band	Proportion in relation to Band D	Total £
A	6/9	1,196.98
B	7/9	1,396.48
C	8/9	1,595.97
D	9/9	1,795.47
E	11/9	2,194.46
F	13/9	2,593.46
G	15/9	2,992.45
H	18/9	3,590.94

STATUTORY CALCULATIONS AND RESOLUTIONS

- 3) The Referendums Relating to Council Tax Increases (Principles) (England) Report 2021/22 sets out the principles which the Secretary of State has determined will apply to local authorities in England in 2021/22.

The Council hereby determines that its relevant basic amount of council tax for the financial year 2021/22 for the London Borough of Enfield element of the Council Tax, is not excessive.

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London Borough of Enfield**Council****Meeting Date: 2 March 2021**

**Subject: Housing Revenue Account (HRA)
Budget 2021/22, Rent Setting and Service Charges****Cabinet Member: Cllr Needs
Executive Director: Sarah Cary****Key Decision: 5212**

Purpose of Report

1. This report sets out the proposed HRA 30-Year Business Plan for which a full review has been undertaken and is reported on elsewhere in the Council agenda, the detailed HRA Revenue Budget for 2021/22, the ten-year Capital Programme and Right to Buy (RTB) One for One Receipts programme.
2. The report seeks approval for the following:
3. The levels of rents, service charges, fees and heating charges to be charged with effect from 1st April 2021 for HRA Council Tenants and Leaseholders.
4. The 2021/22 HRA Revenue budget.
5. 10 Year HRA Capital programme, including the investment in existing homes, estate regeneration and development programme
6. The updated Rent Setting and Tenancy Policy

Proposals

7. Council is recommended:
8. To approve the HRA 30-Year Business Plan shown in Appendix 1
9. To approve the detailed HRA Revenue Budget for 2021/22 as shown in paragraph 20.
10. To approve the 10-year HRA Capital Programme of and borrowing requirements to deliver 3,500 additional units.
11. To approve a rent increase for 1.5% in line with Government guidelines noting the social and affordable rent levels for 10,400 properties in 2021/22.

12. To approve the level of service charges for 2021/22 for those properties receiving this service
13. To approve the charges for community hall hire, garages and parking bay rents
14. To note the heating charges for 2021/221 for those properties on communal heating systems
15. To approve the Rent and Tenancy Policy in Appendix 2
16. To note the introduction of service charges to the later living schemes for existing residents subject to engagement

Reason for Proposals

17. This report is presented to Council on annual basis for the following reasons:
 - To ensure that a balanced 30-Year HRA Business Plan is approved by Council.
 - To ensure that the HRA Budget is set by the Council and that this budget does not put the HRA into deficit.
 - To set the affordable and social rent and service charge levels for HRA properties, in line with the Governments Social Housing Rent Policy. This decision must be taken early enough for the tenants to be advised of the change at least 4 weeks prior to the date of that change.

Relevance to the Council's Plan

18. Develop affordable homes, ensure we set fair rents, improve existing housing stock to create a lifetime of opportunities in Enfield, providing Good Homes in well-connected Neighbourhoods, and Sustaining Strong and Healthy Communities.

Background

19. In October 2019 the Government announced a change to the Social Housing Rent Standard Policy that from April 2020 for a 5 year period, local authorities could increase rents by CPI+1% which has been incorporated into the Business Plan.
20. Below are the key changes for Housing since the 2020-21 Rent Setting report:
 - The GLA announced its Homes for Londoners: Affordable Homes programme (AHP) 2021-2026, which will replace the current Building Council Homes for Londoners (BCHL) funding, allowing Councils to bid for funding for new affordable homes

- Updated development programme, including strategy changes driven by AHP funding changes
- The impact of Covid-19 on the HRA revenue and capital budgets
- The Regulator of Social Housing will now regulate local authorities to promote viable, efficient and well-managed social housing. The service will be under greater scrutiny from the Regulator to ensure we deliver a service that is value for money, meets the Rent Standard and gives tenants of social housing the opportunity to be involved in its management and to hold their landlords to account.
- In November guidance was issued by the Ministry of Housing reiterating what the HRA can be used for. The guidance states that charges to the HRA for services provided must be transparent and fair.

Main Considerations for the Council

21. HRA 30-year Business Plan – the overarching assumptions in the HRA Business Plan are as follows:

Item	Assumption	Information
Inflation on supplies and services	0.5% Consumer Prices Index (CPI) increase for 2021/22, 2% on going	CPI is assumed at 0.5%
Salaries	1% Pay Award	In consultation period
Rent – Existing council housing tenants	CPI (0.5%) plus 1% assumed from 2021/22 for 4 years, then CPI only	CPI is the rate at September which was 0.5%
Rents – Council new build affordable homes	CPI (0.5%) plus 1% assumed from 2021/22 for 4 years, then CPI only	London Affordable Rents (BCHL) Social Rents (AHP)
Repairs & Maintenance cost increases	0.5% Consumer Prices Index (CPI) increase for 2021/22, 2% on going	
Investment Capital Programme	Annual amounts based on the updated estimated cost of replacing components, kitchens, roofs, windows, bathrooms etc. in the year that they fall due for replacement.	Budget reflects a programme established from updated stock condition information
Fire Safety Works	Based on estimated costs of fire safety works but excluding any new requirements arising from legislation	All costs budgeted for included in the capital programme. Still awaiting Government guidance on the new Building Safety Standards
Capital Programme – Estate Renewal and Development	Costs of current Estate Renewals included in the Business Plan based on the latest capital monitoring information.	3,500 new homes built into the plan over the next 13 years
RTB Sales	60 from 2021/22 to 2022/23	The current trend shows that

	then 20 from 2023/24 onwards	RTB sales are reducing, actual sales in 2020/21 shows 43 sales up to the end of Q3
Operation of the Governments RTB One for One Replacement scheme	The Council will operate the scheme in accordance with Government guidelines. The RTB receipts are currently match funded by the HRA on a 30:70 basis.	Retention agreement entered into to allow a further 3 years to spend the receipts
Interest rate on borrowing	5.5% on existing debt 3.48% on self -financing debt 3.5% on new debt	Reflects actual debt costs and Treasury Management Strategy
Interest rate on balances	0.75% TBC	Estimated 7-Day London Inter Bank Bid (LIBID) rate
Repayment of Debt	The loan principal will be paid back in full when it falls due. Interest is charged annually over the life of the loan.	HRA debt is expected to increase by £341m over the next 10 years

2021/22 Revenue Budget

22. The table below sets out the base budget for 2021/22 compared to 2020-21 figures.

Category	2020/21 Budget £'000	2021/22 Proposed Budget £'000	Reason for differences
Bad Debts	710	858	The provision has been increased to reflect the impact that Covid-19 could potentially have on the arrears position
Corporate & Democratic Core	367	367	no change to budget
Cost of Capital	10,424	12,345	Increase in interest payments due to an increase in level of debt required
Depreciation	11,168	11,067	The amount set aside for depreciation has reduced to reflect the actual outturn
Interest on Balances	-324	-380	The amount of interest receivable is expected to increase due to a higher level of balances
Rent Rates and other Charges	722	676	decrease in council tax on regeneration void properties charges due to a number of units now being demolished
Rents Dwellings	-57,845	-61,484	Income from dwellings rent is proposed to increase this year, partly due to the rent increase 1.5% and partly due additional properties being developed

Rents Shops-Commercial	-2,319	-2,343	shop income is expected to increase slightly
Repairs and Maintenance	12,889	12,540	Slight reduction due to efficiency savings within the service
Supervision & Management General & Special	21,736	21,623	1% pay award applied to all staff costs has been removed in line with the public sector settlement?, efficiency savings have reduced the overall budget
Leaseholder Service Charges	-4,941	-5,015	Increase in service charge income from leaseholders due to contract inflation
Self-Financing Contribution	8,448	10,848	Balance the Housing Revenue Account
Non-Dwelling Rents	-1,035	-1,102	Inflation increase
Grand Total	0	0	

Efficiency Savings

23. Efficiency savings will need to be delivered in the first 4 years of the Business Plan. Its proposed that 5% efficiency saving in Management and Maintenance will be applied per annum ending 2024-25. This will generate additional revenue of c. £4m. The efficiencies will be partly achieved by the introduction of a new IT system (Civica CX) and insourcing the repairs, these changes are expected to make long term savings. The service is working on a delivery plan on how to achieve future savings. These efficiencies will assist in ensuring the Business Plan remains sustainable.

Capital Finance and Prudential Code

24. The Prudential Code for Capital Finance requires the authority to have regard to affordability, prudence and sustainability when considering its capital investment plans and to set and keep under review a range of prudential indicators. In December 2017 the prudential code changed, and it is recognised that indicators of affordability are best determined in the light of local constraints around precepts and ring-fenced and statutory funds such as the HRA and Police Fund. Authorities are encouraged to use local indicators that reflect how capital finance is permitted to be financed locally. For example, for those authorities with an HRA, the ratio of financing costs to revenue budget should be calculated within the HRA ring-fence and an impact on rents calculated.
25. The General Fund Budget report for 2021/22 along with the Treasury Management and Capital Strategy elsewhere on the agenda sets out the background to the prudential code and shows the indicators for the HRA and the General Fund.
26. The financial framework implemented last year ensures the business plan remains financially viable and within affordable limits. This framework will also enable us to assess future investments decisions. The metrics are Interest Cover Ratio (ICR) and Loan to Value (LTV).

Capital Programme

27. The table below sets out the overall capital expenditure planned for the next 10 years. These budgets are aligned with the 10-year Capital Strategy report. The programme is broken down into three areas detailed below.

10 Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Estate Renewal Programme	8,127	2,813	2,102	872	756	117	14,788
Development Programme	76,158	69,404	101,123	73,969	82,829	548,878	952,360
Investment Programme	84,345	44,198	31,269	14,933	14,539	69,636	258,920
Total Programme	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069

28. The 10-year capital programme totalling £1,226m will be funded as follows:

10 Year Capital Funding	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/21	Total
	£000	£000	£000	£000	£000	£000	£000
Grants & External Contributions	19,324	12,483	15,514	15,658	25,450	38,287	126,715
Capital Receipts	10,018	9,459	6,213	7,234	7,492	8,664	49,079
Major Works Allowance	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	59,000	61,000	59,000	0	6,600	233,956	419,556
Total Programme	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069

Investment in Stock

29. Work is underway on a new Asset and Sustainability strategy. Once finalised the affordability will be ascertained against the business plan and the new strategy will come forward to Cabinet for approval with a revised 10-year investment programme, aligned to the new strategy.

30. A significant amount of re-profiling was identified in 2020/21 mainly due to Covid-19, this included tender delays and works which were postponed due to Government guidelines.

31. A revised programme has been included within the updated 10-year capital programme to reflect the impact of these changes. This programme will deliver the following:

- Maintaining and increasing decent homes standards
- A risk-based programme of building safety works across our high rise and specialised housing units
- Delivering the existing Enfield Homes standard on stock which has a long-term life and taking a life cycle

- Reducing lift outages that cause residents inconvenience;
- Prevent water leaks and penetration, leading to mould growth, effecting resident's health and wellbeing;
- Improve building performance, reducing energy consumption and fuel bills.

32. The 10-year programme is as follows:

Scheme Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Stock Condition led Works	28,704	29,649	27,525	14,933	14,539	69,695	185,045
Defined Asset led Projects	18,391	2,813	0	0	0	0	21,204
Demand led Works	3,350	2,550	2,350	0	0	0	8,250
Fire led Projects	33,901	9,186	1,394	0	0	0	44,481
Total	84,345	44,198	31,269	14,933	14,539	69,695	258,979

Estate Renewal Programme and Development Programme (including GLA grant)

33. An updated programme to re-establish a pipeline of schemes has been produced by the development team and these schemes have been built into the business plan. This programme will deliver 3,500 new homes in the next 13 years.
34. The programme contains estate regeneration projects, new build schemes on Council owned land and strategic partnerships to be developed.
35. The estate regeneration projects are replacing existing properties and the development programme is developing new properties.
36. These schemes will be funded from GLA grant, RTB receipts and additional borrowing.
37. The GLA issued its prospectus for the Homes for Londoners: Affordable Housing Programme 2021-2026 (AHP 2021-26), which included updated grant rates for new homes within this programme. The grant assumptions included in the HRA business plan are as follows:

GLA grant assumption	Original (BCHL)	Revised (AHP)
Affordable	£100k	Maximum: £150k
Shared ownership-equity	£28k	£50k

38. It is planned that RTB receipts will be spent in line with Government requirements (within 3 years). However, the Council has also entered into an agreement with the GLA to enable the Council to ringfence right to buy receipts plus any interest for a further 3 years if required. The GLA have confirmed that the new AHP grant will not support the development of re-provision units and S106 units, so its anticipated that recycled RTB receipts

will be used to assist in funding these schemes.

39. New build development units will be charged London Affordable rent levels as part of Building Council Homes for Londoners (BCHL) GLA funding programme and social rents will be charged as part of the new Affordable Homes (AHP) GLA funding Programme. The social rents will be based on the 1999 valuation of the property and will be calculated on a formula rent basis.

Scheme Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Estate Renewals Projects	2,321	0	0	0	0	0	2,321
Alma Buybacks and Project costs	5,434	2,359	1,787	557	646	59	10,842
New Avenue Buybacks and Project costs	205	205	205	204	0	0	819
Ladderswood	160	249,629	110	110	110	0	740
Small sites 1	7,391	0	0	0	0	0	7
Estate Renewal Programme	8,127	2,813	2,102	872	756	59	14,729
Development Programme other & Future GLA schemes	57,066	66,796	100,886	73,969	82,829	548,878	930,423
Electric Quarter	6,683	0	0	0	0	0	6,683
Bury Street	12,409	2,608	238	0	0	0	15,254
Development Programme	76,158	69,404	101,123	73,969	82,829	548,878	952,360

RTB One for One Replacement Receipts and Expenditure

40. The Government requires local authorities to spend right to buy receipts within three years of them being received. This is calculated on a quarterly basis. Failure to expend the receipts means the Council must pay them back to Government along with a 4% compound interest charge.
41. In the next 5 years receipts will be used to fund development and regeneration schemes. These schemes are expected to deliver c. 600 additional affordable properties within the borough.
42. Below is the proposed programme, this could be subject to change as there may be delays or unavoidable changes within the development schemes. Different options will be considered.
43. In order to continue to spend Right to Buy receipts approval is required for the proposed 5-year programme outlined below:

RTB receipts allocation – 30%	2021/22	2022/23	2023/24	2024/25	2025/26
	£	£	£	£	£
New Avenue	4,392	4,392	4,392	3,560	0

Electric Qtr	1,117,688	0	0	0	0
Newstead	408,692	15,040	0	0	0
Gatward Green	313,056	6,268	0	0	0
GLA Programme	6,417,240	7,627,604	6,559,388	14,192,360	6,655,880
Total RTB receipts	8,261,068	7,653,304	6,563,780	14,195,920	6,655,880

44. The Council has also entered into an agreement with the GLA to enable the Council to ringfence right to buy receipts plus any interest for a further 3 years.

HRA Balances

45. The estimated position on balances is set out below:

	Balance at 31/03/2020	Movement in 2020/21	Estimated balance as at 31/03/21
	£m	£m	£m
HRA General Balances	4.62	0.80	5.42
Repairs Fund	11.39	-0.59	10.80
Major Repairs Reserve	15.96	0.00	15.96
Capital Reserve	10.59	-0.12	10.47
Insurance Reserve	0.32	0.00	0.32
Total Earmarked reserves	42.88	0.08	42.96

Proposed Rent Charges for HRA Properties 2021/22

46. In October 2017 the Government announced that from April 2020 the rent settlement for the next 5 years was CPI + 1%. The table below shows examples of the rents for 2021/22 for different property types and sizes across the borough. It should be noted that these will vary for each tenant. The new rents will be operative from 5th April 2021 (the first Monday in the month)

Property Type	Average Rent 2020/21	Average Rent 2021/22	£ Increase	% Increase
Bedsit	82.95	84.19	1.24	1.5%
1 Bed Flat	87.92	89.24	1.32	1.5%
1 Bed House	99.5	100.99	1.49	1.5%
2 Bed Flat	97.13	98.59	1.46	1.5%
2 Bed House	110.67	112.33	1.66	1.5%
3 Bed Flat	107.55	109.16	1.61	1.5%
3 Bed House	121.25	123.07	1.82	1.5%
4 Bed Flat	114.11	115.82	1.71	1.5%
4 Bed House	127.26	129.17	1.91	1.5%
5 Bed House	138.92	141.00	2.08	1.5%
6 Bed House	160.8	163.21	2.41	1.5%
Average Rent	101.57	103.09	1.52	1.5%

47. Within the formula rent calculation there is the ability to charge up to 5% more on the base rent levels for specific reasons, for example, a new build council house, these rents exclude service charges. This flexibility hasn't been applied

to the current HRA stock.

48. In October 2016, Cabinet agreed Affordable Rent levels to apply to all New Homes built or acquired by the Council. The Rent Setting Policy agreed that 'When the Council builds or acquires new or additional properties then consideration will be given to letting these at the higher affordable rent level inclusive of service charges. Affordable rents are based on Local Housing Allowance (LHA) rates and median income in Enfield.
49. Rents for re-provision in regeneration projects will be charged at re-based social rent levels.
50. As part of the GLA grant conditions all future development schemes will be charged the 'London Affordable Rent' or 'Social Rents' instead of 'Enfield Affordable Rent'. Tenants currently on Enfield Affordable rents will remain and increased as part of the Social Rent Policy.
51. The Enfield Affordable Rents are inclusive of service charges and have been increased in line with the Social Housing Rent Standard which is 1.5% (CPI +1%) as follows:

Bedroom size	2020/21	2021/22
1 bed	161.05	163.47
2 bed	195.27	198.20
3 bed	212.38	215.57
4 bed	227.48	230.89

52. In 2016 the Mayor of London introduced the London Affordable Rent on all new schemes funded with Greater London Authority (GLA) grants. These affordable rents will only be applicable on properties delivered through our BCHL GLA programme which have received grant. It should be noted that these rents are weekly and exclude service charges.

53. The following table shows the published rents for 2021/22:

Bedroom size	2020/21	2020/21
Bedsit and one bedroom	159.32	161.71
Two bedrooms	168.67	171.20
Three bedrooms	178.05	180.72
Four bedrooms	187.42	190.23
Five bedrooms	196.78	199.73
Six or more bedrooms	206.15	209.24

54. The below table shows the increase in Council owned properties over the next 10 years, this is based on Council Housing's development programme.

Current stock numbers	10,432
RTB sales	-300
GLA grant funded & RTB programme	2,968

Expected stock numbers	13,100
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Proposed Tenants Service Charge 2021/22

55. It is recommended that the following service charges are made to those tenants in receipt of the services below:

Service	Current 2020/21	Proposed 2021/22	Change	Reason for change
	£	£	£	
Concierge	10.67	10.72	0.05	1 block receiving this service – increase in line with costs and 0.5% increase over last year
CCTV	From 0.15 to 2.03	From 0.16 to 2.04	From 0.01 to 0.01	Increase in line with costs
Grounds Maintenance	1.94	1.96	0.02	Increase in line with costs ,1% increase over last year
Caretaking Service	From 2.24 to 5.95	From 2.28 to 6.07	From 0.04 to 0.12	Increase in line with costs
Sheltered Caretaking	From 1.60 to 3.50	From 1.61 to 3.52	From 0.01 to 0.02	Increase by CPI (0.5%)
Sheltered Housing Mgt Fee (new tenants only)	From 23.50 to 29.50	From 23.62 to 29.65	From 0.12 to 0.15	Increase by CPI (0.5%)
Sheltered Cleaning – Level 1 *	0.89	0.9	0.01	Increase by CPI (0.5%)
Sheltered Cleaning – Level 2 *	2.07	2.08	0.01	Increase by CPI (0.5%)
Sheltered Cleaning – Level 3 *	2.95	2.96	0.01	Increase by CPI (0.5%)
Landlord Communal Service Charge	From 0.28 to 3.27	From 0.29 to 3.29	From 0.01 to 0.02	Increase by CPI (0.5%)
Communal Electricity (Average)	15.16	15.28	0.12	Increase due to energy price increases

* Sheltered Cleaning has three different charges based on a combination of the number of weekly cleaning hours and the number of properties within a block.

56. Sheltered Housing Service is continuing with the work to re-designate some of the unsuitable sheltered housing schemes and the improvements to the blocks that will become the later living schemes. The outcome of the re-designation will also be the introduction of enhanced housing management service charge fee for all residents living in the later living schemes to reflect the actual cost of services received. The progress of the re-designation had

been adversely affected by the pandemic, as the basis of the engagement with residents is a personalised face-to-face discussion as well as capital investment works undertaken in communal areas and individual flats. The savings and additional income will be partially archived during the year 2021/2022

57. In the meantime, all new tenancies granted after 1 April 2019 to all existing sheltered housing schemes attract a full enhanced housing management fee.
58. The garages which are let to Council tenants, leaseholders and private tenants are standard lock-up. A non-Council tenant premium' is charged on all lets to private tenants, and any Council tenant or leaseholder who rents more than 2 garages.
59. In 2020/21 a new concessionary rate was introduced for private tenants in receipt of certain welfare benefits.
60. The garage charges have increased by an average of 5%, the charges are as follows:

	2020/21 weekly Rent per week £	2021/22 Proposed Rent per week £	Change %
Standard lock-up Garages	13.00	13.50	4%
Private Garage Rental	25.00	26.50	6%
Private Garage Rental Concessionary (New)	20.00	21.00	5%
Garage Storage	25.00	26.50	6%
Parking Bay	8.00	8.40	5%

61. The HRA Community Halls have increased by an average of 5%, the charges are as follows:

Community Hall Hourly Rate	2019/20 £	2020/21 Proposed Charges £	Change %
Private Hire	31.00	32.50	4.8%
Charitable	18.36	19.50	6.2%
Council Housing resident	23.00	24.00	4.3%
Enfield resident rate	25.00	26.50	6.0%

Leaseholder Service Charges

62. The administration and management charge are a flat rate added to the cost of services to cover the preparation of estimates and actual costs, billing

consultation on repairs and improvement works and estate management.

63. It is estimated that in 2020/21 a total of 4,892 properties will have been sold under leasehold arrangements.
64. At the end of each financial year, the actual cost is determined, and an appropriate adjustment made to the charge.
65. The cost of administration and management for 2021/22 is estimated at £1.075m and it is therefore recommended that the charge is set at £211.16 per leasehold unit.
66. The charges below are estimates for 2021/22. Adjustments will be made mid-year to reflect actual charges.

	Charge per week 2019/20	Charge per week 2020/21
	£	£
Administration & Management Charge	3.95	4.03
Caretaking Service	From 2.20 to 5.85	From 2.24 to 5.95
Communal Electricity	From 0.28 to 3.39	From 0.29 to 3.54
Concierge	11.84	10.86
CCTV	From 0.14 to 2.00	From 0.15 to 2.03
Grounds Maintenance	1.90	1.94
Paladin Bins	0.57	0.58
<i>INSURANCE</i>		
1 Bed	4.11	4.21
2 Bed	4.83	4.96
3 Bed	5.84	5.98
4 beds	6.34	6.50
Flat Repairs (Annual Charge)	0.02	0.02
Ground Rent (Annual Charge)	0.19	0.19
Estate Charge (Annual Charge)	0.25	0.25

Heating Charges

67. The Council has in the region of 1800 properties in 68 blocks of flats serviced by communal heating systems.

Electricity Charges

68. Prices across gas and power contracts have reduced in the past 18 months falling to historical lows. Some of the main drivers have been:
- High gas storage levels
 - Impressive LNG delivery volumes
 - Demand destruction caused by Covid-19
 - Commodity prices tumbling on weak demand and market instability
 - Strong renewable generation and mild temperatures.
69. All the above factors resulted in a very low wholesale commodity price on both power and gas (the latter more so) in the 2020/21 delivery period. However, these low prices are not expected to continue as the development and deployment of Covid-19 vaccines will likely drive demand higher into 2021 and inevitably have some weighting on energy complexes too.
70. Due to these changes the estimated overall electricity charges for 2021/22 will increase by 0.8%.
71. The electricity charges are made up of two elements, the non-commodity standing charge and the non-commodity charges of delivering electricity, balancing the grid, all network costs including maintenance and development and Government taxes and levies.
72. LASER (energy procurement consultants) have over the past few months taken advantage of low market prices not only for short-term contracts but out until the end of the current framework. This has allowed us to mitigate any future market fluctuations and spikes over the coming years.
73. We are currently in one of the most unpredictable and unprecedented times in history where we have both Covid-19 and Brexit likely to cause volatility in equity, commodity and energy markets in the coming months. Therefore, we have made, and continue to protect your volume against volatility or extremity. Covid-19 is likely to cause ramifications to non-commodity costs moving into next year with balancing elements, Contract for Difference and Feed in Tariff charges potentially rising to cover the shortfall this year.
74. It should be noted that whilst prices are increasing Enfield Borough Council have in the past made significant savings on energy through consortium purchasing via LASER (part of Kent County Council) who are experts in energy procurement. They purchase energy for many public bodies enabling Enfield to benefit not only from their expertise but also from cost and price reductions gained through bulk buying. This continues to be the case even in a market with this level of uncertainty.

Gas Charges

75. Similarly, gas prices have seen low prices, however, this is shifting in the coming years as efforts to decarbonize the gas market intensifies, therefore the overall increase in gas charges for 2021/22 is 0.6%

Other Charges

76. The gas standing charge and fuel oil will increase by CPI at 0.5%

Under Occupation Project

77. This 3 year project started in 2020-21 to ensure best use of Council stock by moving tenants that are under-occupying Council Homes into suitably sized accommodation thereby freeing up larger accommodation. There was an increase in the incentive and flexible bespoke packages including support that meet the needs of tenants.

78. The charges remain at the 2020-21 approved levels as follows:

£1,250 for giving up 1 x room

£2,000 for giving up 2 x rooms

£2,500 for giving up 3 x rooms

Safeguarding Implications

79. There are no safe-guarding implications

Public Health Implications

80. Good quality housing plays an essential role in improving public health and wellbeing.

81. Managing council rental income and mitigating welfare reform is an important part of avoiding debt issues and contributes to the general well-being of residents

Equalities Impact of the Proposal

82. The HRA 30-Year Business Plan supports the delivery of high quality services that promote equality and values diversity.

Environmental and Climate Change Considerations

83. There are no Environmental and Climate Change considerations

Risks that may arise if the proposed decision and related work is not taken

84. The Grenfell fire in 2017 and the Government led Building Safety programme has placed a significant burden on the HRA over the last three years and additional funding has had to be identified and bought forward to finance reactive cladding works and large scale door replacement programmes,

following the release of advice notes and changes to Approved Documents.

85. The Council is considering its building safety programme in preparedness for the forthcoming regulatory framework to ensure the risk of non-compliance at implementation, is mitigated.
86. The full financial requirements and implications associated with the new primary legislation are still to be fully understood as the findings of the 2019 consultation and scope have not been confirmed.
87. A final bill is expected in 2021. As such financial requirements in this area, will need to be kept under review.
88. Risks around Brexit, possible increase in interest rates and details of the removal of the HRA Headroom Cap will all be kept under constant review during 2021/22 as part of the business planning process.
89. There is always a risk that at any point during the 30-year Business Plan the Government proposes a plan of action it intends to take which could influence the HRA balance. It is imperative that, at the point where there is reliable knowledge that a change is likely to occur, a full review must be taken to allow mitigation against all potential risks.

Financial Implications

90. The Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of estimates and the adequacy of proposed financial reserves. The 2021/22 HRA estimates have been prepared considering the following:
 - The estimated impact of inflationary pressures. Allowance has been made for cost increases over and above the general rate of inflation where these are known;
 - The estimated impact of increasing demands on resources where these are unavoidable;
 - The estimated impact of underlying costs pressures, evidence by financial monitoring reports in the current year;
 - An assessment of key risks and uncertainties; and
 - The impact of additional borrowing requirements on the 30 year business plan.
91. It is therefore the view of the Director of Finance that the HRA budget is robust and that the balances held are prudent.

Legal Implications

92. Local authorities have the ability to set their own rents under section 24 of the Housing Act 1985. The charge must be reasonable for the tenancy or occupation of their premises. Section 24 also requires local authorities to periodically review rents and make such changes as circumstances may require. The section confers a broad discretion as to rents and charges made to tenants.
93. Under Section 76 of the Local Government and Housing Act 1989, the Council is required to prepare proposals in January and February each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be based on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance.
94. The Council is a local housing authority within the meaning of the Housing Act 1985 and is specifically empowered to provide housing accommodation, either by erecting houses, or converting buildings into houses on land acquired by it for the purposes of Part 2 of the Housing Act, or by acquiring houses.
95. Right to buy receipts are capital receipts within the meaning of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and those Regulations generally require the Council to pay the amounts received to the Secretary of State on a quarterly basis. However, pursuant to section 11(6) of the Local Government Act 2003, the Council may enter into an agreement with the Secretary of State to retain the whole or part of a capital receipt. An agreement was entered into by the Council in 2012 which specifies circumstances in which the Council is not required to pay specified capital receipts to the Secretary of State.
96. Pursuant to Part III, Schedule 6 of the Housing Act 1985, repairing obligations are placed on the Council as Landlord in respect of properties held on leases after having been sold under the Right to Buy scheme. The Council's standard form of residential Lease with leaseholders further sets out these obligations.
97. Leasehold service charges are required to be transparent and reflect the actual cost of the services incurred in accordance with the Landlord and Tenant Act 1985.
98. The Council's Lease entered into with Leaseholders require the Leaseholder to obtain consent for any alterations they wish to make to their home. The Landlord and Tenant Act 1927 is the statutory framework governing such requests which are not to be unreasonably withheld.
99. Leasehold service charges are required to be transparent and reflect the actual cost of the services incurred in accordance with the Landlord and Tenant Act 1985.
100. The Council is required to act in accordance with the public sector equality duty under the Equality Act 2010 and have due regard to the duty when

carrying out its functions, which includes making decisions in the current context. The Council also has a duty to show they have consciously addressed their mind to carrying out an Equality Impact Assessment (which includes any decision to increase or introduce charges to tenants).

Workforce Implications

101. Additional resources to deliver capital programme and comprehensive developments may be a requirement however a restructure of the services is being undertaken to ensure the team's capacity to deliver projects.

Property Implications

102. These implications are to be found throughout this report

Other Implications

103. There are no other implications

Report Author: Joanne Drew
Director of Housing

Date of report

Appendices

Appendix 1 30 year Budget
Appendix 2 10 year Budget
Appendix 3 Rent Policy

Appendix 1

HRA Revenue Budget 30 years	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032-2050	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	55.9	58.0	59.8	61.9	68.5	73.1	77.5	79.6	81.8	88.2	90.5	2,122.2	2,917.1
Service Charges Tenants	3.5	3.7	3.7	3.8	3.9	4.0	4.2	4.3	4.4	4.8	4.9	113.5	158.6
Service Charges Leaseholders	4.9	5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8	5.9	138.3	197.6
Voids	-0.6	-0.6	-0.6	-0.7	-0.7	-0.8	-0.8	-0.8	-0.9	-0.9	-0.9	-22.2	-30.5
Non Dwelling Rents	3.7	3.7	3.7	3.8	3.9	4.0	4.0	4.1	4.2	4.3	4.4	102.1	145.9
RTB Administration Income	0.3	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	1.0	2.3
Total Income	67.6	69.9	71.9	74.2	80.9	85.7	90.5	92.9	95.4	102.2	104.8	2,455.0	3,391.0
Responsive Repairs	11.7	12.5	12.8	13.1	13.7	14.8	15.3	15.7	16.1	16.9	17.2	404.3	564.1
Supervision and Management	14.9	14.4	14.7	15.0	15.6	16.7	17.2	17.6	18.0	18.9	19.3	440.8	623.2
Special Services	7.5	7.5	7.7	7.8	8.0	8.1	8.3	8.5	8.6	8.8	9.0	209.5	299.3
Rents & Rates Taxes	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	12.9	20.3
Bad Debt	0.8	0.9	-0.9	0.7	0.7	0.8	0.8	0.8	0.9	0.9	0.9	22.2	31.3
Depreciation of Fixed Assets Total	10.9	11.1	11.3	11.5	12.3	12.9	13.6	14.0	14.4	15.5	15.9	369.8	513.0
Expenditure	46.6	47.0	48.0	48.8	51.0	54.0	56.0	57.2	58.6	61.6	63.0	1,459.4	2,051.2
Net (Cost) Of Services	21.0	22.9	23.9	25.4	29.9	31.8	34.5	35.6	36.8	40.6	41.8	995.6	1,339.9
Loan Interest	10.3	12.3	14.4	16.5	16.5	16.7	18.8	23.8	24.9	24.2	24.2	443.6	646.3
Interest Income	-0.1	-0.1	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.3	-0.3	-0.3	-9.6	-11.9
Notional Cash Interest	-0.3	-0.3	-0.1	-0.1	-0.1	-0.3	-0.4	-0.2	-0.2	-0.1	-0.2	-65.0	-67.2
Capital Account Adjustments	10.0	11.9	14.2	16.2	16.2	16.2	18.1	23.3	24.5	23.9	23.7	369.1	567.2
Net Operating Income/(Expenditure)	11.1	10.9	9.7	9.2	13.8	15.6	16.4	12.3	12.3	16.7	18.1	626.6	772.7

HRA 10 year Capital Budget	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
CAPITAL PROGRAMME											
Investment Programme	84.3	44.2	31.3	14.9	14.5	14.5	14.5	14.5	13	13	258.7
New Build Properties - Eligible	8.7	3.1	11.1	15.9	17.9	46.4	75.7	39.4	0	0	218.2
New Build Properties - Non-Eligible	75.6	69.1	92.1	59	65.7	106.9	137.1	86.3	38	19	748.8
Total Capital Programme	168.6	116.4	134.5	89.8	98.1	167.8	227.4	140.3	51.1	32	1,226
CAPITAL RESOURCES											
Major Repairs Reserve	11.1	11.3	11.5	5.1	13.3	20.4	14	14.4	15.5	26.9	143.5
Borrowing	59	61	59	0	6.6	58	143	33	0	0	419.6
Grant Funding	19.3	12.5	15.5	15.7	25.5	17.1	9.8	3	4.2	4.2	126.8
Useable One-to-One RTB Receipts	8.3	7.7	5.4	6.4	6.7	1.2	1.3	1.3	1.3	0	39.6
Other RTB Useable Capital Receipts	1.8	1.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9	0.9	10.5
Other Sources of Finance	33.5	12	37.2	61.8	45.3	37.8	44.9	73.7	28.2	0	374.4
Revenue Contributions to Capital	35.7	10.2	5.1	0	0	32.5	13.6	14.1	0.9	0	112.1
Tota10 year budget	168.6	116.4	134.5	89.8	98.1	167.8	227.4	140.3	51.1	32	1,226

London Borough Of Enfield

Council Housing

RENT SETTING POLICY 2021-2026

Introduction

The purpose of this policy is to explain how the London Borough of Enfield (the Council) will set rent levels and service charges for its Council Housing properties for 2021-2026.

This policy sets out the method of calculating rents for different tenure types in accordance with the Social Housing Regulators rent standard and GLA conditions in respect of new homes funded from grant (London Affordable Rent and Shared Ownership). Maximising rents in the Housing Revenue Account (HRA) enables the Council to deliver effective services, invest in its properties to ensure homes are of a modern standard and to provide new housing to rent

Rents will increase at CPI+1% from 2021-2025 in line with the government rent settlement with CPI only rent increases assumed in the business plan from 2025 onwards.

Proposal

The policy applies to Council Homes either already accounted for within the Council's Housing Revenue Account or to be added in the future. The council is committed to the following.

- We will set and increase our rents in accordance with the current statutory and regulatory requirements. ensuring that all tenants are advised clearly at the start of their tenancy what their rent is and subsequent rent increases.
- We will retain the allowable tolerance of 10% flexibility to the formula rent for supported and sheltered housing as allowed by the regulations on all new build homes from the 1st April 2021.
- When modelling rents for new housing developments we will use formula rents for social housing and London Affordable Rent.

The policy excludes ground rent, and rent levels, leases and other charges applying to other Housing Revenue Account property, for example, garages and shops. It also excludes General Fund property such as Temporary Accommodation, and property held in the Council's companies (for example, Housing Gateway Ltd and Enfield Innovations Ltd).

Social Rent (Target Rent)

Since 2001, rents for properties let at '**social rent**' also known as **target rent** have been set based on a formula set by government. This creates a 'formula rent' for each property, which is calculated based on the relative value of the property, relative local income levels, and the size of the property. An aim of this formula-based approach is to ensure that similar rents are charged for similar social rent properties.

The basis for the calculation of formula rents is:

- 30% of a property's rent is based on relative property values
- 70% of a property's rent is based on relative local earnings
- a bedroom factor is applied so that, other things being equal, smaller properties have lower rents

This can be expressed as a formula, in which the formula rent for a property is calculated using the following approach.

Weekly formula rent is equal to:	
	70% of the national average rent Multiplied by relative county earnings Multiplied by the bedroom weight
Plus	30% of the national average rent Multiplied by relative property value

Affordable Rent

In October 2016, Cabinet agreed the Affordable Rent levels would apply to all new homes built or acquired by the Council. The rents are based on Local Housing Allowance (LHA) rates and median income in Enfield and included service charges.

The Affordable Rent has now been replaced by the introduction of the Mayor's London Affordable Rent and as at the 1st April 2020 Affordable Rent no longer applies to any homes added to the Housing Revenue Account

London Affordable Rents

From 1st April 2020 the Mayor introduced the London Affordable Rent which is calculated by the GLA specifically for LB Enfield and excludes a service charge which is payable in addition. This rent will be charged on all newly acquired homes and on all new build homes with GLA grant funding.

How is GLA London Affordable Rent calculated

The amount of social rent a person pays depends on the location and size of the property, but this is typically between 50-60% of market rents. The Mayor of London considered the rent setting at 80% of market rent as unaffordable for most Londoners and responded by introducing the London Affordable Rent in 2016, as part of the *Affordable Homes Programme (2016-2021)*.

The council's Good Growth Housing Strategy sets out an aim of ensuring that rents are no more than 33% of household income.

Many households in Enfield on median and lower incomes living in the private rented sector are having to spend more than 40% of their disposable income on housing rent. London Affordable Rent levels, set by the GLA, are lower than Local Housing Allowance rates for all bedroom sizes. This means any household receiving Local Housing Allowance would be able to afford London Affordable Rent subject to the Benefit Cap.

Homes let at London Affordable Rent are substantially below the 80% of market rent level expected for Affordable Rent. Local authorities can make a case to charge below or above these levels so long as they don't exceed the formula cap.

London Living Rents

London Living Rent is a type of affordable home funded by the GLA and is a part-buy part-rent product for those taking their first step onto the property ladder. London Living Rent homes are for middle-income households who now rent and want to build up savings to buy a home. This can be either through shared ownership or outright purchase.

The homes will be offered on tenancies of a minimum of three years and tenants will be supported to save and given the option to buy their home on a shared ownership basis during their tenancy.

The amount of rent tenants pay will vary according to where they live in London. Across London the average monthly rent for a 2-bedroom London Living Rent home is around £1,030 a month, roughly two thirds of the median market rent. The Mayor publishes benchmark London Living Rent levels for every individual ward in the capital. These are based on a third of average local household incomes and adjusted for the number of bedrooms in each home.

In 2020 the current rent in Enfield depending on a ward, a 2 bedroom London Living Rent home is around £897 a month.

Shared Ownership

In 2020 the Government introduced a new Shared Ownership model ensuring more first time buyers can access homeownership. This included the reduction of the initial share to a minimum of 10% of the value of the property reducing the need for a high deposit. Rents for Shared Ownership properties will be no more than 2.75 per cent of the value of the unsold share and subsequent rent increases are limited. Additionally, the Government's new model requires landlords to cover the cost of any repairs and maintenance for new Shared Ownership homes for an initial 10-year period.

The existing "London Shared Ownership" model will continue up to 2023 under the current grant programme. The minimum equity for that is 25% (HRA assumes 30%), 2.75% on the unsold equity and no maintenance costs.

Shared Ownership Service Charges

The government have recognised that service charges on shared ownership homes need to be affordable and expect all investment partners to sign up to the existing [Shared Ownership Charter for Service Charges](#) and to commit to working with the GLA to develop a new and improved Charter, reflecting the new Shared Ownership model. As part of this work, the GLA will work with investment partners to undertake research on service charge levels in London.

Rent Flexibility

The government's Rent Setting Policy recognises that registered providers should have some discretion over the rent set for individual properties, to take account of local factors and concerns, in consultation with tenants. If applying this flexibility, the council must ensure that there is a clear rationale for doing so which considers local circumstances and affordability. Any flexibility in rents will always be approved as part of the council's annual rent setting process.

Re-lets

As part the rent flexibility we have agreed that as from 1st April 2025 on all new build re-lets which would have originally let to an existing tenant on a social rent level, including estate regeneration schemes we will charge London Affordable Rents.

Initially a new build home developed on an estate regeneration and let to an existing resident we would charge a social rent based on the rent formula. However, once that property becomes void we will charge the London Affordable Rent this will increase the income to the HRA Business Plan enabling the council to develop more affordable homes.

Supported Housing

On all new build homes with additional features we will set rents by the allowable tolerance of 10%, this includes new build development of adapted homes, specialised homes such as new Sheltered homes, Extra Care Housing and Supported Housing.

Estate Regeneration

It should be noted that Council housing tenants who are affected by regeneration projects and who choose to move to a newly built or acquired Council home are likely to experience some rent increase as a result of their move, even where Social Rent levels continue to apply. This is because new homes are likely to have a higher market value than existing homes. which, as detailed in the social rent section above, impacts on the calculation for social rent levels.

Local Lettings Plan

Local Lettings Plans – Where a lettings plan has been developed to prioritise existing council tenants to access a new build home, London Affordable Rents will be applied as tenants have choice on moving to a new build home.

Service Charges

Service charges will continue to be based on the estimated cost of the services for the year in question and will only be payable by those tenants and leaseholders who are in receipt of the services and will be set at a level which ensures that the Council meets its obligations to tenants, maintains stock and continues to function as a financially viable housing provider.

Rent Standard

For the first time, the government has directed the Regulator for Social Housing to apply a Rent Standard to all registered providers – i.e. to both local authority registered providers and private registered providers (the vast majority of which are housing associations). Registered providers must set and increase rents from 1 April 2020 in accordance with the Government's Policy Statement on Rents for Social Housing 2018 or risk being non-compliant

Regulatory data requirements will reflect these new rent rules – the 2020/21 Statistical Data Return for providers will be amended and local authorities will be required to submit a Local Authority Data Return (LADR) to the regulator on an annual basis starting from the 2019/20 financial year.

Rent Validation

To ensure we are compliant with the Rent Standard the council must demonstrate a clear policy on rent increases and the calculations shown in the rent model, a robust process to ensure we are charging the correct rents during the year for new lettings and external validation of the rent model.

Annual Rent Setting

The Government advises all Council's and Registered Providers on rent increases or decreases. As part of the annual budget setting process we consult with Customer Voice, on-line via Enfield Connected and in the newsletter Housing News with the proposed increase

It is the decision of Cabinet and Full Council to confirm the yearly change to rental charges as it forms part of the Council's budget and policy framework. This process is overseen by the Executive Director of Resources and the Director Housing & Regeneration has responsibility to ensure all associated policies and procedures are followed.

Once approved Rent letters are prepared giving tenants at least one month's written notice prior to any rent charge increase or reduction. As part of the rent validation exercise both IT, Finance and Exchequer services sample check rents within the system to ensure the right rent is being charged, once checked rent letters are sent to tenants advising of the new charge.

The Council includes details of the rent policy in its tenancy agreement including the method of setting rents and rent changes, details are included on the council's website..

Rent setting – in year at new lets

As part of rent convergence social rent will be set at target on any void properties let in the year with the exception of properties let at Affordable Rent and the London Affordable Rent.

Guidance published by the Mayor of London in 2020 advised that all new build rented homes funded by the Greater London Authority will now be required to be charged at social rents.

Validation

Internal Validation – In year lets

Rents will be reviewed when the tenancy ends and before the property is re-let this will be undertaken on a monthly basis to ensure the correct rents have been applied to the property on the computer system. A final validation exercise will be undertaken at the end of the calendar year to ensure all rents comply with the rent setting policy.. See in-year validation flow chart.

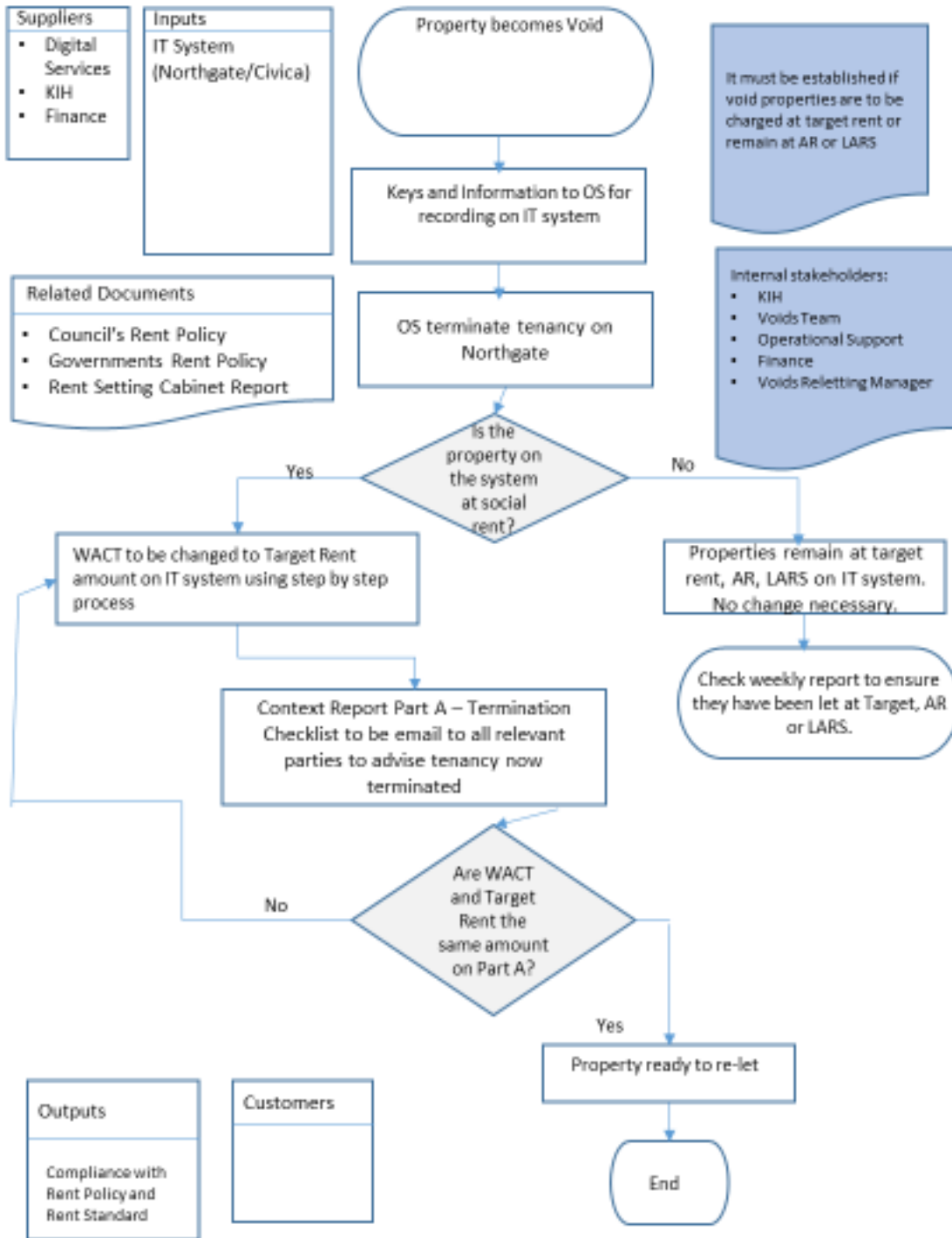
External Validation

On an annual basis Capita complete a review and update of the rent model. This includes, rolling the rents forward for the new financial year and increasing by the appropriate % increase, validation checks on last year's rent compared to this year's rent, ensures accurate affordable rents are in line with set charges and checks formula is working correctly and flows through the model. This exercise enables us to have assurance that the rents are set within accurate levels and annual increases are validated.

Policy Review

This policy will be reviewed by the Council every five years, or where there have been significant changes to regulation or legislation to warrant a further policy review. The policy may also be reviewed sooner where there is a need to address operational issues or where best practice has evolved and there is a need to incorporate this.

Void Properties – Re-let Rent Validation



London Borough of Enfield**COUNCIL****Meeting Date: 2nd March 2021**

Subject: Treasury Management Strategy Statement for 2021/22**Cabinet Member: Cllr Maguire****Executive Director: Fay Hammond****Key Decision: [5211]**

Purpose of Report

1. This report sets out the Council's proposed Treasury Management Strategy Statement (TMSS) for the period 2021/22 to 2030/31, and Annual Investment Strategy (AIS) for the year ended 31 March 2022, together with supporting information.
2. The CIPFA Code of Practice for Treasury Management in Public Services (the "TM Code") requires the Council to determine its Treasury Management Policy and Strategy for 2021/22 and the following 3 years.
3. The Local Government Act 2003 also requires Local Authorities to adopt Prudential Indicators and Minimum Revenue Provision Statements.
4. The TMSS and AIS form part of the Council's overall budget setting and financial framework and will be finalised and updated as work on the Council's 2021/22 budget is progressed in January and February 2021.
5. The Annual Treasury Management Strategy Statement sets out the Council's strategy for ensuring that:
 - its capital investment plans are prudent, affordable and sustainable;
 - the financing of the Council's capital programme and ensuring that cash flow is properly planned;
 - cash balances are appropriately invested to generate optimum returns having regard to security and liquidity of capital.
6. The Council's cashflow management, use of banks, investments and borrowing is governed by the Treasury Management Strategy (TM Strategy)
7. The Investment strategy will continue to give priority to security and liquidity of investment capital over return. It will also be prudent and transparent.

8. The strategy assumes significant growth of external borrowing to support the Council's ambitious 10 Year Capital Programme. The figures in this report reflect the Ten Year Capital programme being presented to Cabinet on 3rd February for recommendation on to Council 24th February for approval.

Proposal

9. Council is recommended to:
 - i) Agree the Treasury Management Strategy Statement for 2021/22 and to note the Ten Year Treasury Strategy forecast;
 - ii) Note the Economic context & Interest rate forecast (Appendices A and B);
 - iii) Agree the Prudential Indicators set out in Appendix D;
 - iv) Agree the Minimum Revenue Provision Statement (Appendix E); and
 - v) Agree Counterparty List and Limits set out in Appendix F.

Reason for Proposal

10. The Treasury Management Strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the Treasury Management Code and the MHCLG Guidance.
11. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's Treasury Management Strategy and to mitigate these risks.
12. This year, the TMSS is the same as last year whereby it maintained the 10 year capital programme horizon extension which is beyond the required minimum. This reflects the Council's priority to ensure that revenue budgets are sustainable in the longer term. Due diligence has been carried out on the ten year capital programme projects, this must be recognised that these are provisional estimates, undertaken to inform and support the development of a robust, affordable and sustainable Treasury Strategy.

Relevance to the Council's Corporate Plan

13. Good homes in well-connected neighbourhoods.
14. Build our Economy to create a thriving place.
15. Sustain Strong and healthy Communities.

Background

16. The Council is required to receive and approve, as a minimum, three main reports each year. which incorporate a variety of policies, estimates and actuals:
 - i. A treasury management strategy statement (this report) – it covers:
 - the capital spending plans (including prudential indicators);

- the treasury management strategy (how the investments and borrowings are to be organised, the parameters on how investments are to be managed) including treasury indicators; and
 - an investment strategy report (detailing the Council's service investments and commercial investments).
- ii. A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.
 - iii. A treasury outturn report – This provides details of annual actual prudential and treasury indicators and annual actual treasury operations compared to the annual estimates within the strategy.
17. The Council uses Arlingclose Limited as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and officers will ensure that undue reliance is not placed upon the external service providers.
18. The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required. The training needs of treasury management officers are also periodically reviewed.

The Strategy for 2020/21 and the Current Borrowing & Investment Position and Performance

19. The Strategy for 2020/21 was approved by the full Council in February 2020 and set the following objectives: -
- a) The minimum Fitch credit ratings for the Council's investment policy:
 - Short Term: 'F1'
 - Long Term: 'A-'
 - b) Investments stood at £50.39m as at 31st December 2020 with £7.35m placed in a Call account with HSBC and the remaining £43m invested in two money markets funds (MMFs).
20. The Council's forecast to borrow £305.3m for 2020/21 for new capital expenditure, but as at 31st December 2020 only £16.2m was borrowed due to the ongoing global pandemic, capital programme slippage, higher than expected cash balances due to Covid-19 grants. In addition, over £77m of loans matured during the period, which were combination of short term and long term loans that need re-financing but due to the prevailing interest rate environment and the Council's borrowing strategy of using internal borrowing to support TM activities the refinancing of these matured loans has been delay to 2021/22 TM activity.
21. The below table show the position of the Council outstanding borrowing and investments for this financial year to 31 December 2020.

Instrument	Month End Balance	Interest Received / (Paid)	Average Rate of Interest
Cash Deposits	£50.39m	£0.16m	0.29%
Loans to Enfield Companies	£133.13m	(£2.99m)	2.25%
Borrowings	£915.80m	(£18.99m)	2.79%

22. As at 31st December 2020 the Council had £916m of borrowing in total. This is split between £897.6m in Long Term Loans (99%) and £8.4m (1%) held as Short Term Loans.
23. The Council did not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
24. The Council's primary objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

TREASURY MANAGEMENT STRATEGY FOR 2021/22

25. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
26. The Council will also achieve optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to lend on and make a return is unlawful and the Council will not engage in such activity.
27. The Treasury Management Strategy Statement covers the three main areas:
- i. **Capital spending plans**
 - the capital expenditure and capital finance requirement (CFR);
 - the prudential indicators (PI); and
 - the minimum revenue provision (MRP) policy.
 - ii. **Treasury management considerations:**
 - economic and interest rates forecast;
 - the current treasury position;
 - treasury indicators which limit the treasury risk and activities of the Council;
 - the borrowing strategy;

- maturing structure of borrowing;
- policy on borrowing in advance of need; and
- debt rescheduling.

iii. Managing cash balances:

- the current cash position and cash flow forecast;
- prospects for investment returns
- creditworthiness policy;
- service/policy investments

Developing the Strategy for 2021/22

28. The Council, in conjunction with its treasury management advisor, Arlingclose, will use Fitch, Moodys and Standard and Poor's ratings to derive its credit criteria. The Council's treasury adviser alerted officers to changes in ratings of all agencies.
29. It is worth mentioning that all the Council's Money Market Funds are Low Volatility Net Asset Value (LVNAV) funds, which used to be called Constant Net Asset Value. Under the European reforms the Constant Net Asset Value (CNAV) Funds are preserved for government funds only, and a new type of fund was introduced, named Low Volatility NAV (LVNAV) fund. LVNAV is intended to replicate some of the utility of CNAV funds, with greater sensitivity to market pricing, and extra controls built into the fund structure.
30. The money market funds (MMFs) the Council invested in have never exhibited any meaningful price volatility. Officers have been assured by the MMF managers and the Council's treasury advisor that stable price/NAV would still be maintained to avoid price volatility going forward.
31. The Annual Investment Strategy (AIS) at Section 4 provides more detail on how the Council's surplus cash investments are to be managed in 2021/22.

Capital Programme and Prudential Borrowing

32. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans. In considering the affordability of its capital plans, the Council is required to consider all of the resources currently available to it/estimated for the future, together with the totality of its capital plans, revenue income and revenue expenditure forecasts for the forthcoming year and the following two years.
33. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long-term stability of the debt portfolio. With short term interest rates currently lower than long term rates, it is likely to be more cost effective in the short term to either use internal resources, or to borrow short term loans instead. However, this approach will need to be managed proactively to prevent exposure to re-financing risk, the risk of interest rates moving in the future that will result in

refinancing short-term loans or internal borrowing more expensive than the present time.

34. The above strategy will allow the Council reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short term.
35. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

Table 1: Balance Sheet Summary and Forecast – excludes GF Pipeline projects

	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 to 31.3.31 Forecast £m
General Fund CFR	882.3	964.7	1,155.7	1,267.7	1,333.6	1,346.8	1,448.5
HRA CFR	226.7	236.7	295.7	356.7	415.7	415.7	656.2
Total / Borrowing CFR	1,109.0	1,201.4	1,451.4	1,624.4	1,749.3	1,762.5	2,104.7
Less: Internal borrowing	(120.0)	(173.4)	(123.1)	(121.3)	(118.6)	(118.3)	(119.6)
External borrowing	989.0	1,028.0	1,328.3	1,503.1	1,630.7	1,644.2	1,985.1
Breakdown of external borrowing:							
Existing Borrowing Profile	989.0	904.9	881.5	858.0	835.6	812.6	658.9
New Borrowing to be raised	0.0	123.1	446.8	645.1	795.1	831.6	1326.2

36. It can be seen from the above table; the Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash from the Council's reserves, balances and cash flow has been used as a temporary measure, this tactic is termed **internal borrowing**. This strategy is prudent as investment returns are low and investments counterparty risk is still an issue that needs to be considered.
37. On 31st March 2020, the Council had borrowing of £989m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR).

38. Shown in the Table 1 above, is the need to borrow up to £831.6m in total from 2021/2022 to 2024/25. For this financial year 2020/21, a total of over £77m of loans matured to date and a further £15m is expected to mature by 31st March 2021. For 2020/21 the Council is still able to borrow some £123m to finance its capital programme. If the Council is to borrow, the affordability of the capital programme has been included in assessing the cost of borrowing along with the loss of investment income from the use of capital resources held in cash.
39. The table below summarises the Council's capital expenditure plans, both in terms of those agreed previously, and those forming part of the current budget cycle. The table sets out the Council's current capital financing expectations.

Table 2: Capital Expenditure & Financing - excludes GF Pipeline projects

	2020/21*	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Total 10 Yr. Capital Programme
	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	63.0	224.1	79.7	109.7	99.6	102.7	199.4	815.1
Companies	23.2	55.0	54.0	48.2	0.0	0.0	0.0	157.2
Joyce & Snells (GF)	0.0	1.4	4.4	4.5	5.0	5.5	114.3	135.1
Other General Fund	59.7	139.3	80.9	50.4	43.2	37.5	127.1	478.4
HRA	74.9	168.6	116.4	134.5	89.8	98.1	618.6	1,226.1
Total	220.8	588.4	335.4	347.2	237.5	243.9	1,059.3	2,811.7
Financed by:								
External Grants & Contributions	(34.6)	(171.0)	(79.5)	(117.7)	(108.0)	(115.8)	(175.6)	(767.6)
S106 & CIL	(0.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenue Contributions	0.0	(0.3)	0.0	0.0	0.0	0.0	0.0	(0.3)
Capital Receipts	(15.3)	(12.1)	(9.5)	(6.2)	(7.2)	(7.5)	(8.7)	(51.2)
Earmarked Reserves	(34.3)	(69.2)	(22.2)	(42.3)	(61.8)	(45.3)	(260.4)	(501.2)
Major Repairs Allowance (MRA)	(10.9)	(11.1)	(11.3)	(11.5)	(5.1)	(13.3)	(77.3)	(129.5)
Prudential Borrowing	125.5	324.7	213.0	169.5	55.4	62.0	537.3	1,361.9

40. The Council has an increasing CFR due to the requirements of the Council's Capital Programme and will therefore be required to borrow up to £1.362bn over the 10-Year period forecast (2021/22 to 2030/31). As detailed in Table 2 above, the Council's programme over the next 5 years is £1.9bn, of which £0.9bn is funded through borrowing.
41. The current long term borrowing rate from the Public Works Loan Board is 1.78% (maturity loans) for 25 years and 1.42% (Annuity loans) for 25 years. Were the Council to temporarily borrow the necessary resources from other local authority for 3 years or 5 years, it would save the equivalent of 1.23% or 1.03% respectively (for maturity loan type) of the amount borrowed. The affordability of the capital programme has been calculated based upon the

assumption that internal borrowing would occur initially, follow by PWLB borrowing and Short Term Borrowing based on the current low interest rate environment.

42. Table 2 above excludes Pipeline projects (General Fund) which equate to £3.823m of capital spend over the 10 Year Capital Programme. The projects will be mainly financed by grant and £560k of borrowing.

Prudential Indicators for Treasury Management

43. The Council is required by regulation to give due regard to the requirements of the CIPFA Prudential Code for Capital Finance in Local Authorities. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. Further, the Code requires that Treasury Management decisions are taken in accordance with good professional practice. To demonstrate that local authorities have fulfilled these objectives, the Prudential Code of Practice and CIPFA Treasury Management Code of Practice set out the indicators that must be used, and the factors that must be taken into account.
44. 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 boundary set by the Council, determines the external debt levels which are not normally expected to be exceeded, whereas the authorised or affordable 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.
45. The Council has adopted the Treasury Management Code of Practice as part of its Financial Standing Orders. Prudential Indicators are set each year and approved by Council. Prudential Indicators for Treasury Management relate to:
- Limits for external debt;
 - Interest rate exposures;
 - Maturity structure of borrowings; and
 - Investment for periods of longer than one year.
46. The Prudential Code requires that these indicators are monitored and if appropriate revised to reflect changes to forecast positions. Capital and borrowing indicators for 2020/21 has been revised to reflect the year end forecast position and the 2021/22 to 2023/24 forecasts. The Treasury Prudential Indicators are shown at Appendix D for approval.
47. The Council is legally obliged to set an **affordable borrowing limit** (also termed the authorised limit for external debt) each year. The limit set for 2020/21 is £1,369m and for 2021/22 is set at £1,668m.

Minimum Revenue Provision (MRP)

48. When the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the

revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008.

49. While no MRP is required to be charged in respect of assets held within the Housing Revenue Account, the Council may provide for a voluntary MRP charge so that all schemes undertaken are viable (i.e. repay all their debt over an appropriate period) and so that the HRA maintains borrowing capacity for future years.
50. Capital expenditure financed from borrowing incurred during one financial year will not be subject to an MRP charge until the asset moves into operation, except where the Section 151 officer deems it appropriate to charge it an earlier date.
51. The MRP policy can be seen in Appendix E of Annex 1 of this report and this policy will take effect from 2021/22. Government Guidance requires that an annual statement on the Council's policy for its MRP should be submitted to Council for approval before the start of the financial year to which the provision will relate. Based on the Council's latest estimate of its Capital Financing Requirement (CFR) on 31st March 2021, the MRP for 2021/22 is estimated to be £18.15m.
52. Officers will commission a review of the Council MRP policy during 2021/22 financial year to ensure it is prudent enough in the current economic climate and an update based on the review outcome will be made available in 2022/23 TMSS.

National Context

53. On 9 October 2019, HM Treasury increase the Public Works Loan Board (PWLB) rate by 100 basis points (1%), to a new margin 180 basis points (1.8%) above gilts for certainty rate loans, making it relatively expensive.
54. This sharp increase to the PWLB borrowing rate was due to the pace at which local authorities had been borrowing from the facility during 2019 summer for their capital projects, housing and regeneration schemes; £2.0bn was taken in August 2019 and £1.6bn in September 2019.
55. This policy change has far reaching consequences for 2019/20 and 2020/21 treasury management activities as the Council has a large funding requirement and could experience a significant increase in interest costs if borrowing had taken place at the new prescribed rates at the time.
56. Market alternatives are now widely available; however, the financial strength of individual local authorities will be scrutinised by investors and commercial lenders. The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board (PWLB).
57. In the spring of 2020 HM Treasury started a consultation process on PWLB titled "Future Lending Terms" and this process closed 31st July 2020. The consultation allowed stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support

qualifying projects. It contains proposals to allow authorities that are not involved in “debt for yield” activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield. The consultation also proposed the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.

58. The consultation closed on 31st July 2020. The Council responded to the consultation. Late November 2020 HM Treasury published its outcome of the July 2020 consultation process and with PWLB issuing the revised lending terms. The PWLB reduced its Standard Rate by 100 basis points, thus reversing the decision undertaken in October 2019. However, local authorities can now only access the PWLB to refinance existing borrowings or internal borrowing; and financing expenditure relating to service delivery; housing; regeneration; and preventative action.
59. Loans from the PWLB cannot be used to finance expenditure relating to commercial investments for yield generation. Failure to comply with the revised terms would result in suspension of access to the PWLB; repayment of loans (with penalties) and a wider Government review of local authorities borrowing framework. Immediate access to these lower rates is granted, with borrowers simply having to confirm compliance with the rules and expenditure plans submitted via this year’s “certainty rate” form.
60. Permitted uses of PWLB loans include the newly announced “treasury management” category, covering the refinancing of internal borrowing and external loans, regardless of activity on **PIAPFY** (purchasing an investment asset primarily for investment yield). This preserves a key plank of local authority’s liquidity management and therefore credit worthiness. “Preventative action” is another new category, covering urgent expenditure to prevent negative outcomes, where no obvious alternative is available. An example may be the purchase of property in a council’s town centre to stop urban decay, but note that HM treasury do not expect this to happen on a large scale
61. The Council will only borrow from the PWLB to finance expenditure relating to:
 - i) Service delivery
 - ii) Housing
 - iii) Regeneration of the Borough
 - iv) Preventative action
 - v) Refinance existing loans (maturing or non-maturing)
 - vi) Refinance internal borrowing
62. Local Authorities can now continue their budget setting process with more certainty and in most cases lower assumptions regarding new borrowing costs. Those that have purchased assets before 25th November 2020 announcement will not be disadvantaged, the rules are not retrospective.

63. The Council will continue to seek other funding opportunities such as borrowing from the marketplace. Furthermore, there is currently less than £10 billion PWLB capacity for local government financing, set against the context of known requirements for other organisations, such as the North London Waste Authority's borrowing requirements in excess of £1billion. Consequently, Enfield may find itself unable to borrow large sums from the PWLB.
64. To borrow efficiently, the Council may need to have a credit rating in order to raise finance in the bond markets. Arlingclose believe that there will likely be a 'stratification of funding costs between "strong" and "weak" authorities. Due to the ambition of the Council, it is unlikely to attract the lowest rates. This may affect the investment models for projects, if they involve greater levels of debt, regardless of the investment return.
65. 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.
66. **Municipal Bonds Agency (MBA):** The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor.
67. If the Council intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

Safeguarding Implications

68. 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

Public Health Implications

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

Equalities Impact of the Proposal

70. 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.

Environmental and Climate Change Considerations

71. There are no environmental and climate change considerations arising from this report.

Risks that may arise if the proposed decision and related work is not taken

72. There is inevitably a degree of risk inherent in all treasury activity.
73. The Investment Strategy identifies the risk associated with different classes of investment instruments and sets the parameters within which treasury activities can be undertaken and controls and processes appropriate for that risk.
74. Treasury operations are undertaken by nominated officers within the parameters prescribed by the Treasury Management Policy Statement as approved by the Council.
75. The Council is ultimately responsible for risk management in relation to its treasury activities. However, in determining the risk and appropriate controls to put in place the Council has obtained independent advice from Arlingclose who specialise in Local Authority treasury issues.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

76. Not approving the report recommendations and not adhering to the overriding legal requirements could impact on meeting the ongoing objectives of the Council's treasury activities.

Financial Implications

77. This report provides Treasury Management budget for 2021/22 and forecasts for 2022/23 to 2030/31 financial years. Also included is the 10 year capital expenditure for prudent and sustainability check.
78. The Council has committed up to £100m of investments in HGL and Energetic from 2021/31 and has a commitment of £815m for Meridian Water project for the same period.
79. The Council held outstanding investments of £50.39m as at 31st December 2020. This portfolio has receivable interest of £0.155k to date.
80. The impact of the TMSS is reflected in the five year MTFP report as follows: £12m growth in revenue budgets from 2020/21 to 2025/26. The table below demonstrates the impact on revenue and how the financing reserves act to protect the General Fund budget.
81. Detailed breakdowns of the interest budgets including the Housing Revenue Account charges can be reviewed in the Treasury Management Strategy Statement in Table 3.

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
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	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Interest Charged to General Fund	6,665	8,801	12,228	13,742	14,211	14,731	15,057	16,373	17,538	17,723	17,997
MRP	11,566	16,454	19,411	20,791	18,119	20,497	19,775	18,190	17,220	17,371	17,011
Total Financing Cost Charged to General Fund	18,231	25,255	31,638	34,533	32,329	35,228	34,831	34,563	34,758	35,094	35,007
Budget	19,856	21,565	24,085	27,728	31,528	33,028	34,528	36,028	37,528	39,028	40,528
Variance	(1,625)	3,690	7,553	6,805	801	2,200	303	(1,465)	(2,770)	(3,934)	(5,521)
Reserves	21,625	17,935	10,382	3,577	2,776	575	272	1,738	4,508	8,441	13,962

Legal Implications

82. The Council will be in breach of the CIPFA TM code if it does not approve the strategy before the start of the year.
83. The Local Government Act 2003 ('the 2003 Act') provides a framework for the capital finance of local authorities. It provides a power to borrow and imposes a duty on local authorities to determine an affordable borrowing limit. It provides a power to invest. Fundamental to the operation of the scheme is an understanding that authorities will have regard to proper accounting practices recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in carrying out capital finance functions.
84. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') require the Council to have regard to the CIPFA publication "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes" ("the Treasury Management Code") in carrying out capital finance functions under the 2003 Act. If after having regard to the Treasury Management Code the Council wished not to follow it, there would need to be some good reason for such deviation.
85. It is a key principle of the Treasury Management Code that an authority should put in place "comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities". Treasury management activities cover the management of the Council's investments and cash flows, its banking, money market and capital market transactions, the effective control of risks associated with those activities and the pursuit of optimum performance consistent with those risks. It is consistent with the key principles expressed in the Treasury Management Code for the Council to adopt the strategies and policies proposed in the report.
86. The report proposes that the Treasury Management Strategy will incorporate prudential indicators. The 2003 Regulations also requires the Council to have regard to the CIPFA publication "Prudential Code for Capital Finance in Local Authorities" ("the Prudential Code") when carrying out its duty under the Act to determine an affordable borrowing limit. The Prudential Code specifies a minimum level of prudential indicators required to ensure affordability, sustainability and prudence. The report properly brings forward these matters

for determination by the Council. If after having regard to the Prudential Code the Council wished not to follow it, there would need to be some good reason for such deviation.

87. The Local Government Act 2000 and regulations made under the Act provide that adoption of a plan or strategy for control of a local authority's borrowing, investments or capital expenditure, or for determining the authority's minimum revenue provision, is a matter that should not be the sole responsibility of the authority's executive and, accordingly, it is appropriate for the Cabinet to agree these matters and for them to then be considered by Council.
88. The report sets out the recommendations of the Executive Director of Resources in relation to the Council's minimum revenue provision, treasury management strategy and its annual investment strategy. The Executive Director of Resources has responsibility for overseeing the proper administration of the Council's financial affairs, as required by section 151 of the Local Government Act 1972 and is the appropriate officer to advise in relation to these matters.
89. When considering its approach to the treasury management matters set out in the report, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty).

Workforce Implications

90. The employer's contribution is a significant element of the Council's budget and consequently any improvement in investment performance and having a significant reduction in cost of borrowing will allow the Council to meet this obligation more easily and could also make resources available for other corporate priorities.
91. This report helps in addressing value for money through benchmarking the Council's performance against other Local Authority and London boroughs.

Property Implications

92. None

Other Implications

93. None

Options Considered

94. The CIPFA TM code require that the Council establishes arrangements for monitoring its investments and borrowing activities hence the performance and activities of the Council's treasury operations is being reported to this Committee on a regular basis.

95. This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

Conclusions

96. The Treasury Strategy is largely unchanged from previous year, however, the ten year borrowing strategy has been revised to reflect the updated 10 Year Capital Programme and HRA Business Plan.
97. The Council notes that its capital programme would entail borrowing sums of approximately £1.3bn taking it to approximately £2 billion. The Council's programme over the next 5 years is £1.9bn, of which £0.9bn is being funded through borrowing.
98. The borrowing CFR forecast for 2021/22 is £1,452m which is in excess of last year closing position of £1,109m by some £343m. The MRP charge for 2021/22 is estimated to be £18.15m based on estimated closing Gross CFR of 2020/21 of £1,243m, however for the borrowing CFR of £1,201m the MRP chargeable to GF is £16.45m. See Appendix E of Annex 1 for more details.
99. The Total Borrowing for 2020/21 is estimated to be £1,028m which is a revised value down by £226m from original forecast of £1,254m approved for 2020/21 Annual TMSS. The total borrowing forecast for 2021/22 is £1,328m. Indicating a borrowing need of some £339m more than the closing position of £989m for 2020/21 financial year. For more details, see section 3.3 of Annex 1.
100. The Council loans to its companies is forecast to be £150m as at 31st March 2021 and to be £204m by end 2021/22 financial year. The TMSS has been updated with provision of working capital and injection of equities into the companies as agreed by Council in November 2020. For more details, see section 5.15 of the attached Annex 1.
101. Treasury management (TM) and the prudential indicators (PI) are set out in Appendix D of Annex 1 to enable all treasury management activities to be carried out in accordance with the approved limits. Although the 10 Year Capital Programme has moved on one year, the borrowing limits/ceiling remains under £2bn self-imposed cap.
102. The PWLB reduced its Standard Rate by 100 basis points, thus reversing the decision undertaken in October 2019. Loans from the PWLB cannot be used to finance expenditure relating to commercial investments for yield generation. Failure to comply with the revised terms would result in suspension of access to the PWLB; repayment of loans (with penalties). The Council will continue to seek other funding opportunities such as borrowing from the marketplace. To borrow efficiently, the Council may need to have a credit rating in order to raise finance in the bond markets.

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Date of report 22nd December 2020

Appendices

Annex 1 – Treasury Management Strategy Statement For 2021/22

Background Papers

The following documents have been relied on in the preparation of this report:

- i) TM Strategy Statement 2020/21 (Approved by Council February 2020)
- ii) Section 3 Local Government Act 2003
- iii) Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
- iv) MHCLG Guidance on Minimum Revenue Provision (fourth edition) February 2018
- v) MHCLG Capital Finance Guidance on Local Government Investments Feb 2018
- vi) CIPFA Prudential Code for Capital Finance in Local Authorities, 2017



Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement
and
Annual Investment Strategy

London Borough of Enfield
2021/22

Treasury Management Strategy - 2021/22

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Appendices:

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Treasury Management Strategy Statement 2021/22

1. Introduction

- 1.1. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. Borrowing arises from spending on the Council's Capital Programme; this report should be considered alongside the Ten Year Capital Programme. The Council has borrowed and/or invested substantial sums of money and is therefore exposed to potential financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.4. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short term loans or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.5. CIPFA defines treasury management as:
"The management of the local Council's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.6. Investments held for service purposes or for cashflow purposes are considered in a different report, the Investment Strategy (**Section 4**).

2. Economic Outlook

- 2.1. **Appendix A** sets out the economic national context within which this Strategy has been constructed. The medium-term global economic outlook remains weak. Second waves of Covid-19 cases have prompted more restrictive measures and further lockdowns in Europe and the UK. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and importantly, distributed.
- 2.2. Bank Rate is expected to remain at the current 0.10% level with central forecast of no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.
- 2.3. Gilt yields are expected to remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- 2.4. Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates.
- 2.5. A forecast of future interest rates provided by the Council's Treasury Management advisers Arlingclose is set out in **Appendix B**. For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.10%, and that new long-term loans will be initially borrowed at an average rate of 2.5% during financial years 2021/22 to 2022/23; and 3.5% from 2023/24 onwards.
- 2.6. **Credit outlook:** After spiking in late March as coronavirus became a global pandemic, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 is likely to be significantly lower than in previous years.
- 2.7. The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.
- 2.8. Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk.

3. Balance Sheet Summary and Forecast

- 3.1. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

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

3.3. On 31st December 2020, the Council held £916m of borrowing and £50.39m of treasury investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below

	2020/21*	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	Total 10 Yr. Capital Programme
	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	63.0	224.1	79.7	109.7	99.6	102.7	199.4	815.1
Companies	23.2	55.0	54.0	48.2	0.0	0.0	0.0	157.2
Joyce & Snells (GF)	0.0	1.4	4.4	4.5	5.0	5.5	114.3	135.1
Other General Fund	59.7	139.3	80.9	50.4	43.2	37.5	127.1	478.4
HRA	74.9	168.6	116.4	134.5	89.8	98.1	618.6	1,226.1
Total	220.8	588.4	335.4	347.2	237.5	243.9	1,059.3	2,811.7
Financed by:								
External Grants & Contributions	(34.6)	(171.0)	(79.5)	(117.7)	(108.0)	(115.8)	(175.6)	(767.6)
S106 & CIL	(0.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenue Contributions	0.0	(0.3)	0.0	0.0	0.0	0.0	0.0	(0.3)
Capital Receipts	(15.3)	(12.1)	(9.5)	(6.2)	(7.2)	(7.5)	(8.7)	(51.2)
Earmarked Reserves	(34.3)	(69.2)	(22.2)	(42.3)	(61.8)	(45.3)	(260.4)	(501.2)
Major Repairs Allowance (MRA)	(10.9)	(11.1)	(11.3)	(11.5)	(5.1)	(13.3)	(77.3)	(129.5)
Prudential Borrowing	125.5	324.7	213.0	169.5	55.4	62.0	537.3	1,361.9

3.4. As shown in table above, there is a need to borrow up to £755.3m in total from 2021/2022 to 2024/25. For this financial year 2020/21, a total of over £77m of loans matured to date a further £15m is expected to mature by 31st March 2021. The Council is still able to borrow some £123m to finance its capital programme. If the Council is to borrow, the affordability of the capital programme has been included in assessing the cost of borrowing along with the loss of investment income from the use of capital resources held in cash

3.5. The Council has an increasing CFR due to the requirements of the Council's capital programme and will therefore be required to borrow up to £1.3bn over the forecast 10-Year period (2021/22 to 2030/31). As detailed in Table 2 below, the Council's programme over the next 5 years is £1.9bn, of which £0.9bn is funded through borrowing.

Table 2: Capital Expenditure & Financing

	2020/21*	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Total 10 Yr Capital Programme
	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	63.0	224.1	79.7	109.7	99.6	102.7	199.4	815.1
Companies	23.2	55.0	54.0	48.2	0.0	0.0	0.0	157.2
Joyce & Snells (GF)	0.0	1.4	4.4	4.5	5.0	5.5	114.3	135.1
Other General Fund	59.7	139.3	80.9	50.4	43.2	37.5	127.1	478.4
HRA	74.9	168.6	116.4	134.5	89.8	98.1	618.6	1,226.1
Total Expenditure	220.8	588.4	335.4	347.2	237.5	243.9	1,059.3	2,811.7
Financed by:								
External Grants & Contributions	(34.6)	(171.0)	(79.5)	(117.7)	(108.0)	(115.8)	(175.6)	(767.6)
S106 & CIL	(0.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenue Contributions	0.0	(0.3)	0.0	0.0	0.0	0.0	0.0	(0.3)
Capital Receipts	(15.3)	(12.1)	(9.5)	(6.2)	(7.2)	(7.5)	(8.7)	(51.2)
Earmarked Reserves	(34.3)	(69.2)	(22.2)	(42.3)	(61.8)	(45.3)	(260.4)	(501.2)
Major Repairs Allowance (MRA)	(10.9)	(11.1)	(11.3)	(11.5)	(5.1)	(13.3)	(77.3)	(129.5)
Prudential Borrowing Required	125.5	324.7	213.0	169.5	55.4	62.0	537.3	1,361.9

3.6. Table 2 includes projects that have not yet been approved or recommended in the 10-Year Capital Programme, such as the General Fund element of the Joyce & Snells regeneration project. This project has been included due to the size of borrowing required to finance the project, and the need to illustrate the impact the borrowing will have on Council finances and debt limits. The HRA element is included within the HRA business plan for 3,500 new affordable homes.

3.7. **Table 3 below** illustrates the impact of borrowing on the Council's Capital Financing Requirement (CFR)

Table 3: Change in Capital Financing Requirement

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	39.8	57.8	6.2	4.1	4.9	4.2	(1.3)	(16.6)	(3.3)	9.6	38.2
Companies	16.9	53.9	52.3	45.5	(3.5)	(3.6)	(3.6)	(4.0)	(4.2)	(4.3)	(4.4)
Joyce & Snells (GF)	0.0	1.4	4.4	4.5	5.0	5.5	5.3	27.9	15.4	37.1	27.9
Other General Fund	27.8	77.9	49.0	11.8	6.8	0.8	(4.3)	(2.5)	1.1	(14.9)	(4.4)
HRA	10.0	59.0	61.0	59.0	0.0	6.6	58.0	143.0	33.0	0.0	0.0
Total	37.8	136.9	110.0	70.8	6.8	7.4	53.7	140.5	34.1	(14.9)	(4.4)

*Other General Fund which excludes Meridian Water; Joyce & Snells and Companies) being funded through borrowing are the highways and street scene programme £79.5m, over £70m on the corporate property investment & condition programme, £43m on the Montagu industrial estate.

3.8. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years – Table 4 sets out the position over the forecasted period. It is worth noting that each year the Council sets aside a certain proportion of monies for borrowing via its Minimum Revenue Provision charge.

Table 4: Relation between Total Borrowing & Capital Financing Requirement (CFR)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	342.1	399.9	406.1	410.2	415.1	419.4	418.0	401.4	398.1	407.8	446.0
Companies	149.9	203.7	256.1	301.6	298.1	294.6	290.9	286.9	282.7	278.4	273.9
Joyce & Snells (GF)	0.0	1.4	5.8	10.3	15.3	20.7	26.1	54.0	69.4	106.5	134.3
Other General Fund	472.7	550.7	599.7	611.5	618.3	619.1	614.8	612.4	613.5	598.6	594.2
HRA	236.7	295.7	356.7	415.7	415.7	422.3	480.2	623.2	656.2	656.2	656.2
Total CFR	1,201.4	1,451.4	1,624.4	1,749.3	1,762.5	1,776.0	1,830.1	1,977.9	2,019.9	2,047.4	2,104.7
Net Borrowing	1,028.0	1,328.3	1,503.1	1,630.7	1,644.2	1,657.7	1,711.8	1,859.2	1,900.7	1,929.1	1,985.1

*Other General Fund which excludes Meridian Water; Joyce & Snells and Companies) being funded through borrowing are the highways and street scene programme £79.5m, over £70m on the corporate property investment & condition programme, £43m on the Montagu industrial estate

3.9. As at 31st December 2020 the Council holds £916 million of loans as part of its strategy for funding previous years' capital programmes. This is set out in detail in **Appendix C**, which includes level of investments held at that time too. The balance sheet forecast in Table 4 shows that the Council expects to borrow approximately £173m in 2020/21 based on capital monitoring forecasts undertaken at 31st December 2020. The Council may also borrow additional sums to prefund future years' requirements, providing this does not exceed the current

years' authorised limit for borrowing of £1.6 billion. This is not considered to be likely at present.

3.10. Table 5 below shows how the interest is funded, broken down by fund. It is important to note that it is based on an interest rate of 2.5% for years 2021/22 to 2022/23 and 3.5% for years 2023/24 onwards as the Council is being deliberately overly prudent. The Council is currently able to borrow in the short term at approximately sub1% and current PWLB rates for 20-25 years is circa 1.90%. Borrowing at 1% equates to £1m of interest for every £100m borrowed. Therefore, as the Council borrows long-term for the Capital Programme and re-financing existing debt the Council will update the Treasury Management Strategy with revised (and reduced figures).

3.11. The impact on the General Fund in 2020/21 of £18.21m (made up of £11.57m MRP charge and £6.65m of interest payments) is therefore net of:

- a) Housing Revenue Account recharge of £8.66m, which is funded by rents
- b) Income generated by companies, which have separate sound business cases
- c) £8.71m Capitalised interest on Meridian Water (inclusive of loan arrangement fees), which will be repaid by capital receipts and which is anticipated to be completely repaid by 2043/44 and the difference of which will then be used to finance other aspects of the Capital Programme.

Table 5: Breakdown of Indicative Interest rates (more detail in Appendix C)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Interest	28,240	32,936	39,016	43,793	46,681	47,626	49,205	53,355	57,102	58,782	60,550
Debt Fees	66	125	101	85	44	45	59	96	55	49	58
Total Debt Cost	28,306	33,062	39,118	43,878	46,725	47,671	49,264	53,451	57,158	58,831	60,608
Recharges:											
Meridian Water	(8,705)	(8,838)	(8,894)	(9,314)	(9,683)	(9,900)	(10,188)	(10,144)	(9,923)	(10,098)	(10,371)
Companies	(4,240)	(4,898)	(5,315)	(6,614)	(7,745)	(7,657)	(7,567)	(7,307)	(7,150)	(7,045)	(6,937)
Joyce & Snells	0	(17)	(89)	(223)	(389)	(573)	(765)	(1,348)	(2,108)	(3,029)	(4,174)
HRA	(8,663)	(10,448)	(12,549)	(13,944)	(14,694)	(14,804)	(15,666)	(18,220)	(20,421)	(20,919)	(21,106)
Debt Fees	(32)	(60)	(43)	(40)	(3)	(6)	(22)	(60)	(17)	(16)	(23)
Interest Charged to General Fund	6,665	8,801	12,228	13,742	14,211	14,731	15,057	16,373	17,538	17,723	17,997
MRP	11,566	16,454	19,411	20,791	18,119	20,497	19,775	18,190	17,220	17,371	17,011
Total Financing Cost Charged to General Fund	18,231	25,255	31,638	34,533	32,329	35,228	34,831	34,563	34,758	35,094	35,007

3.12. The Council ensures that its borrowing is affordable by ensuring that appropriate budgets exist. Consequently, the Council is increasing capital financing budgets from £19.86m in 2020/21 to £33m in 2025/26. This increase of over £13m during

the next five-year period in its Medium Term Financial Plan (MTFP) is to ensure the Council can afford its aspirations.

3.13. As outlined in the table below, the Council is able to draw down on the Capital Financing Reserves that it prudently put aside to mitigate any impact on revenue. If the Capital Programme was delayed or the Council was able to borrow at rates below 3.5% for an extended period of time, it would have the ability to release these reserves for other purposes. This is particularly important with the continual demographic pressures that Councils face.

3.14. **Table 6 below** shows the Capital Financing charges to the General Fund budget. In 2019/20, the Council set aside £1.42m into an earmarked reserve, followed by a drawdown of £4.92m and £7.70m in 2021/22 and 2022/23 financial year respectively to support capital financing charges. Under the current capital programme projections, the earmarked reserve would continue to support existing capital financing budgets over the remainder of the ten-year capital programme comfortably and not become strained or overspent.

Table 6: Capital Financing Impact on General Fund Revenue Budget (net of recharges to companies, HRA and Meridian Water, i.e. General Fund impact)

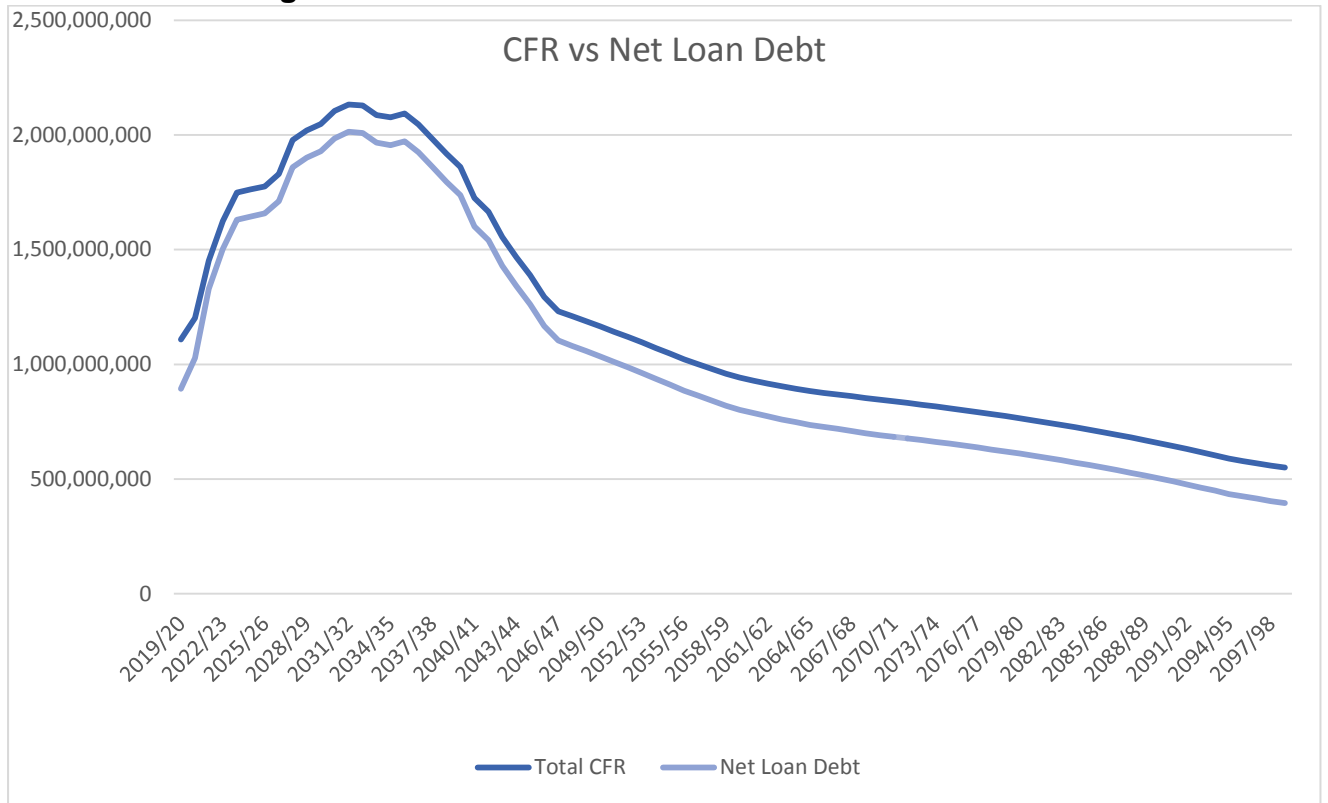
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Interest Charged to General Fund	6,665	8,801	12,228	13,742	14,211	14,731	15,057	16,373	17,538	17,723	17,997
MRP	11,566	16,454	19,411	20,791	18,119	20,497	19,775	18,190	17,220	17,371	17,011
Total Financing Cost Charged to General Fund	18,231	25,255	31,638	34,533	32,329	35,228	34,831	34,563	34,758	35,094	35,007
Budget	19,856	21,565	24,085	27,728	31,528	33,028	34,528	36,028	37,528	39,028	40,528
Variance	(1,625)	3,690	7,553	6,805	801	2,200	303	(1,465)	(2,770)	(3,934)	(5,521)
Reserves	21,625	17,935	10,382	3,577	2,776	575	272	1,738	4,508	8,441	13,962

3.15. To ensure the financing position is sustainable, the Council also chooses to have both a 5-Year MTFP and a 10-Year Capital Programme and to project capital financing costs in the TMSS over a 10-year period. The Council carefully analyses how its debt is repaid.

3.16. Chart 1 below shows the Council's net loan debt over a 77-year horizon and compares it to the capital financing requirement, which peaks at £1.985bn. The debt peak is slightly below the Council's self-imposed debt cap of £2bn.

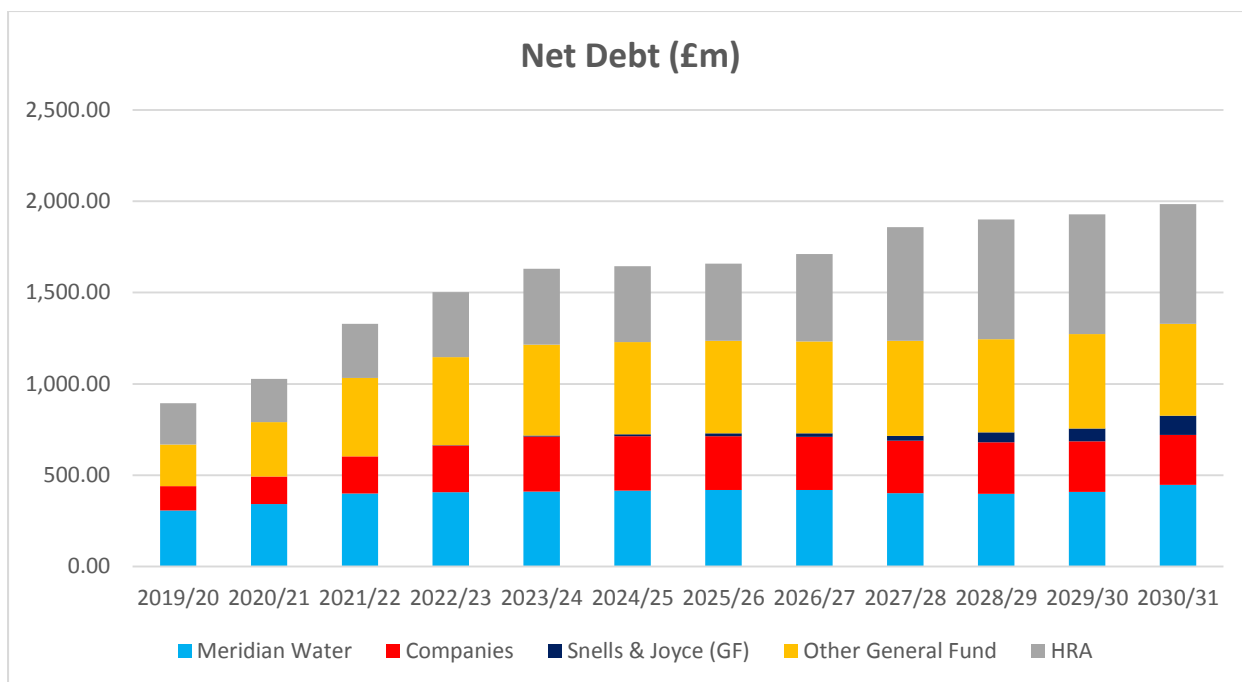
3.17. The decrease in the curve reflects debt being repaid over time. The below graph also reflects the current plans of the Council and assumes that the Council does not choose to speed up its debt repayments by increasing asset sales or leasing finished assets. The debt projections include the debt financing of the Joyce & Snells (General Fund) project.

Chart 1: Borrowing Profile over 77 Years



3.18. Every year, the Council refreshes its 10-Year Capital Strategy, ensuring that it focusses on the Corporate Priorities and that the programme is affordable, which can mean non progression of a capital scheme; reprofiling capital schemes; and adding new schemes to the programme.

Chart 2: Borrowing Net of Investments



3.19. The 2021/22 Treasury Strategy includes debt financing and associated borrowing costs for Joyce & Snells General Fund project. The project is yet to be approved by Members, however given the scale of the project and loan financing it is important that the 2021/22 Strategy demonstrates the impact of the project on the CFR profile as well as the revenue budget. More sensitivity analysis is being undertaken to evaluate the impacts of changes in interest rates. Note, assumptions for Capital Programme financing and models such a Meridian Water is based on a borrowing rate of 3.5% which exceeds the current borrowing rates available. However, this enables the Council to build in interest rate risk in the event interest rates rise in the future. It is important to recognise that as the Council has locked in much of its existing debt for decades to come the impact relates to the additional capital expenditure it is undertaking and in the re-financing of existing loans. Moreover, the ability to borrow in the short term at sub 1% rates in the local government market means that the short-term impact of interest rate changes is relatively small. However, in the longer term the impact on the capital financing budgets can be significant.

3.20. The Council's debt portfolio is split between **FIVE** main categories (as shown in the chart above): Meridian Water; Companies; Joyce & Snells (General Fund); HRA; and Other General Fund (GF). This enables more efficient management of debt and capital financing costs. It is worth noting that increasingly the Housing Revenue Account and non-Meridian Water General Fund capital expenditure will drive the Group Borrowing over the next 10 years.

3.21. Meridian Water has a business plan in place which repays all debt by 2043/44. The Council lends to the Companies at rates higher than it borrows and therefore, the company borrowing does not have an adverse impact on the revenue budget. The HRA borrowing is supported through the 30-year HRA business plan and in

part, some of the General Fund borrowing increases income and reduces expenditure.

- 3.22. The Treasury Management Prudential Indicators, as shown in **Appendix D**, set out the limits on Council borrowing and supports the decision-making process around the affordability of the capital programme over the budgeted period.
- 3.23. **Appendix E** sets out how the Council accounts for the repayment of debt. This is termed the Minimum Revenue Provision (MRP). This ensures the Council repays loan debt over a period of in line with the economic life of the assets.
- 3.24. **Objectives:** The Council's primary objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.25. **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long-term stability of the debt portfolio. With short term interest rates currently lower than long term rates, it is likely to be more cost effective in the short term to either use internal resources, or to borrow short term loans instead. However, this approach will need to be managed pro-actively to prevent exposure to re-financing risk, the risk of interest rates moving in the future that will result in refinancing short-term loans or internal borrowing more expensive than the present time.
- 3.26. The above strategy will allow the Council reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short term.
- 3.27. **Sources of borrowing:** The approved sources of long term and short-term borrowing are:
- i. Public Works Loan Board (PWLB) and any successor body
 - ii. any institution approved for investments (see below)
 - iii. any other bank or building society authorised to operate in the UK
 - iv. any other UK public sector body
 - v. UK public and private sector pension funds (except the London Borough of Enfield Pension Fund)
 - vi. capital market bond investors
 - vii. UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues
 - viii. Mayor of London Energy Efficiency Fund (MEEF)

- ix. LEEF/EIB
- x. Insurance Funds

3.28. **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- i. Leasing and hire purchase
- ii. Private Finance Initiative
- iii. sale and leaseback

3.29. **The PWLB** - The Council has previously raised the majority of its long-term borrowing from the PWLB. However, In October 2019 the PWLB increased the Standard Rate by 100 basis points - in order to deter local authorities from borrowing to finance commercial investments. In late November 2020 HM Treasury published its outcome of the July 2020 consultation process and resulted in the PWLB issuing revised lending terms. The PWLB reduced its Standard Rate by 100 basis points, thus reversing the decision undertaken in October 2019. However, local authorities can now only access the PWLB as a means to refinance existing borrowings or internal borrowing; and financing expenditure relating to service delivery; housing; regeneration; and preventative action. Loans from the PWLB cannot be used to finance expenditure relating to commercial investments for yield generation. Failure to comply with the revised terms would result in suspension of access to the PWLB; repayment of loans (with penalties) and a wider Government review of local authorities borrowing framework.

3.30. The Council will only borrow from the PWLB to finance expenditure relating to:

- i) Service delivery
- ii) Housing
- iii) Regeneration of the Borough
- iv) Preventative action
- v) Refinance existing loans (maturing or non-maturing)
- vi) Refinance internal borrowing

3.31. The Council will continue to seek other funding opportunities such as borrowing from the marketplace. Furthermore, there is currently less than £10 billion PWLB capacity for local government financing and set against the context of known requirements for other organisations, such as the North London Waste Authority's borrowing requirements in excess of £1 billion. Consequently, LB Enfield may find itself unable to borrow large sums from the PWLB.

3.32. To borrow efficiently, the Council may need to have a credit rating in order to raise finance in the bond markets. Arlingclose believe that there will likely be a 'stratification of funding costs between "strong" and "weak" authorities. Due to the ambition of the Council, it is unlikely to attract the lowest rates. This may affect the investment models for projects, if they involve greater levels of debt, regardless of the investment return. This will form part of the next steps.

3.33. **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans

to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

3.34. Short term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

3.35. Debt rescheduling: The PWLB allows authorities to repay loans before maturity. This results in the Council either paying a premium (additional cost) to prematurely repay the loan or receiving a discount (refund of cost by PWLB). Premiums and discounts are calculated according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. Currently, due to historically low interest rates and the high cost of premature redemption by PWLB, this is not viewed as a likely option for the near future. However, the Council will keep debt rescheduling opportunities under review and update Members as part of the treasury management reporting cycle throughout the financial year.

3.36. Other Options: As the Table below indicates, there are several options available to the Council, which the Council has not previously used, such as leasing assets in an income strip arrangement for a shorter period than the asset life (30 years) in order to retain the asset for the Council, while reducing the debt. The reason that the Council needs to consider the wider range of options increasingly is that with its ambitious capital programme, costs may go up with greater borrowing if it is forced to borrow from the private sector.

Table 7: Borrowing Options

	PWLB	Short Term LA	Commer-cial Paper	LA Bills	Long Term LA	Bank Loans	Private Place-ment	MBA	Public Bonds	Income Strip
Size	Any	<£10m	£100m	<£10m	<£10m	>£5m	>25m	?	>£200m	>20m
Interest	V, F	V	V	V	V, F	V, F, I	V, F, I	F?	F, I	F, V, I
Maturity	<50yr	<1yr	<1yr	<1yr	?	<10yr	10 to 50yr	?	10yr +	10yr +
Repayment	M, A	M	M	M	M, A	M, A	M, A	M?	M, A	M, A
Tradeable	No	No	Yes	Maybe	Maybe	Maybe	Maybe	Yes	Yes	No
Credit Assessment	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Legal Documents	No	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Process	Easy	Easy	Inten-	Mod-	Mod-	Mod-	Mo-	Inten-	Inten-	Intens-

			sive	erate	erate	erate	derate	sive	sive	ive
Margin	Highest	Low	Low	Low	Medium	Medium	Medium	Medium	Medium	Higher

3.37. The Council has will continue in 2021/22 to refinance short-term loans with longer term loans, locking in the very low rates that are on offer as a result of the change in the PWLB lending terms as mentioned above. However, as cash investments reduce to near zero, the Council may be forced to rely on short term loans to finance the Councils cashflow activity while it takes time to determine as to how it will finance the capital programme given the large slippage position in 2020/21 financial year.

4. **Investment Approach**

- 4.1. The Council invests primarily via its capital programme. This is because during this era of low interest rates, treasury returns on cash balances tend to be lower and its cost effective to develop the Council's estate with such low revenue charges for interest. However, this does not mean that there is no limit to borrowing. As the Council is primarily a borrower for social purposes and less for commercial investment, the returns are lower and the Council's Treasury Advisors, Arlingclose, have advised us that it would become increasingly difficult to borrow and/or expensive as it approaches £2 billion in today's monetary terms. Ultimately, the Council prudently budgets at a 3.5% interest rate as this rate is close to its historical rate of borrowing and is also the current Treasury (HMT) Discount Rate.
- 4.2. As such, the Council will limit itself to a hard cap of £2 billion plus inflation from 2020/21 onwards. In practice, it would also like to maintain a £0.2 billion gap below that in case any urgent needs are determined. For instance, previously the Council needed to find resources for fire prevention works and inevitably new unanticipated priorities will be uncovered.
- 4.3. There is the related challenge of officer capacity and capability to manage the capital programmes that needs to be recognised. Currently, the organisation is heavily reliant on a few key officers and agency staff in critical roles. In particular, Finance, Legal, Property and Regeneration are gradually developing new skillsets that will take time to embed. The Capital Programme must be understood against the backdrop of the development of existing staff and the practical capacity limits on the Council to support the range of schemes against the service demands, especially in social care.
- 4.4. Overall, the Council's investment approach is aligned with its corporate priorities and as such regenerating the Borough and delivering affordable homes form the largest part of its capital programme and its borrowing requirements. That is not to say that investment in new schools, highways and transport improvements and internal investment to support productivity improvements are not included. It is just that the latter, with the exception of those necessary for operations (ICT, centralisation of office buildings), tend to be heavily grant funded or are less resource intensive.

- 4.5. The Council's investment in social and affordable housing in the Borough can be demonstrated in Meridian Water and other planned schemes such as Joyce & Snells. However, as social housing struggles to cover the capital financing costs (interest and principal repayments), even with grants, the Council has to be innovative in ensuring it can achieve on its aspirations.
- 4.6. Over the next nine months, the Council will be reviewing the financing arrangements and delivery models of the Capital Programme as it seeks to maximise the leveraging of its balance sheet, while minimising the risk it undertakes. There is a clear intent for this review to be reported to Council with the mid year Treasury Management report and to be undertaken under the context of retaining and developing existing assets, whenever it is in the best interests of the Borough.
- 4.7. The next year will also see the development of a fully fledged property strategy that examines all existing assets for their investment potential as compared with their realisable market value will be progressed. Currently, the Council has limited data as to the most efficient 'sweating' of assets. The Asset Management Software that is being commissioned by Property should support the considered decision making necessary to maximise the assets of the Council's estates.

5. Treasury Investment Strategy

- 5.1. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. All cash balances the Council holds during the year are invested with approved financial institutions as set out in **Appendix F**. The Council plans to have a zero daily current bank closing balance every day ensuring all surplus cash is always appropriately invested.
- 5.2. The level of cash deposit will fluctuate during the course of the year. During 2020/21, the Council on average held £60m in investments. However, this position is unlikely to continue in the forthcoming year, as the Council runs down its investments rather than undertake borrowing. Appendix C sets the position as at 31st December 2020. The ideal year-end actual invested cash balance is anticipated to be £25m, however, this may be higher as the Council may receive late grant awards from Central Government and Agencies.
- 5.3. **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 5.4. **Negative interest rates:** Following the global outbreak of the Covid-19 pandemic at the start of the 2020 calendar year, the Bank of England Bank Rate has fallen to 0.10% to combat the impact of the virus on the UK economy. It is highly likely that

the Bank Rate could be reduced below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

- 5.5. **Strategy:** Given the low interest rate environment and that the Council continues not to hold any non-core cash (i.e. deposits that will not be used in year). The Council continues to diversify cash deposits between short term unsecured bank deposits and money market funds.
- 5.6. **Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 5.7. **Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types set out in **Appendix F**, subject to the cash limits (per counterparty).
- 5.8. **Credit rating:** Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 5.9. **Banks unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 5.10. **Banks secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 5.11. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail in, and there is generally a lower risk of

insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

- 5.12. **Lending to Wholly Owned Council Companies:** The Council can loan to its wholly owned companies but a business case must be undertaken and a review process that demonstrates that they are a sound option (non-loss making) and support the Council's Medium Term Financial Plan Objectives. This plan must have been approved at the relevant requisite Committee.
- 5.13. **Lending to Joint ventures (JVs), Associates and Similar entities:** The Council can invest in such organisations when they meet the same conditions as above. Moreover, there are instances when the Council is de facto required to invest or to deliver an alternative scheme (such as the North London West Authority).
- 5.14. **Lending to Companies or Charities, that are not wholly owned:** The Council may lend to local Charities, that deliver services supporting the Medium-Term Financial Plan but it must regularly confirm that the principal on the loans are protected. Similarly, the Council can loan to companies, but the standard is that the loans must be on a commercial basis and that the Council has confidence in the nature that principal will be protected. The Council may make small loans to organisations that are at a higher risk to support the local economy, possibly in relation to a complex regeneration scheme, but such loans, regardless of the amount, will require a delegated approval report, signed off by the Leader or the Cabinet Member responsible for Finance.
- 5.15. **Working Capital Facilities:** These are explicitly not capital expenditure because they exist to manage cashflows, nor intended to be of a long-term nature. The Council can loan on a commercial basis to other organisations and the approval process is via the Section 151 Officer, **who depending on the size of the loan may choose to request additional approval from the relevant Cabinet member**. However, regular reviews of cashflow are a requirement, taking place no less than on a quarterly basis. It is anticipated that majority of such facilities would take in relation to wholly owned companies or JVs, and that they would be on a commercial basis. However, where they do not, additional approval from the relevant Cabinet member, depending on the size of the loan, should be sought. One key aspect that must be considered in relation to working capital is that the cashflow review is not just for the demonstration of the healthiness of the borrower and ability to repay (plus interest), but to ensure that the loan is not being used for capital purposes and is solely due to the timing of cashflows. The latter requires a different governance process as noted within the financial regulations.
- 5.16. **Pooled funds:** Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

- 5.17. Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 5.18. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail in, and balances will therefore be kept below £15 million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 5.19. **Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury management advisers, Arlingclose, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made;
 - any existing investments that can be recalled or sold at no cost will be; and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.20. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 5.21. **Other information on the security of investments:** The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 5.22. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit

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

- 5.23. **Investment limits:** The Council will limit the risk of loss from a default from lending to any one organisation (other than the UK Government) will be £25 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries. A group of entities under the same ownership will be treated as a single organisation for limit purposes.
- 5.24. **Liquidity management:** The Council uses its own in-house cash flow forecasting software model (Predictor) to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

6. Treasury Management Indicators

- 6.1. The Council measures and manages its exposures to treasury management risks using the following indicators.
- 6.2. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit score	6

- 6.3. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£25m

- 6.4. **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one year revenue impact of a 1% <u>rise</u> in interest rates	+£4.0m
Upper limit on one year revenue impact of a 1% <u>fall</u> in interest rates	-£4.0m

- 6.5. The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. The effect of an increase in interest rates will be mitigated through the Council's risk budget.
- 6.6. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	30%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	45%	0%
10 years and above	100%	0%

- 6.7. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.
- 6.8. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£15m	£15m	£15m

7. Related Matters

- 7.1. The CIPFA Code requires the Council to include the following in its treasury management strategy.
- 7.2. **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act*

2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

- 7.3. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 7.4. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 7.5. **Financial Derivatives:** In the absence of any explicit legal power to do so, the Council will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.
- 7.6. **Housing Revenue Account:** On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Council's average interest rate on investments, adjusted for credit risk. This is currently under review, as going forward keeping the historical HRA debt separate seems appropriate but it would be simpler and cheaper for both funds for the remaining debt to be split on a financing requirement basis, as it would prevent unnecessary borrowing.
- 7.7. **Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Director of Finance believes this to be the most appropriate status.

7.8. **Local Council Companies:** The Council will only lend to wholly own companies by the Council or where the Council has a controlling majority interest in the company.

7.9. All borrowing to companies owned by the London Borough of Enfield will require a formal on-lending agreement.

7.10. Prior to that they will have to achieve to meet the following requirements:

- An independently reviewed business case and cashflow forecast.
- To be able to demonstrate the ability to repay both interest and principal over the agreed repayment scheduled.
- Where possible the Council will secure the loan on the Council

7.11. **Lending to Schools with the HSBC Banking Scheme:** Where LA schools with a HSBC bank account are in a structural overdraft position then the Council will provide a credit facility to ensure the school(s) remain in a credit position. Interest will be charged at ½% above the prevailing bank rate.

8. Other Options Considered

8.1. The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below:

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

		certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Economic Context

Economic background: The impact on the UK from coronavirus, together with its exit from the European Union and future trading arrangements with the bloc, will remain a major influence on the Council's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in November 2020 and also extended its Quantitative Easing programme by £150 billion to £895 billion. The Monetary Policy Committee voted unanimously for both, but no mention was made of the potential future use of negative interest rates. Within the latest forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast.

UK Consumer Price Inflation (CPI) for September 2020 registered 0.5% year on year, up from 0.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 1.3% from 0.9%. The most recent labour market data for the three months to August 2020 showed the unemployment rate rose to 4.5% while the employment rate fell to 75.6%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In August, the headline 3-month average annual growth rate for wages were 0% for total pay and 0.8% for regular pay. In real terms, after adjusting for inflation, total pay growth fell by -0.8% while regular pay was up 0.1%.

GDP growth fell by -19.8% in the second quarter of 2020, a much sharper contraction from -2.0% in the previous three months, with the annual rate falling -21.5% from -1.6%. All sectors fell quarter-on-quarter, with dramatic declines in construction (-35.7%), services (-19.2%) and production (-16.3%), and a more modest fall in agriculture (-5.9%). Monthly GDP estimates have shown the economy is recovering but remains well below its pre-pandemic peak. Looking ahead, the BoE's November Monetary Policy Report forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in October, the third successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time with further monetary stimulus expected later in 2020.

The US economy contracted at an annualised rate of 31.7% in Q2 2020 and then rebounded by 33.1% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

Credit outlook: After spiking in late March as coronavirus became a global pandemic, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 is likely to be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, as does the UK not achieving a Brexit deal, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

Interest rate forecast: The Council's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the end of 2023. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the Brexit transition period ends. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.5% and 0.75% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix B.

Arlingclose Economic and Interest Rate Forecast December 2020**Underlying assumptions:**

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit, whatever the outcome of current negotiations, will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, the deployment of vaccines or if the UK leaves the EU without a deal

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out, especially with likely emergency action in response to a no-deal Brexit.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.

- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period comes to an end.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

Risk

1. The table below sets out and assumes:

PWLB Certainty Rate (maturity loans) = Gilt yield + 0.80%

PWLB HRA Rate = Gilt yield + 0.80%

PWLB Infrastructure Rate (maturity loans) = Gilt yield + 0.60%

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Official Bank Rate													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
3-month money market r:													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
1yr money market rate													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
5yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
10yr gilt yield													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
20yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
50yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

Appendix C

Existing Investment & Debt Portfolio Position

Treasury Management: Borrowing Summary				
Type of Loan	1 st April 2020	New Borrowing	Repaid Borrowing	31 st December 2020
	£000's	£000's	£000's	£000's
PWLB	897,347	0	(13,810)	883,537
LA Short-Term	68,000	0	(68,000)	0
LA Long-Term	8,000	0	(8,000)	0
European Investment Bank	8,596	0	(165)	8,431
LEEF	3,361	0	(486)	2,875
MEEF	0	5,000	0	5,000
HNIP	0	9,761	0	9,761
SALIX	1,623	2,508	0	4,131
GLA	2,065	0	0	2,065
Total*	988,992	17,269	(90,462)	915,800

Investments

Treasury Management: Investment Summary				
Type of Loan	1 st April 2020	30 th June 2020	30 th Sept. 2020	31 st Dec 2020
	£000's	£000's	£000's	£000's
Money Market Funds (MMFs)	70,500	60,000	62,500	43,000
On-call accounts	24,850	26,355	10,210	7,350
	95,350	86,355	72,710	50,390

Detailed Breakdown of Interest and MRP Impact on Budgets

This table breaks down the interest charges as to how they are funded. It also shows the impact on the General Fund, and how the underspends and overspends are managed through an earmarked capital financing reserve. Commissioning costs are fees payable to the lender upon raising new debt finance.

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Interest											
PWLB- Maturity	17,661	17,661	17,509	17,509	17,509	17,509	17,509	17,509	17,176	17,059	17,059
PWLB- EIP	2,730	2,542	2,354	2,183	2,029	1,875	1,721	1,567	1,413	1,259	1,105
PWLB- Annuity	3,931	3,744	3,553	3,359	3,160	2,958	2,752	2,542	2,328	2,110	1,888
LA- Short-Term	573	0	0	0	0	0	0	0	0	0	0
LA Long-Term	148	0	0	0	0	0	0	0	0	0	0
EIB	197	189	181	173	165	156	148	139	130	120	111
LEEF	53	42	31	19	7	0	0	0	0	0	0
MEEF	36	149	180	180	181	172	161	150	139	99	0
HNIP	8	19	18	18	17	17	16	15	14	14	13
Salix	0	0	0	0	0	0	0	0	0	0	0
GLA	0	0	0	0	0	0	0	0	0	0	0
Future Borrowing	2,904	8,591	15,190	20,352	23,611	24,939	26,898	31,433	35,902	38,121	40,375
PWLB Commission	41	100	76	60	19	20	34	71	30	24	33
Temporary Loans Commission	25	25	25	25	25	25	25	25	25	25	25
Total Gross Interest & Fees	28,306	33,062	39,118	43,878	46,725	47,671	49,264	53,451	57,158	58,831	60,608
Recharges:											
Meridian Water	(8,705)	(8,838)	(8,894)	(9,314)	(9,683)	(9,900)	(10,188)	(10,144)	(9,923)	(10,098)	(10,371)
Companies	(4,240)	(4,898)	(5,315)	(6,614)	(7,745)	(7,657)	(7,567)	(7,307)	(7,150)	(7,045)	(6,937)
Joyce & Snells (GF)	0	(17)	(89)	(223)	(389)	(573)	(765)	(1,348)	(2,108)	(3,029)	(4,174)
HRA	(8,663)	(10,448)	(12,549)	(13,944)	(14,694)	(14,804)	(15,666)	(18,220)	(20,421)	(20,919)	(21,106)
Meridian Water Commission	(23)	(20)	(2)	(1)	(2)	(1)	0	0	0	(3)	(13)
Companies Commission	(6)	(19)	(18)	(16)	0	0	0	0	0	0	0
Joyce & Snells (GF) Commission	0	(0)	(2)	(2)	(2)	(2)	(2)	(10)	(5)	(13)	(10)
HRA Commission	(4)	(21)	(21)	(21)	0	(2)	(20)	(50)	(12)	0	0
Interest Charged to General Fund	6,665	8,801	12,228	13,742	14,211	14,731	15,057	16,373	17,538	17,723	17,997
MRP	11,566	16,454	19,411	20,791	18,119	20,497	19,775	18,190	17,220	17,371	17,011
Total Financing Cost Charged to GF	18,231	25,255	31,638	34,533	32,329	35,228	34,831	34,563	34,758	35,094	35,007

Budget	19,856	21,565	24,085	27,728	31,528	33,028	34,528	36,028	37,528	39,028	40,528
Variance	(1,625)	3,690	7,553	6,805	801	2,200	303	(1,465)	(2,770)	(3,934)	(5,521)
Reserves	21,625	17,935	10,382	3,577	2,776	575	272	1,738	4,508	8,441	13,962

The table excludes costs associated with financing Pipeline projects. Over the 10 year capital programme, £3.823m will be expended of which £560k is financed by borrowing. The cost of financing this borrowing will be circa £34k (interest and MRP) over 40 years at 3.5%.

Prudential Indicators

Appendix D

Prudential Indicators

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

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

Prudential Indicator: Capital Expenditure

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

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	Total 10 Yr Capital Program me
	£m	£m	£m	£m	£m	£m	£m	£m
Meridian Water	63.0	224.1	79.7	109.7	99.6	102.7	199.4	815.1
Companies	23.2	55.0	54.0	48.2	0.0	0.0	0.0	157.2
Joyce & Snells (GF)	0.0	1.4	4.4	4.5	5.0	5.5	114.3	135.1
Other General Fund	59.7	139.3	80.9	50.4	43.2	37.5	127.1	478.4
HRA	74.9	168.6	116.4	134.5	89.8	98.1	618.6	1,226.1
Total	220.8	588.4	335.4	347.2	237.5	243.9	1,059.3	2,811.7
Financed by:								
External Grants & Contributions	(34.6)	(171.0)	(79.5)	(117.7)	(108.0)	(115.8)	(175.6)	(767.6)
S106 & CIL	(0.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenue Contributions	0.0	(0.3)	0.0	0.0	0.0	0.0	0.0	(0.3)
Capital Receipts	(15.3)	(12.1)	(9.5)	(6.2)	(7.2)	(7.5)	(8.7)	(51.2)
Earmarked Reserves	(34.3)	(69.2)	(22.2)	(42.3)	(61.8)	(45.3)	(260.4)	(501.2)
Major Repairs Allowance (MRA)	(10.9)	(11.1)	(11.3)	(11.5)	(5.1)	(13.3)	(77.3)	(129.5)

Borrowing	1,028	1,328	1,503	1,631	1,644	1,658	1,712	1,859	1,901	1,929	1,985
Other Long Term Liabilities	41	40	38	36	34	33	31	29	27	25	23
Total Operational Limit	1,069	1,368	1,541	1,667	1,679	1,690	1,743	1,888	1,928	1,954	2,008

Prudential Indicator: Affordable Borrowing / Authorised Limit

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

Authorised Limit	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Operational Limit	1,069	1,368	1,541	1,667	1,679	1,690	1,743	1,888	1,928	1,954	2,008
Headroom	300	300	300	300	300	300	300	300	300	300	300
Total Authorised Limit	1,369	1,668	1,841	1,967	1,979	1,990	2,043	2,188	2,228	2,254	2,308

Prudential Indicator – Ratio of Financing Costs to Net Revenue Stream

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

Estimated Ratio of Financing Costs to:	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
General Fund Net Revenue Stream	7.71%	10.49%	12.90%	13.83%	12.71%	13.60%	13.21%	12.86%	12.70%	12.59%	12.56%
Housing Revenue Account Gross Revenue Budget	13.52%	16.13%	18.03%	18.67%	19.12%	17.60%	17.76%	20.21%	22.26%	22.43%	22.63%

Appendix E**Annual Minimum Revenue Provision Statement (With effect from 1 April 2021)**

- 1) When the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Ministry for Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance).
- 2) The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 3) The MHCLG Guidance requires the Council to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance as well as locally determined prudent methods. Council is asked to approve the continuation of the existing policy for the calculation of MRP, which is consistent with the guidance issued under the regulations and the introduction of the following:
 - a) the principle that the determination of a prudent amount of MRP for any given year will take account of payments made in previous years, and an assessment of whether those payments exceed what the current policy would require in terms of prudence;
 - b) For capital expenditure incurred before 1 April 2008, and for capital expenditure incurred from 1 April 2008 to 31 March 2011, and which is Supported Capital Expenditure (SCE), MRP will be calculated at 2% on a straight-line basis.
- 4) The approaches are therefore as follows, with effect from 1 April 2021.
 - a) For capital expenditure incurred before 1 April 2008, and for capital expenditure incurred from 1 April 2008 to 31 March 2011, and which is Supported Capital Expenditure (SCE), MRP will be calculated at 2% on a straight-line basis;
 - b) For unsupported borrowing incurred from 1 April 2008 onwards, MRP is calculated based on amortising the amount borrowed over the estimated lives of the assets acquired (or the enhancement made) as a result of the related expenditure using the annuity repayment method in accordance with MHCLG Statutory guidance.
 - c) For borrowing by companies for housing assets for onward rental, due regards has been given to the MHCLG guidance but due to the nature of the assets, a 75-year asset life is considered appropriate.
 - d) While no MRP is required to be charged in respect of assets held within the Housing Revenue Account, the Council may provide for a voluntary MRP charge so that all schemes undertaken are viable (i.e. repay all their debt over an appropriate period) and so that the HRA maintains borrowing capacity for future years.

- e) Capital expenditure financed from borrowing incurred during one financial year will not be subject to an MRP charge until the asset moves into operation, except where the Section 151 officer deems it appropriate to charge it an earlier date.
- f) Assets acquired with the intention of onward sale which will not be used in the delivery of services will not generally attract MRP as in these events the capital receipts generated by the loan and sale will be set aside to repay debt. Loans made to third parties to enable them to incur capital expenditure are repaid by the borrower and so MRP provision does not need to be made by the Council from Council Tax. In the case of loans for investment assets, a prudent amount will be set aside for MRP in accordance with Government Guidance based on asset life.
- g) From 1 April 2021 onwards, asset lives for MRP charges will be charged on the following basis, except for schemes in which the asset is already in operation:
 - i) ICT equipment – 5 years
 - ii) Vehicles – 10 years
 - iii) Highways & Transport Assets – 25 years
 - iv) Parks & Landscape – 25 years
 - v) Investment Assets – 40 years unless a business can be made that there is a residual value that means a longer asset life is possible
 - vi) School buildings and community assets – 40 years unless a business case for a specific asset justifies a different lifespan
 - vii) Housing Assets – 75 years
 - viii) Leased Assets on the basis of the lease asset unless the above categories have a smaller asset life
 - ix) All capital expenditure schemes less than £50k will be charged immediately to revenue
- h) MRP in respect of PFI liabilities will be calculated by spreading the cost of the capital repayments included in the ongoing charges over the estimated life of the asset on an annuity basis.
- i) Unless a specific justification for another MRP rate is given, the Council's hurdle rate for investment of 3.5% shall be used.

Date of implementation and estimated MRP

- 5 This policy will take effect from 2021/22. Government Guidance requires that an annual statement on the Council's policy for its MRP should be submitted to Council for approval before the start of the financial year to which the provision will relate but that changes during the year are permitted if approved by full Council. Based on the Council's latest estimate of its Capital Financing Requirement on 31st March 2021, the MRP for 2021/22 is estimated as follows:

	Est. CFR 31 Mar 2021 £m	Est. MRP 2021/22 £m
General Fund		
Capital expenditure before 1 April 2008 and Supported capital expenditure from 1 April 2008 to 31 Mar 2011	141.66	3.63
Unsupported capital expenditure after 31 Mar 2008	331.09	12.51
Unsupported capital expenditure after 31 Mar 2008- Meridian Water	342.14	0.32
Loans to Council owned companies (met by repayments from the companies)	0.00	0.00
Total General Fund	963.74	16.45
HRA	236.67	0.00
Overprovision set aside in MRP Reserve	0	0
Total Excluding PFI	1,201.42	16.45
PFI	41.30	1.69
Total / Charge to General Fund	1,242.72	18.15

MRP associated with Pipeline projects are excluded.

Counterparties

Appendix F

Approved Investment Counterparties and Limits

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

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

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

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

The following table provides additional information on the counterparties mentioned above

Table 7

Councils' Main Bank Account - HSBC	The Council banks with HSBC and will continue to bank with HSBC with a revised contract. At the current time, it does meet the minimum credit criteria of A- (or equivalent) long term. If the credit rating falls below the Council's minimum criteria A-, it will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements. If funds come into the bank account during the day (after daily dealing has been undertaken) and cannot be placed out with any other approved financial institutions, they can be placed into the HSBC Call Account to attract interest even if it breaches the counterparty limit (the matter will be reported to the Director of Finance, Resources & Customer Services). The temporary breach will be addressed on the next banking business day.
Banks Unsecured	Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
Banks Secured	Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
Government	Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
Corporates	Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.
Registered Providers	Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed
Money Market	Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the

Funds	advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
Bond, Equity and Property Funds	These offer the potential for enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Appendix G

Annuity	A method of repaying a loan where the cash payment remains constant over the life of the loan, but the proportion of interest reduces, and the proportion of principal repayment increases over time. Repayment mortgages and personal loans tend to be repaid by the annuity method.
Asset backed security (ABS)	A bond that pays to investors the return received on its collateral.
Authorised limit	The maximum amount of debt that a local Council may legally hold, set annually in advance by the Council itself. One of the Prudential Indicators.
BACS	Bankers' automated payment system. UK bulk payments system allowing transfers between bank accounts with two days' notice, for a small charge.
Bail-in	A bail-in is rescuing a financial institution on the brink of failure by making its creditors and depositors take a loss on their holdings rather than the government or taxpayers.
Bail-out	A bailout is a colloquial term for the provision of financial help to a corporation or country which otherwise would be on the brink of failure or bankruptcy.
Bank	Regulated firm that provides financial services to customers. But see also Bank of England.
Bank of England	The central bank of the UK, based in London, sometimes just called "the Bank". See also Monetary Policy Committee and PRA.
Bank Rate	The official interest rate set by the Monetary Policy Committee, and the rate of interest paid by the Bank of England on commercial bank deposits. Colloquially termed the "base rate".
BCA	Baseline credit assessment - a credit rating agency's risk assessment of a bank's intrinsic credit risk, before considering the impact of junior debt and external support.
Bid	A bid to buy a security at a certain price (the bid price), or a bid to borrow money at a certain interest rate (the bid rate). See also offer.
Bill	A certificate of short-term debt issued by a company, government, or other institution, which is tradable on financial markets
Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets.
Bond fund	A collective investment scheme that invests mainly in bonds.
Bookrunner	Investment bank that maintains the book of orders from potential investors for a new bond or share issue.
Borrowing	Usually refers to the stock of outstanding loans owed and bonds issued.
Borrowing Portfolio	A list of loans held by the Council.
Borrowing Requirements	The principal amount the Council requires to borrow to finance capital expenditure and loan redemptions.
Broker	Regulated firm that matches either borrowers and lenders (a money broker) or buyers and sellers of securities (a stockbroker) with each other in order to facilitate transactions.
Brokerage	Fee charged by a broker, normally paid by the borrower.
Call account	A deposit account that can be called back, normally on

	instant access.
Cap	Derivative option that requires payment when a variable, such as an interest rate, rises above a certain level. Can be embedded in a floating rate loan or deposit to prevent the variable rate rising above a certain limit. See also collar and floor.
Capital	(1) Long-term, as in capital expenditure and capital receipt. (2) Principal, as in capital gain and capital value. (3) Investments in financial institutions that will absorb losses before senior unsecured creditors.
Capital expenditure	Expenditure on the acquisition, creation or enhancement of fixed assets that are expected to provide value for longer than one year, such as property and equipment, plus expenditure defined as capital in legislation such as the purchase of certain investments.
Capital finance	Arranging and managing the cash required to finance capital expenditure, and the associated accounting.
Capital finance regulations	Legislation covering local authorities' activities in capital finance, treasury management and accounting. Separate regulations are published for the four nations of the UK.
Capitalisation direction or regulations	Approval from central government to fund certain specified types of revenue expenditure from capital resources.
Capital Financing Requirement (CFR)	Capital Financing Requirement- a measure of the Council's underlying need to borrow to fund capital expenditure.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
Capital markets	The markets for long-term finance, including bonds and shares. See also money markets.
Capital receipt	Cash obtained from the sale of an item whose purchase would be capital expenditure. The law only allows local authorities to spend capital receipts on certain items, such as new capital expenditure. They are therefore held in a capital receipts reserve until spent.
Capital strategy	An annual report required by the Prudential Code that sets out a local authorities' high-level plans for capital expenditure, debt and investments and its Prudential Indicators for the forthcoming financial year.
Cash plus fund	A collective investment scheme similar to a money market fund but with a WAM up to around six months.
Central bank	A government agency responsible for setting interest rates, regulating banks and maintaining financial stability.
CET1	Core equity tier 1 - the purest form of capital for a financial institution, which is available to absorb losses while it remains a going concern, usually expressed as a ratio to risk weighted assets.
Certainty rate	Discount on PWLB rates for new loans borrowed, available to all local authorities that provide a forecast for their borrowing requirements.
Certificates of Deposits	A certificate of deposit (CD) is a time deposit, a financial product. CDs are similar to savings accounts in that they are insured and thus virtually risk free; they are "money in the bank." They are different from savings accounts in that the CD has a specific, fixed term (often monthly, three months, six months, or one to five years) and, usually, a fixed interest

	rate. It is intended that the CD be held until maturity, at which time the money may be withdrawn together with the accrued interest.
CHAPS	Clearing House Automated Payment System. UK payments system for same-day transfer between bank accounts, commonly used for treasury management payments.
CIPFA The Chartered Institute of Public Finance and Accountancy	The professional body for accountants working in the public sector. CIPFA also sets various standards for local government – see Treasury Management Code and Prudential Code.
Constant net asset value (CNAV)	A money market fund where the net asset value is held at a constant £1 per share providing the value of the underlying investments is between 99.5p and 100.5p per share. Since 2019, this style of fund is restricted to those that only invest in government securities.
Collar	A combination of a cap and floor, so that the variable moves within a certain range only. Where the premium payable on the cap is equal to the premium receivable on the floor, it is known as a zero-cost collar.
Collateral	Assets that provide security for a loan or bond, for example the house upon which a mortgage is secured.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Commercial investment	An investment whose main purpose is generating income, such as investment property.
Commercial property	Land and buildings used by businesses, as opposed to households.
Commercial paper	Commercial paper is a money-market security issued (sold) by large corporations to obtain funds to meet short-term debt obligations (for example, payroll), and is backed only by an issuing bank or corporation's promise to pay the face amount on the maturity date specified on the note. Since it is not backed by collateral, only firms with excellent credit ratings from a recognized credit rating agency will be able to sell their commercial paper at a reasonable price. Commercial paper is usually sold at a discount from face value, and carries higher interest repayment rates than bonds
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparties	Organisations or Institutions the Council lends money to e.g. Banks; Local Authorities and MMF.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Corporate bonds	A corporate bond is a bond issued by a corporation. It is a bond that a corporation issues to raise money effectively in order to expand its business. The term is usually applied to longer-term debt instruments, generally with a maturity date falling at least a year after their issue date.
Country limit	The maximum amount an investor is willing to lend to all counterparties based in a foreign country, in order to manage credit risk.

Coupon	The contractual interest rate payable on a bond, as a percentage of the nominal amount. This normally reflects market conditions when the bond was originally issued.
Covenant	A clause in a loan contract where the borrower makes certain commitments, for example to maintain a particular financial ratio or to publish regular financial statements. Breach of a covenant is usually classed as a default.
Covered bonds	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
Consumer Prices Index & Retail Prices Index (CPI & RPI)	The main inflation rate used in the UK is the CPI. The Chancellor of the Exchequer bases the UK inflation target on the CPI. The CPI inflation target is set at 2%. The CPI differs from the RPI in that CPI excludes housing costs. Also used is RPIX, which is a variation of RPI, one that removes mortgage interest payments.
Credit Default Swap (CDS)	A kind of protection that can be purchased by MMF companies from insurance companies (for their investment) in exchange for a payoff if the organisation they have invested in does not repay the loan i.e. they default.
Credit watch	Variety of special programmes offered by credit rating agencies and financial institutions to monitor organisation/individual's (e.g. bank) credit report for any credit related changes. A credit watch allows the organisation/individuals to act on any red flags before they can have a detrimental effect on credit score/history.
Credit Arrangements	Methods of Financing such as finance leasing
Credit Ratings	A scoring system issued by credit rating agencies such as Fitch, Moody's and Standard & Poors that indicate the financial strength and other factors of a bank or similar Institution.
Creditworthiness	How highly rated an institution is according to its credit rating.
Custodian	Regulated firm that provides custody.
Custody	The safekeeping of securities that are dematerialised, i.e. no longer held in paper form, including the vast majority of bonds and shares traded on financial markets.
Debt	(1) A contract where one party owes money to another party, such as a loan, deposit or bond. Contrast with equity. (2) In the Prudential Code, the total outstanding borrowing plus other long-term liabilities.
Debt Management Office (DMO)	The DMO is an agency of the HM Treasury which is responsible for carrying out the Government's Debt Management Policy.
Debt Rescheduling	The refinancing of loans at different terms and rates to the original loan.
Depreciation Method	The spread of the cost of an asset over its useful life.
Default	Failure to meet an obligation under a debt contract, including the repayment of cash or compliance with a covenant, usually as a result of being in financial difficulty (rather than an administrative oversight).
Deflation	Negative inflation, which central banks are keen to avoid since households tend to delay spending waiting for prices to fall further, leading to further deflation.

Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Depository	Regulated firm that performs safeguarding, record keeping and ownership verification of a collective investment scheme's assets, including those which are not held in custody.
Derivative	Financial instrument whose value is derived from an underlying instrument or index, such as a swap, option or future. Derivatives can be used to gain exposure to, or to help protect against, changes in the value of the underlying. See also embedded derivative and hedge.
Discount	(1) The amount that the early repayment cost of a loan is below its principal, or the price of a bond is below its nominal value. See also premium. (2) To calculate the present value of an investment taking account of the time value of money.
Discount rate	The interest rate used in a present value calculation. Diversification The spreading of risk across a variety of exposures in order to reduce the risk. For example, investing in a range of counterparties to limit credit risk or borrowing to a range of maturity dates to limit refinancing risk.
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity and property in order to minimise price risk, and also focuses on investments that pay income
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling local authorities to deposit cash at very low credit risk. Not available in Northern Ireland.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
Dove	Monetary policy maker with a preference for lower interest rates. See also hawk.
Duration	In relation to a bond or bond fund, the weighted average time of the future cash flows from today, usually expressed in years. The longer the duration, the more the price moves for a given change in interest rates.
ECB	European Central Bank – the central bank of the Eurozone, based in Frankfurt, Germany.
EIB	European Investment Bank – a supranational bank owned by the member states of the European Union that mainly lends within the Union.
EIP	Equal instalments of principal. A method of repaying a loan where the principal is repaid over the life of the loan, in equal instalments. Interest payments reduce over time as the principal is repaid.
EIR	Effective interest rate - IFRS term for the average interest rate on a financial instrument, including the effect of premiums, discounts and fees. For a simple deposit or loan, the EIR is usually equal to the contractual interest rate; for a bond the EIR is usually equal to the yield.

Embedded derivative	A derivative that is combined into another financial instrument, such as the options embedded in a LOBO.
ESG	Environmental, social and governance considerations.
Equity	(1) The residual value of an entity's assets after deducting its liabilities. (2) An investment in the residual value of an entity, for example ordinary shares.
Equity fund	A collective investment scheme that mainly invests in company shares.
Ex-dividend date	The first date that a share or unit is traded without the right to receive the next dividend. The price therefore falls by the amount of the dividend.
FATCA	Foreign Account Tax Compliance Act – a US regime applicable worldwide to limit tax evasion by US citizens. Local authorities are classed as exempt beneficial owners under FATCA.
Fair value	IFRS term for the price that would be obtained by selling an investment, or paid to transfer debt, in a market transaction.
FCA	Financial Conduct Council – UK agency responsible for regulating financial markets and the conduct of financial institutions, brokers, custodians, fund managers and treasury management advisors.
Federal Reserve	The central bank of the USA, often just called “the Fed”.
Fiscal policy	Measures taken by government to boost or slow the economy via taxation and spending decisions. Fiscal loosening or easing refers to cuts in taxes or increases in spending, while fiscal tightening refers to the opposite. See also monetary policy.
Financial institution	A bank, building society or credit union. Sometimes the term also includes insurance companies. Financial instrument IFRS term for investments, borrowing and other cash payable and receivable.
Financing costs	In the Prudential Code, interest payable on debt less investment income plus premiums less discounts plus MRP.
Floating rate note (FRN)	A bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR.
Floor	Derivative option that requires payment when a variable, such as an interest rate, falls below a certain level. Can be embedded in a floating rate loan or deposit to prevent the variable rate falling below a certain limit. See also cap and collar.
Foreign exchange (FX) risk	The risk that unexpected changes in foreign exchange rates cause a loss. Rarely an issue for local authorities since they are unable to borrow and tend not to invest in foreign currency.
Forward deal	An arrangement where a loan or deposit is arranged in advance of the cash being transferred, with the advance period being longer than the standard period (if any) for such a transaction.
Financial Services Compensation Scheme	UK deposit guarantee scheme that will compensate most depositors up to £85,000 in the event of a bank failure. However, most public sector organisations, financial institutions and collective investment schemes are excluded from receiving compensation.

FSMA	Financial Services and Markets Act 2000, the main piece of UK legislation regulating financial services.
FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two.
Future	A derivative whose payments depend on the future value of a variable.
Fund manager	Regulated firm that manages collective investment schemes. Gate Restriction on the subscription or redemption of shares or units in a collective investment scheme.
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
General Fund	A local Council reserve that holds the accumulated surplus or deficit on revenue income and expenditure, except on council housing. See also Housing Revenue Account.
Gilt	Gilt-edged securities are bonds issued by certain national governments. The term is of British origin, and originally referred to the debt securities issued by the Bank of England, which had a gilt (or gilded) edge. Hence, they are known as gilt-edged securities, or gilts for short. Today the term is used in the United Kingdom as well as some Commonwealth nations, such as South Africa and India. However, when reference is made to "gilts", what is generally meant is "UK gilts," unless otherwise specified.
Gilt yield	Yield on gilts. Commonly used as a measure of risk-free long-term interest rates in the UK
Guarantee	An arrangement where a third party agrees to pay the contractual payments on a loan to the lender if the borrower defaults. Haircut A reduction in the value of a bond or deposit as the result of a bail-in or other restructuring of the counterparty.
Hawk	Monetary policy maker with a preference for higher interest rates. See also dove.
Hedge	An arrangement where one instrument (typically a derivative) is used to offset the variability in another instrument. For example, an interest rate swap where interest is receivable at a variable rate can be an effective hedge for a variable rate loan.
Hedge accounting	Optional IFRS accounting arrangements to ensure that the accounting impact of a hedge matches the economic impact.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010.
Impairment	A reduction in the value of an investment caused by the counterparty being in financial difficulty.
Income return	Return on investment from dividends, interest and rent but excluding capital gains and losses. See also total return.
Income strip	Long-term lease arrangement where the tenant pays indexed rent and has an option to buy back the property at the end of a lease for a nominal payment. Effectively a form of loan finance.
Inflation risk	The risk that unexpected changes in inflation rates cause an

	unplanned loss, for example by costs rising faster than income.
Interest	Compensation for the use of cash paid by borrowers to lenders on debt instruments.
Interest Rate exposures	A measure of the proportion of money invested and what impact movements in the financial markets would have on them.
Interest rate risk	The risk that unexpected changes in interest rates cause an unplanned loss, for example by increased payments on borrowing or lower income on investments.
Interest rate swap	A derivative where the parties swap a fixed and a variable interest rate on an agreed nominal sum for an agreed period of time. Widely used to manage interest rate risk.
Internal borrowing	A local government term for when actual “external” debt is below the capital financing requirement, indicating that difference has been borrowed from internal resources instead; in reality this is not a form of borrowing.
Inverted yield curve	Yield curve where yields decrease over time, suggesting that short-term interest rates will fall in future. A possible indicator of a recession. See also normal yield curve.
Investment bank	A bank that provides services including issuing new securities in the primary market and arranging company mergers and acquisitions. Investment banks may also undertake proprietary trading, i.e. investing the bank’s own money with a view to making a profit.
Investment grade	Entities and securities with a credit rating of BBB- and above, and therefore relatively unlikely to default.
Investment guidance	Statutory guidance issued by MHCLG and the devolved governments on local government investments. Local authorities are required by law to have regard to the relevant investment guidance.
Investment property	Land and buildings that are held purely for rental income and/or capital growth. Investment properties are not owner-occupied and provide no direct service benefit.
Investment strategy	A document required by investment guidance that sets out a local Council’s investment plans and parameters for the coming year. Sometimes forms part of the Council’s treasury management strategy.
The International Monetary Fund (IMF)	is an intergovernmental organisation which states its aims as to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.
Impaired investment	An investment that has had a reduction in value to reflect changes that could impact significantly on the benefits expected from it.
Junior creditor	Creditor that ranks below senior unsecured creditors but above equity investors in the event of a bank insolvency or bail-in, for example, subordinated bonds.
Lease	A contract where one party permits another to make use of an asset in return for a series of payments. It is economically similar to buying the asset and borrowing a loan, and therefore leases are often counted as a type of debt.
Lessee	Party to a lease contract that uses an asset owned by the

	lessor.
Lessor	Party to a lease contract that own an asset but permits another (the lessee) to use it.
Leverage ratio	A measure of financial strength of a financial institution, calculated as tier 1 capital divided by total assets plus lending commitments.
Liability benchmark	Term in CIPFA's Risk Management Toolkit which refers to the minimum amount of borrowing required to keep investments at a minimum liquidity level. Used to compare against the actual and forecast level of borrowing.
LIBID	The London Interbank Bid Rate – it is the interest rate at which major banks in London are willing to borrow (bid for) funds from each other, traditionally 0.125% lower than LIBOR.
LIBOR	London interbank offer rate - the benchmark interest rate at which banks offer to lend cash to other banks. Published every London working day at 11am for various currencies and terms. Due to be phased out by 2022.
Liquidity risk	The risk that cash will not be available to meet financial obligations, for example when investments cannot be recalled and new loans cannot be borrowed.
Loan	Contract where the lender provides a sum of money (the principal) to a borrower, who agrees to repay it in the future together with interest. Loans are not normally tradable on financial markets. There are specific definitions in government investment guidance.
Loan commitment	An arrangement where a lender is committed to lend a loan if the borrower requests it.
Loans CFR	The capital financing requirement less the amount met by other long-term liabilities; i.e. the amount to be met by borrowing.
LOBO	Lender's option borrower's option – a long-term loan where the lender has the option to propose an increase in the interest rate on pre-determined dates. The borrower then has the option to either accept the new rate or repay the loan without penalty. LOBOs increase the borrower's interest rate risk and the loan should therefore attract a lower rate of interest initially.
Local indicators	Prudential indicators or treasury management indicators that are not required by the relevant code of practice but have been designed locally to meet similar purposes.
Local infrastructure rate	Discount on PWLB rates for new loans borrowed, available to local authorities that have been successful in a bidding round.
Long-term	Usually means longer than one year. Long-term rating A credit rating, assessing of the risk of default over the long-term. Where an agency publishes a range of long-term ratings, Arlingclose reports the rating most relevant to wholesale depositors. See also short-term rating.
LVNAV	Low volatility net asset value – the most common type of money market fund introduced in 2019 that can be bought and sold for £1 per share providing that the true net asset value is between 99.8p to 100.2p.
Mark to market	A process by which investments are revalued to market prices, usually with the entity accounting for the capital gain

	or loss as income or expenditure.
Market risk	The risk that movements in market variables will have an unexpected impact. Usually split into interest rate risk, price risk and foreign exchange risk.
Market Loans	Loans from banks available from the London Money Market including LOBOS (Lender Option, Borrowing Option) which enable the Council to take advantage of low fixed interest for a number of years before an agreed variable rate comes into force.
Maturity	(1) The date when an investment or borrowing is scheduled to be repaid. (2) A type of loan where the principal is only repaid on the maturity date.
Maturity profile	A table or graph showing the amount (or percentage) of debt or investments maturing over a time period. MHCLG
Minimum Revenue Provision (MRP)	This is the amount which must be set aside from the revenue budget each year to cover future repayment of loans.
MiFID	The second Markets in Financial Instruments Directive - a legislative framework instituted by the European Union to regulate financial markets in the bloc and improve protections for investors.
Money Market Fund (MMF)	A 'pool' of different types of investments managed by a fund manager that invests in lightly liquid short term financial instruments with high credit rating.
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
Monetary Policy Committee (MPC)	Committee designated by the Bank of England; whose main role is to regulate interest rates. Responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
Money markets	The markets for short-term finance, including deposits and T-bills.
Money Markets Code	Code of practice issued by the Bank of England for the operation of the London money market, which is mostly unregulated by MiFID II.
Municipal bond	Bond issued or guaranteed by local authorities.
Municipal bonds agency (MBA)	Company that issues bonds in the capital market and lends the proceeds back to local authorities. The bonds are guaranteed by the local authorities.
NDA	Non-disclosure agreement. Contract where two organisations agree not to disclose each other's confidential information. Often required at the start of commercial loan negotiations.
Negative Pledge	Covenant where a borrower agrees to not to pledge certain assets as collateral for other loans.
Net asset value (NAV)	The current value of a fund's assets, net of its liabilities, usually expressed as an amount per share or unit.
Net borrowing	Borrowing minus treasury investments.
Net revenue stream	In the Prudential Code, income from general government

	grants, Council Tax and rates.
Normal yield curve	A yield curve where yields increase over time, which is the more common shape. See also inverted yield curve.
Nominal	The face value of a bond or share, often quite different from the market value.
Note	Another term for a bond.
Notice account	A deposit account where the cash can be called back after a given notice period.
Non Specified Investments	Government term for investments not meeting the definition of a specified investment or a loan upon which limits must be set. Since 2018, the term does not apply to treasury investments in England.
Non treasury investment management practices (NTIMPs)	Document required by the Treasury Management Code setting out a local Council's detailed processes and procedures for commercial investments and service investments.
OCF	Ongoing charges figure – amounts charged to collective investment scheme that reduce the return for investors. Includes the AMC plus direct charges such as brokerage.
OEIC	Open-ended investment company, a type of collective investment scheme that is structured as a company, where investors buy shares in the company.
Offer	An offer to sell a security at a certain price (the offer price or ask price), or an offer to lend money at a certain interest rate (the offer rate).
Other long term liabilities	Prudential Code term for credit arrangements.
Operational boundary	A prudential indicator showing the most likely, prudent, estimated level of external debt, but not the worst-case scenario. Regular breaches of the operational boundary should prompt management action.
Operational risk	The risk that fraud, error or system failure leads to an unexpected loss.
Option	A derivative where the holder pays a premium to have the right, but not the obligation, to buy or sell a security or enter into a defined transaction.
PRA	Prudential Regulation Council – the part of the Bank of England that regulates UK banks.
Present value	The value today of a series of future cash flows, calculated using a discount rate.
Premium	(1) The amount that the early repayment cost of a loan is above the principal (for example cost of early repayment of loan to PWLB to compensate for any losses that they may incur), or the price of a bond is above its nominal value. (2) The initial payment made under a derivative.
Price risk	The risk that unexpected changes in market prices lead to an unplanned loss. Managed by diversifying across a range of investments.
Primary market	A financial market where securities are initially issued, and investors buy from issuers or their agents. See also secondary market.
Principal	The amount of money originally lent on a debt instrument.
Private finance initiative	A government scheme where a private company designs, builds, finances and operates assets on behalf of the public sector, in exchange for a series of payments, typically over 30

	years. Counts as a credit arrangement and debt.
Private placement	A loan or bond that is not traded on a financial market.
Professional client	MiFID II term for a client of a regulated firm that has a higher level of experience in financial markets than a retail client, and therefore needs a lower level of protection. Local authorities may “opt up” to be treated as professional clients if they meet certain requirements.
Property fund	A collective investment scheme that mainly invests in property. Due to the costs of buying and selling property, including stamp duty land tax, there is usually a significant fee charged on initial investment, or a significant difference between the bid and offer price.
Prudential borrowing	Another term for unsupported borrowing. Prudential Code Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local Council capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by law to have regard to the Prudential Code.
Prudential indicators	Indicators required by the Prudential Code and determined by the local Council to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable.
PWLB	Public Works Loans Board - a statutory body operating within the DMO that lends money from the National Loans Fund to local authorities and other prescribed bodies and collects the repayments.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy in order to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money. Reversing QE by selling back bonds, or allowing them to mature without replacement, is sometimes called quantitative tightening.
Rating watch	A term used by credit rating agencies to indicate that a credit rating is under review, and that a change is likely within three months. The direction of potential change is usually indicated.
Realised gain or loss	Gain or loss that will not be reversed later, e.g. because the instrument has been sold. See also unrealised gain or loss.
Revolving credit facility (RCF)	It is a type of credit that does not have a fixed number of payments but comes with an established maximum amount, for a business and the business can access the funds at any time when needed. Typically used to provide liquidity for a company's day-to-day operations.
Recession	A period of economic slowdown. The technical definition is two consecutive quarters of negative GDP growth.
Specified Investments	Investments that meet the Council's high credit quality criteria and repayable within 12 months.
Security	(1) A financial instrument that can be traded on a secondary market. (2) The concept of low credit risk. (3) Collateral.
Secured investment	An investment that is backed by collateral and is therefore

	normally lower credit risk and lower yielding than an equivalent unsecured investment.
Senior unsecured	Creditors that are not secured, but rank above junior creditors and equity in the event of insolvency or bail-in.
Service investments	Investments made to promote a local Council's public service objectives, for example a loan to a local charity or shares in a local company.
Share	An equity investment, which usually also confers ownership and voting rights.
Share class	A class of shares in a collective investment scheme with a set AMC and minimum investment size.
Short bond fund	A bond fund with a duration of less than one year. Short-term Usually means less than one year.
Short-term rating	A credit rating, reflecting the risk of default within the next 13 months, usually linked directly to the long-term rating.
Soft loan	A loan made at below market interest rates. See also state aid.
SONIA	Sterling overnight interest average – a benchmark interest rate for overnight deposits.
SORP	Statement of Recommended Practice – an old term for the Code of Practice on Local Council Accounting in the United Kingdom.
Specified investments	Term used in government investment guidance for investments that are denominated in sterling, mature in less than a year, are not defined as capital expenditure, and are made with the UK government, another UK local Council or a high credit quality body, as defined by the local Council. Since 2018, the term does not apply to treasury investments in England.
Speculative grade	Investments with a credit rating of BB+ or below, and therefore more vulnerable to default than investment grade securities.
Stamp duty land tax (SDLT)	Tax levied on property transactions at between 0 and 15% of the purchase price. The rate on commercial property valued above £250,000 is 5%.
State aid	Financial assistance provided by the public sector to the private sector, such as grants and soft loans, which has the potential to distort competition and is therefore often, but not always, illegal.
Strategic bond fund	Bond fund with a duration of longer than one year.
Strategic funds	Collective investment schemes that are designed to be held for the long-term, comprising strategic bond funds, diversified income funds, equity funds and property funds.
Subordinated bonds	Bonds that rank below other bonds in the event of an insolvency or bail-in. They are therefore higher risk, but also higher yielding.
Subscription	The process of placing cash in a collective investment scheme and creating units or shares.
Support rating	A credit rating agency's view on the likelihood and ability of parent companies or governments to provide external support to prevent a bank failure leading to losses for investors.
Supported borrowing	Borrowing for which the repayment costs are supported by government grant.
Supranational bonds	Supranational bonds are issued by institutions that represent

	a number of countries, not just one. Thus, organisations that issue such bonds tend to be the World Bank or the European Investment Bank. The issuance of these bonds are for the purpose of promoting economic development
Swap	A derivative where the counterparties exchange cash flows, for example fixed rate interest and variable rate interest. See also interest rate swap.
Swap rate	The fixed rate on an interest rate swap. Commonly used as a measure of risk-free long-term interest rates.
Tap	Process by which additional amounts of an existing bond are issued.
Temporary borrowing	Borrowing with a term of less than one year. Term deposit A deposit that is repayable after a fixed period of time.
TMS	(1) Treasury management strategy. (2) Treasury management system.
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses. See also income return.
Transferred debt	Debt contractually held by one local Council but whose costs are borne by another Council, usually following local government reorganisation.
Treasury bills (or T-bills)	Treasury bills (or T-bills) mature in one year or less. Like zero-coupon bonds, they do not pay interest prior to maturity; instead they are sold at a discount of the par value to create a positive yield to maturity. Many regard Treasury bills as the least risky investment available.
Treasury investments	Investments made for treasury management purposes, as opposed to commercial investments and service investments.
Treasury management	The management of an organisation's cash flows, investment and borrowing, with a particular focus on the identification, control and management of risk. Specifically excludes the management of pension fund investments
Treasury management advisor	Regulated firm providing advice on treasury management, capital finance and related issues.
Treasury Management Code (TM Code)	CIPFA's Code of Practice for Treasury Management in the Public Services and Cross-Sectoral Guidance Notes, to which local authorities are required by law to have regard.
Treasury management indicators	Indicators required by the Treasury Management Code to assist in the management of credit risk, interest rate risk, refinancing risk and price risk. Treasury management policy statement Document required by the Treasury Management Code setting out a local Council's definition of and objectives for treasury management.
Treasury management practices (TMPs)	Document required by the Treasury Management Code setting out a local Council's detailed processes and procedures for treasury management.
Treasury Management Strategy Statement	Annual report required by the Treasury Management Code covering the local Council's treasury management plans for the forthcoming year.
Treasury management system	Computer programme for recording investments, borrowing, cash flow forecasts and market data to assist with treasury management operations.

Unrated institution	An institution that does not possess a credit rating from one of the main credit rating agencies.
Unrealised gain or loss	Gain or loss that may be reversed later, e.g. from marking to market. Also called a paper gain or loss. See also realised gain or loss.
Unsupported Borrowing	Borrowing where costs are wholly financed by the Council. Sometimes called prudential borrowing since it was not permitted until the introduction of the Prudential Code in 2004. See also supported borrowing.
Usable reserves	Resources available to finance future revenue and/or capital expenditure. Some usable reserves are ringfenced by law for certain expenditure such as on schools or council housing.
Vanilla	A simple instrument without any additional features such as embedded derivatives.
Volatility	A measure of the variability of a price or index, usually expressed as the annualised standard deviation.
WAL	Weighted average life – the average time to maturity of an investment portfolio, weighted by the size of the investment and normally expressed in days.
WAM	Weighted average maturity – the average time to the next interest rate reset on an investment portfolio, weighted by the size of the investment and normally expressed in days. A portfolio of fixed rate investments will have a WAM identical to its WAL.
Working capital	The cash surplus or deficit arising from the timing differences between income/expenditure in accounting terms and receipts/payments in cash terms.
Yield	A measure of the return on an investment, especially a bond. The yield on a fixed rate bond moves inversely with its price.
Yield curve	A chart of yields or interest rates for similar instruments over a range of maturity dates. See also inverted yield curve and normal yield curve.

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London Borough of Enfield**Council****Meeting 3rd March 2021**

Subject: Capital Programme Monitor Period 8 (November) 2020
Cabinet Member: Councillor Maguire
Executive Director: Fay Hammond (Resources)

Key Decision: **KD5202**

Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of November 2020) of the Council's 10-Year Capital Programme 2020/21 to 2029/30, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows that the 2020/21 forecast year end expenditure for the approved programme is projected to be £221m: £123m General Fund, £75m HRA and £23m for Enfield Companies.
3. The HRA Capital programme now forms part of a new standalone HRA Monitoring Report, covering both Capital and Revenue budgets. This report includes a high-level overview of the figures only.
4. The report sets out the estimated capital spending plans for 2020/21 to 2029/30 including the proposed arrangements for funding and confirms that the revenue capital financing costs for the programme are provided for in the budget.
5. In February 2020, Council approved the 2020/21 Capital Budget and noted the 2020/21-2029/30 10-Year Programme (KD5026). This included approval for the HRA 10-Year Capital Programme of £1,173m.
6. The 2020/21 capital budgets include new programmes, which were approved as part of the budget setting process. These new programmes were described as 'Requested Additions'.
7. Each 'Requested Addition' is subject to a separate individual report, which grants the approval to spend, the budget envelope approved by Council. Table 3 details those projects which have obtained the relevant approval to spend and are now included in the approved Capital Programme, as well as new additions to the programme, which will require Council approval.
8. Appendix A details the revised 10-Year Capital Programme including all programmes with approval to spend. The total budget is £1,769m.
9. Appendix B lists the projects where individual delegated approvals are still required and Appendix C details the overall total revised 10-Year Capital Programme, with a total budget of £2,298m.

Proposals

10. Following approval and recommendation by Cabinet on the 3rd of February, Council is requested to:
11. Note the additions to the Capital Programme as set out in Table 3; including the Public Sector Decarbonisation Scheme (£3.8m), granted by the Department for Business, Energy and Industrial Strategy.
12. Approve the addition of £1.5m to the Council's approved ten-year Capital programme, subject to a forthcoming portfolio decision.

Relevance to the Council Plan

13. The overarching aim of the Council's Capital Programme is to provide a framework within which the Council's investment plans can be delivered. These plans are informed by the Council's strategic objectives as detailed in the Enfield Council Plan 2020 to 2022. The objectives are to:
 14. Deliver good homes in well-connected neighbourhoods
 15. Sustain strong and healthy communities
 16. Build our local economy to create a thriving place

Background

17. The Corporate plan also identifies 3 guiding principles, which underpin these objectives; they will govern how the Council communicates with residents, works with residents and works as efficiently as possible, including increasing resident access to digital services and transactions.
18. This is the third report on the Capital Strategy (2020/21) and 10-Year Capital Programme (2020/21 to 2029/30). The report is at the end of the eight period, November.
19. Impact of COVID-19
20. The main impact of COVID-19 on the Capital Programme is a reduced spend, which has resulted in additional budget reprofiling. The current estimates within this report are based on project managers knowledge as at the end of November. The latest lockdown has made accurate forecasting to the 31st March more challenging. It is therefore likely that there will slippage at year end, that has not been included in current year end forecasts, despite the prudent approach adopted.
21. Prior to the quarter one monitor, it was estimated that at least 25% of current year budgets would be reprofiled into 2021/22. Since then, a total of £238m has been reprofiled to future years. A further £37m was reprofiled during this period-8 monitoring. The total budget reprofiled for 2020/21 so

far is £275m, which represents 62% of the 2020/21 revised budget at quarter one (£442m).

22. The forecasts contained within this report are based on a snapshot taken of the financial position, taken at the end of November. Whilst project managers have been prudent regarding year end forecasts, there is a risk that the impact of future lockdowns may impact project delivery, which in turn will impact year-end financial forecasts.
23. Despite the additional challenges presented by COVID-19 during 2020/21, good progress has been made on a number of projects including the highways programme, the school's capital programme, the corporate property investment programme including the refurbishment of the ground floor Civic Centre. HGL is progressing the purchase of rough sleepers' units funded by the GLA Homeless grant on securing.
24. A number of projects will also be completing this financial year including the Genotin road (Metaswitch) and LED lighting project. Further information on project outputs is available from paragraph 48, the project outcomes section of the report.

Main Considerations for the Council

25. The total capital programme, detailing all programmes with the relevant approval to spend is itemised in Appendix A. It shows the revised 10-Year position inclusive of carry-forwards from 2019/20.
26. The Council's capital budget for the current financial year is summarised in Table 1 below. It provides the latest position reflecting updated programme expenditure profiles as advised by programme managers.

TABLE 1

Current Year Approved Capital Programme	2020/21 Budget (Q2)	Reprofil- ing	Additions	2020/21 (P8) Forecast	*Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	%
Resources	5,676	(425)	0	5,251	986	19%
People	4,550	3,591	0	8,141	4,121	51%
Place	45,938	(4,884)	5,185	46,239	20,608	45%
Meridian Water	72,124	(9,077)	0	63,046	21,303	34%
Chief Executive	57	0	0	57	0	0%
General Fund	128,345	(10,795)	5,185	122,735	47,018	38%
Energetik	6,942	(5,287)	0	1,655	1,655	100%
Housing Gateway Ltd	28,550	(7,050)	0	21,500	1,712	8%
Total General Fund	163,837	(23,132)	5,185	145,890	50,385	35%
Place - HRA	89,174	(14,305)	0	74,869	17,420	23%
Total Capital Programme	253,010	(37,437)	5,185	220,759	67,805	31%

*The Resources actuals exclude staff recharges and other project costs of £996k, that will be transferred from Revenue cost centres.

*The Meridian Water actuals exclude approximately £7.6m of rolled up capitalised interest costs.

27. Reprofile of budgets are changes regarding the forecast timing of expenditure from the approved programme, between financial years, with no reported increase or decrease in budget requirement.
28. At November 2020 (period 8), £37.4m (15% of the quarter two forecast) is to be reprofiled from 2020/21 to future years. This represents 14% of the General Fund quarter two forecast and 16% for the HRA.
29. Table 2 below analyses the budget reprofiling; with explanations below the table for the significant items within the General Fund programme.

TABLE 2

Budget Reprofiling to Approved Programmes	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Future Years £'000
Libraries - Access Centres	(100)	100	0	0	0	0
IT Investment	(325)	186	138	0	0	0
RESOURCES	(425)	286	138	0	0	0
Schools' Capital Programme	3,591	(3,591)	0	0	0	0
PEOPLE	3,591	(3,591)	0	0	0	0
Changes to Waste & Recycling Collections	(65)	65	0	0	0	0
Corporate Condition Programme	(3)	3	0	0	0	0
Corporate Property Investment Programme	919	(1,664)	745	0	0	0
Electric Quarter	(380)	380	0	0	0	0
Extra Care Housing: Reardon Court	(500)	500	0	0	0	0
Flood Alleviation	(250)	250	0	0	0	0
Genotin Road (Metaswitch)	(800)	800	0	0	0	0
Highways & Street Scene	(70)	70	0	0	0	0
Housing Adaptations & Assistance (DFG)	(500)	500	0	0	0	0
Meridian Water	(9,077)	9,077	0	0	0	0
Montagu Industrial Estate	(2,000)	2,000	0	0	0	0
Town Centre Regeneration	(235)	235	0	0	0	0
Vehicle Replacement Programme	(1,000)	1,000	0	0	0	0
PLACE	(13,961)	13,217	745	0	0	0
Energetik	(5,287)	5,287	0	0	0	0
Housing Gateway Ltd	(7,050)	7,050	0	0	0	0
COMPANIES	(12,337)	12,337	0	0	0	0
Place - HRA	(14,305)	(13,312)	(83,213)	(37,313)	(15,527)	163,670
HRA	(14,305)	(13,312)	(83,213)	(37,313)	(15,527)	163,670
TOTAL Budget Reprofiling	(37,437)	8,936	(82,330)	(37,313)	(15,527)	163,670

30. IT Investment (-£0.325m): reprofiling reflects minor delays in a number of schemes including the Customer Platform Replacement.
31. Schools Capital Programme (+£3.591m): budgets have been brought forward to fund the following:
- £2m for West Lea, as phase-2 has already commenced;
 - £0.400m - Broomfield school final phase of works commenced on heating, roof and windows;

- £0.150m for Swan Annex due to higher costs than anticipated for additional child safety works;
 - £0.100m for Former Eldon Secondary Tuition Centre buildings and site - new programme going forward for demolition and clearing works;
 - £0.100m Winchmore for final costs for completed scheme.
32. Corporate Property Investment Programme (+£0.919m): Budget brought forward to meet expected spend on the Enfield Highway Carnegie Building, the Civic Centre, Dugdale/Thomas Hardy and works on the Hub-4: Edmonton Green. Progress of the CPIP projects recovered following the relaxation of the initial Covid-19 lockdown restrictions.
33. Electric Quarter (-£0.380m): As reported in Quarter-2; the budget is being further reprofiled due to the outstanding compulsory purchase order (CPO) claims.
34. Extra Care Housing: Reardon Court (-£0.500m): It is likely the full revised spend will not occur by March 2021 as the second lockdown has impacted on the demolition contractor programme for works by March 2021. The forecast has therefore been reduced in line with current site activity and associated fees.
35. Flood Alleviation (-£0.250m): There is an increase in scope and funding of the programme. This includes £200k of GLA funded works to be carried out in future years (such as maintaining trees during establishment period) for the Enfield Chase Restoration Project. £0.050m reprofiled for the Four Hills Public Realm Improvements due to issues surrounding contractor resourcing.
36. Genotin Road: Metaswitch (-£0.800m): Completion date is now due for January 2021. Estimated retention amount circa £0.800m has been reprofiled to 2021.
37. Housing Adaptations & Assistance (-£0.500m): Reprofiled due to the impact of COVID-19; where works stopped on sites, and referrals from social services reduced as client visits were not taking place during the first lockdown. Both clients and staff were shielding. However, procedures are now in place, with risk assessments that allow visits and works to progress. Social services are facing a backlog of work and the reprofiling of £0.500m will support the adaptations.
38. Meridian Water (-£9.077m): The following has contributed to reprofiling £9m from the current year to 2021/2022 since September:
- £1.200m not required in this financial year for the land development by Vistry, as negotiated terms of development will not require funds to be released till next financial year.
 - Housing Infrastructure Fund(HIF) Enabling Works (-£1.000m). Enabling works mainly relate to preparatory work on third party land being acquired for HIF works. Acquisition timescales are related to the CPO, which was made in August 2020, with the public inquiry in April 2021. The acquisition of the land and commencement of the works are expected to happen after this in Quarter 1&2 of 2021/22

- Meanwhile Strategy Development and Delivery Services (£0.450m). Rescheduling of meanwhile master planning work to align with timetable for Masterplan version 2 work
 - Ground Floor strategy works have now been rescheduled to take place next year to align with Meridian 4 requirements
 - Legal Advice (external) related to HIF CPO (-£0.247m); CPO continues on target, but legal advice requirement has not been great as expected this financial year
 - Zone 1 Remediation and enabling works (-£0.200m); contingency not currently required. The contract has now been signed with Cadent and handed over to Vistry, but some element of Council intervention may still be required next
 - Meridian Two Delivery Monitoring (-£0.125m); development agreement negotiations ongoing, scheme expected to commence in 2021/22
 - Registered Provider (RP) Framework (-£0.100m); work is progressing as expected however external costs have not been at the level
 - Grant Funding Applications (-£0.100m) not yet required as no appropriate grants have been available this year.
39. Montagu Industrial Estate (-£2.000m): Only one property holder out of 53 compensable interest holders has come forward to sell. The budget profiled for 2021/22 is expected to relate to Compulsory Purchase Order resolutions.
40. In the event that no further engagement comes forward from those interests, the Council will seek a resolution to grant a CPO and then seek confirmation of the Order at a Public Inquiry. If successful at the inquiry, the Council will be entitled by law to acquire all those interests necessary to proceed with the redevelopment. The Council can then obtain Vacant Possession by either a Notice of Entry or General Vesting Declaration.
41. To mitigate the risk to the Joint Venture of failure to obtain confirmation of the Order, the Council will continue to engage with all parties with a valid claim throughout the process leading up to the Inquiry and will complete all necessary documentation in support of the CPO including an Equalities Impact Assessment, Economic Impact Assessment and Statement of Reasons. The Council will also support businesses to relocate either on or off site, subject to viability. All of the above measures will assist in mitigating the Council's position at Inquiry, if no other claimants come forward by agreement in the foreseeable future
42. Vehicle Replacement Programme (-£1.000m): The £1m is for the People Transport Service (PTS); these are the vehicles used for the transport of SEN children. The initial agreed proposal was to begin the conversion from contract hire to outright purchase in 2020/21. However, as part of the fleet due diligence, to establish best value, another contract hire provider submitted a quote which would make the purchase not the best option. LBE is in the process of establishing the validity of the quote in terms of specification and service level prior to running a formal tender process
43. Energetik (-£5.287m): £5m HNIP Grant, will be transferred, therefore there will be no further loan drawdown for the rest of the year.

44. Housing Gateway Ltd (-£7.050m): HGL expects to drawdown the remainder of the allocation in Q4 2020/21, supported with the grant offered by the GLA to purchase of 73 units by 31st March 2021 for the rough sleepers' accommodation programme.
45. For HRA (-£14.305m), refer to the HRA report.
46. Approved Additions to the Capital Programme

TABLE 3

Additions to the Approved Capital Programme	2020/21 £'000	2021/22 £'000	Total Growth £'000	Funding Sources (Approval Report)
Edmonton Cemetery	450	0	450	<i>Borrowing (KD5084)</i>
Energy Decarbonisation (RE:FIT)	0	3,819	3,819	<i>Grant (SALIX- BEIS Public Sector Decarbonisation)</i>
Flood Alleviation	493	0	493	<i>Additional Grant (Environment Agency)</i>
Healthy Streets	2,469	0	2,469	<i>Additional Grants (TFL)</i>
Highways & Street Scene	45	0	45	<i>S106</i>
Traffic & Transportation	28	0	28	<i>Additional Grants (TFL)</i>
Land Investment	1,500	0	1,500	<i>Borrowing (KD-TBC)</i>
Vacant Property Review	200	0	200	<i>Borrowing (Operational Decision)</i>
PLACE	5,185	3,819	9,004	
TOTAL Growth	5,185	3,819	9,004	

47. Appendix B details the Requested Additions, where further approval is yet to be obtained.
48. 2020/21 Forecast and Expected Outcomes
49. The 2020/21 revised Capital Programme budget (i.e. forecast) is £206m, as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe the progress and expected outcomes for the significant programmes.
50. Resources
51. IT Investment (£5.101m): The IT Contingency budget has been fully exhausted; the overall IT budget was recalibrated following a review of the progress of each scheme. The £5.1m forecast represents estimated spend against: Customer Platform Replacement (£2.1m), Infrastructure Programme (£2m), New Device Rollout Build the Change (£0.303m), Liquid Logic (£0.221m), Payments programme (£0.181m).
52. People

53. Schools' Capital Programme (£7.691m): Since Q2 there has been significant completion of school programme works totalling almost £2m. This includes progress of the following:
- Broomfield School Repairs has two new Science Labs fitted out, as well as some internal corridor and fire improvement works.
 - De Bohun School has new boilers fitted as well as asbestos removal work carried out.
 - Aylands School Rebuild has incurred design costs up to tender with further works earmarked for the new year.
 - Phase-2 has been completed at West Lea with Phase-3 commencing which entails expansion of the Hall and re-organisation of classrooms.
 - Oakthorpe School, urgent heating and plant distribution works have been carried out.
 - Oaktree School expansion works have commenced, and UK Power Networks (UKPN) have carried out upgrading to the mains for the entire school in readiness for the school expansion phase.
54. Place
55. Edmonton Cemetery (£0.824m): The expansion of the cemetery to provide additional burial space as all plots in the old section have been sold. The new burial plots have been completed. £0.450m growth to budget as per KD5084 report. The project reached 'practical completion' in July 2020, but there are some outstanding works including landscaping and to the link road. As at period 8, there is circa £0.400m to pay for the outstanding works, consultant fees and to settle the contractors' final account.
56. Southgate Cemetery (£0.799m): Landscaping to be completed around new construction by end of January 2021.
57. Flood Alleviation (£2.302m): The programme continues to progress with developments made within the following schemes:
- Turkey Brook Flood Alleviation Scheme (£1.140m) is expected to be completed in January 2021. Works will reduce the risk of flooding to homes within the Borough.
 - Enfield Chase Restoration Project (£0.843m) is heavily weighted towards quarters 3-4 as autumn/winter is the best time to plant trees. The works entail the creation of 60 hectares of woodland and a path linking Trent Park and Hilly Fields.
 - Haselbury Neighbourhood Improvements (£0.218m) works started on site in July; it will reduce the risk of flooding to homes in the borough, enhance underused green spaces and improve the public realm.
 - Four Hills Public Realm Improvements (£0.100m) works started on site in October. It includes the construction of rain gardens, and other features to reduce surface water runoff, wildflower swales and public realm improvements.
58. LED Street Lighting (£5.137m): Replacement of the borough's street lights with LED units by the end of this financial year. The contractor is installing LED's to a revised programme which is progressing well. Delays in the supply of specialist equipment moved the final completion date from December to February. Project outputs achieve significant reductions in

electricity consumption with associated reductions in revenue costs and carbon emissions.

59. Highways and Street Scene (£6.831m): The highways programme continues to progress with developments made within the following schemes:
- Carriageway Resurfacing (£2.453m) works commenced in early May and are carried out on a priority basis on the roads listed in the Borough Capital Report. Carriageway renewal and resurfacing works improve the condition of Enfield's roads.
 - Planned Defects (£1.823m) works to improve the footway and carriageways within the borough. Contractors carry out planned works as identified by inspectors throughout the year.
 - Footway Renewal (£1.157m) works have continued into the third quarter. 23 schemes have been completed with 3 schemes currently progressing on site. Remaining 5 schemes have been programmed to be completed by end of financial year. Works improve the condition of the borough's footways.
 - Other schemes progressing within Highways include the works on: Structures-Bridges and Culverts (£0.378m), Playground and Parks Infrastructure (£0.234m), Watercourses (£0.231m), Bridge Renewal (£0.200m), Highway Trees Removal & Replacement (£0.147m) and Minor Highway Improvements (£0.135m). These include the removal of deteriorating tree stock and replacement with young healthy trees. There will also be improvements to shrub bed areas with new planting, verge protection improvements and planting rain gardens.
60. Tennis Courts Works and Broomfield Park (£0.539m): reconstruction and improvement work (inclusive of new floodlighting) have commenced on site, with progress and programme being monitored regularly.
61. Vehicle Replacement Programme (£0.600m): Existing contract expires and waiting for decision on Highways and Verges in-sourcing; £0.600m allocated for 2020/21 if decision is made prior to the end of the financial year.
62. Healthy Streets (£4.716m): The programme continues to progress with developments made within the following schemes:
- A1010 Major Scheme (£1.820m) civil works completed with only snagging and some minor works remaining.
 - Angel Walking/Cycling Link (£0.423m) completion due by end of December 2020.
 - Liveable Neighbourhood Enfield (£0.370m) completion of feasibility work, public realm co-design and traffic modelling by March 2021.
 - School Streets' construction completed and evaluation underway (£0.293m).
 - Upper Edmonton West (£0.268m) phase-1 under construction and phase- 2 designed for detailed design completion.
 - Quieter Neighbourhoods (£0.570m) construction complete for Bowes and Fox Lane, with minor works remaining and evaluation underway.

63. Traffic and Transportation (£0.833m): 66% of which is for the delivery of enabling works for the new 456 bus route and bus priority schemes on Fore Street, Green Lanes and Cockfosters Road. A further £0.140m will be invested in safety improvements to Carterhatch Lane (east of the A10), with £0.075m utilised to increase the provision of additional rapid electric vehicle charging points in the Borough. The remainder of the LIP allocation will enable access and safety improvements to various junctions, better management of kerb-side parking and minor works around schools.
64. Meridian Water (£63.046m): The following milestones are forecast to be delivered in 2020/21, however, it should be noted that a number of the milestones are dependent on the conclusion of commercial negotiations or the conclusion of complex land negotiations, which are not straight forward, resulting in unexpected setbacks:
- delivering a revised masterplan incorporating the Council's vision and strategies for Meridian Water,
 - purchasing land required to deliver the non-rail strategic infrastructure funded by the HIF grant,
 - delivering planning and design for the rail and non-rail strategic infrastructure funded by the HIF grant,
 - securing the outline planning consent for 2,300 homes in Phase-2,
 - bringing forward Meridian Four (BtR), Meridian Five (senior living with care) and closing the development agreement on Meridian Two,
 - delivering the sustainability strategy and community housing plan for Meridian Water,
 - relocation of the gas Pressure Reduction Station (PRS) on Willoughby Lane to enable development of Meridian One and future development of Phase-4,
 - purchase of the Hastingwood Estate - exchanged in 2016, completion already taken place this year, site will bring in £0.330m annual meanwhile income,
 - delivering meanwhile strategy for Meridian Water to maximise revenue income and Place-making, including £3.3m investment in the Troubador film studios,
 - delivering the Building BLoQs meanwhile scheme,
 - contractually binding purchase of LAR units at Meridian One from Vistry.
 - delivering an employment strategy for Meridian Water and a Skills Academy.
65. Corporate Condition Programme (£2.125m): Works progressing according to plan; including the various conditioning works on LBE properties with a total estimated spend of £0.573m on the Civic Centre. Other expenditure to cover works on: Beech Barn Farm (£0.380m), Edmonton Cemetery Chapel (£0.100m) and asbestos management on various buildings (£0.080m). Further conditioning works for 2020/21 are carried i.e. Craig Park YC, Bramley Clock Tower, Church St. Recreation Ground and Trent Park Gate.
66. Corporate Property Investment Programme-Other Operational Property (£1.840m): Works are progressing on the Enfield Highway Carnegie Building, which includes insulation, fire doors, mechanical ventilation and electric installations. These works will be completed this financial year and

the Independent Learning Disabilities Service(IDLS) will move in .Other works fall as part of the Build the change project described below.

67. Corporate Property Investment Programme - Build the Change (£2.160m): Delivery of new toilet and ground floor reception facilities in the Civic Centre, development of test fit designs for the Civic centre and designs for the Edmonton Green and Thomas Hardy buildings.
68. Electric Quarter (£1.450m): Project delivery in respect of Library fit out and commercial/community space. Consultancy and project management costs associated with production of specification, employer's requirements, capital contribution towards a 3rd party occupier of the commercial space. £1.25m forecasted against CPO claims, which remains outstanding. Some claims may not be settled owing to claimant overstating their entitlements.
69. Genotin Road (Metaswitch) (£9.672m): The fit-out works are being finalised and due to complete in the 1st quarter of 2021. Metaswitch (now owned by Microsoft) will be in occupation in Quarter1, 2021.
70. Land Investment (£1.500m): The Council have some legacy property holdings outside of the Borough. In order to maximise the potential value of these holdings, certain enabling works need to be affected urgently (where the works only became apparent at the very end of 2020) and require appropriate funding to be made available this financial year.
71. Montagu Industrial Estate (£1.000m): Public consultation on the redevelopment has commenced. Negotiations are ongoing with existing landowners and in advance of CPO.

Extra Care Housing: Reardon Court (£1.500m): Once demolition works have completed, further ground condition surveys and design work will commence.
72. Housing Adaptations & Assistance (£1.700m): Referrals from Social Services have started to increase and so have approvals. Now that contractors are back on-site, there is a steady flow of completed DFGs.
73. Energetik (£1.655m): Energetik has completed the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter. By the end of 2020/21 the setup of construction site at the EcoPark for its Meridian Water heat network energy centre will be complete. Sewer diversions at the EcoPark has started but the build of the Energy Centre at EcoPark and the Meridian Water heat network pipe will not commence until March/April 2021. Completion of the Meridian Water Heat Network is on progress to be completed to suit the requirements of Meridian One and Meridian Two.
74. In terms of construction, there has been little impact due to Covid-19 on the company with the exception that it was able to accelerate completion of the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter due to there being less traffic on the normally busy South Street road.

75. Housing Gateway Ltd (£21.500m): At the end of November, HGL had purchased 12 properties, with 2 properties subsequently being purchased at the beginning of December. HGL expects to drawdown the remainder of the allocation in the last quarter of the financial year, supported with the grant offered by the GLA to purchase of 73 units by 31st March 2021 for the rough sleepers' accommodation programme.

76. Financing the Capital Programme

77. Table 4 sets out the current financing position for the 2020/21 to 2029/30 Approved Capital Programme.

TABLE 4

10-Year Capital Programme Financing	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26-2029/30	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External- Grants & External Contributions	30,348	145,201	2,578	0	0	0	178,128
LBE Resources- Reserves & Capital Receipts	0	2,436	0	0	0	0	2,436
Borrowing	115,541	239,351	41,565	8,899	180	0	405,536
Total General Fund	145,890	386,988	44,143	8,899	180	0	586,099
External - Grants & External Contributions	3,450	19,597	49,000	42,249	15,658	25,450	155,403
LBE Resources- Reserves & Capital Receipts	27,036	86,034	56,648	35,507	74,117	450,397	729,740
Borrowing	44,383	62,999	10,767	56,739	0	123,007	297,894
Total HRA	74,869	168,630	116,415	134,495	89,774	598,854	1,183,037
Total Programme	220,759	555,618	160,558	143,394	89,954	598,854	1,769,136

78. Financing: Capital Grants

TABLE 5

Department	2020/21	Funding Sources
	£'000	
PEOPLE		
Schools' Future Programme	7,691	Education and Skills Funding Agency (ESFA)
Total PEOPLE	7,691	
PLACE		
Flood Alleviation	1,635	GLA, Thames21 and Environment Agency
Extra Care Housing: Reardon Court	1,000	Greater London Authority (GLA)
Angel Edmonton (Fore Street)	75	Good Growth Fund GLA)
Traffic and Transportation	633	TFL
Healthy Streets	4,716	TFL
Haselbury Neighbourhood Improvements	50	S106
Tennis Courts Works	275	Environment Agency (EA)
Meridian Water	5,773	Housing Infrastructure Fund (MHCLG)
Housing Adaptations (DFG)	1,700	Disabled Facilities Grant (BCF)
Total PLACE	15,587	
COMPANIES		
Housing Gateway Ltd – COVID19 Grant	6,800	GLA Homelessness Grant

Total GENERAL FUND inc Companies	30,348	
Housing Revenue Account:		
Development Programme: Bury Street	1,250	Greater London Authority
Estate Regeneration: Alma Towers	2,200	Greater London Authority
Total HRA	3,450	
Total Capital Grants	33,798	

Public Health Implications

79. Through investment in capital building and maintenance; the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

Environmental and Climate Change Considerations

80. Environmental and climate changes implications are referenced as relevant in the body of the report.

Financial Implications

81. Financial implications are implicit in the report.

Legal Implications

82. 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.

Property Implications

83. Property implications are implicit in the report.

Report Author: Matt Bowmer/Olu Ayodele

Director of Finance /Head of Capital and Projects

Date of report: 15 Jan 2021

Appendices

APPENDIX A – 10-YEAR APPROVED CAPITAL PROGRAMME (projects with approval to spend)

Approved Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	5,101	3,757	138	0	0	0	0	0	0	0	8,996
Total Digital Data & Technology	5,101	3,757	138	0	0	0	0	0	0	0	8,996
Customer Experience & Change											
Libraries - Access Centres	150	181	0	0	0	0	0	0	0	0	331
Total Customer Experience & Change	150	181	0	0	0	0	0	0	0	0	331
Total RESOURCES	5,251	3,938	138	0	0	0	0	0	0	0	9,327
PEOPLE											
Adult Social Care											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	0	0	0	2,500
Children & Family Services											
Community Safety	300	0	0	0	0	0	0	0	0	0	300
Contribution to Property (Vulnerable Family)	150	0	0	0	0	0	0	0	0	0	150
Total Children & Family Services	450	0	0	0	0	0	0	0	0	0	450
Education											
School Expansions	1,856	0	0	0	0	0	0	0	0	0	1,856
Schools Maintenance	4,879	30	0	0	0	0	0	0	0	0	4,909
Schools' Future Programme	956	31,143	2,578	0	0	0	0	0	0	0	34,678
Total Education	7,691	31,173	2,578	0	0	0	0	0	0	0	41,443
Total PEOPLE	8,141	33,673	2,578	0	0	0	0	0	0	0	44,393
PLACE											
Environment & Operations											
Alley Gating	81	20	0	0	0	0	0	0	0	0	101
Edmonton Cemetery	824	0	0	0	0	0	0	0	0	0	824
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Highways:											
Flood Alleviation	2,302	250	0	0	0	0	0	0	0	0	2,552
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,831	70	0	0	0	0	0	0	0	0	6,901
Public Realm Services:											
Changes to Waste & Recycling Collections	190	186	0	0	0	0	0	0	0	0	376
Tennis Courts Works at Broomfield Park	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	600	2,300	0	0	0	0	0	0	0	0	2,900
TfL Supported Schemes:											
Healthy Streets	4,716	2,000	0	0	0	0	0	0	0	0	6,716
Traffic & Transportation	833	0	0	0	0	0	0	0	0	0	833
Total Environment & Operations	22,851	4,826	0	0	0	0	0	0	0	0	27,676
Meridian Water											
Meridian Water	63,046	224,058	0	0	0	0	0	0	0	0	287,104
Total Meridian Water	63,046	224,058	0	0	0	0	0	0	0	0	287,104
Property & Economy											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,125	894	0	0	0	0	0	0	0	0	3,019
Corporate Property Investment Programme	4,000	14,257	745	0	0	0	0	0	0	0	19,002
Energy Decarbonisation (RE:FIT)	0	3,819	0	0	0	0	0	0	0	0	3,819
Electric Quarter	1,450	5,303	0	0	0	0	0	0	0	0	6,753
Forty Hall	38	0	0	0	0	0	0	0	0	0	38
Genotin Road (Metaswitch)	9,672	800	0	0	0	0	0	0	0	0	10,472
Land Investment	1,500	0	0	0	0	0	0	0	0	0	1,500
Montagu Industrial Estate	1,000	15,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	175	3,591	2,011	0	0	0	0	0	0	0	5,777
Total Property & Economy	19,989	44,237	23,047	7,427	180	0	0	0	0	0	94,879
Housing & Regeneration											
Extra Care Housing: Reardon Court	1,500	20,755	6,515	0	0	0	0	0	0	0	28,770
Housing Adaptations & Assistance (DFG)	1,700	500	0	0	0	0	0	0	0	0	2,200
Vacant Property Review	200	0	0	0	0	0	0	0	0	0	200
Total Housing & Regeneration	3,400	21,255	6,515	0	0	0	0	0	0	0	31,170
Total PLACE exc. HRA	109,285	294,375	29,562	7,427	180	0	0	0	0	0	440,830
Chief Executive (CEX)											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
Total GENERAL FUND exc. COMPANIES	122,735	331,987	32,279	7,427	180	0	0	0	0	0	494,607
Chief Executive (CEX)											
Companies:											
Energetik	1,655	17,985	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	21,500	37,016	0	0	0	0	0	0	0	0	58,516
Total COMPANIES	23,155	55,001	11,864	1,472	0	0	0	0	0	0	91,492
Total Chief Executive (CEX)	23,212	55,001	11,864	1,472	0	0	0	0	0	0	91,549
Total GENERAL FUND inc. COMPANIES	145,890	386,988	44,143	8,899	180	0	0	0	0	0	586,099
Housing Revenue Account:											
Asset-Led Works	2,861	18,391	2,813	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,253	3,350	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	33,922	76,158	69,404	101,123	73,969	82,829	153,237	212,838	77,797	144	881,421
Estate Regeneration	25,393	8,127	2,813	2,102	872	756	59	0	0	0	40,123
Fire-Led Projects	2,867	33,901	9,186	1,394	0	0	0	0	0	0	47,348
Stock-Condition-Led Works	8,572	28,704	29,649	27,525	14,933	14,539	14,539	14,539	14,539	13,039	180,578
Total HRA	74,869	168,630	116,415	134,495	89,774	98,123	167,835	227,377	92,336	13,183	1,183,037
Total PLACE inc. HRA	184,154	463,006	145,977	141,922	89,954	98,123	167,835	227,377	92,336	13,183	1,623,867
APPROVED CAPITAL PROGRAMME	220,759	555,618	160,558	143,394	89,954	98,123	167,835	227,377	92,336	13,183	1,769,136

APPENDIX B – REQUESTED ADDITIONS (subject to individual approvals)

Requested Additions in 10-Year Capital Programme (Strategy Report)	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
Total Digital Data & Technology	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
Total RESOURCES	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
PEOPLE											
Children & Family Services											
Community Safety	0	300	300	150	150	150	150	150	150	150	1,650
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
Total Children & Family Services	0	570	510	360	360	360	360	360	360	150	3,390
Education											
School Expansions	0	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
Schools Maintenance	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Total Education	0	0	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	56,000
Total PEOPLE	0	570	510	8,360	8,360	8,360	8,360	8,360	8,360	8,150	59,390
PLACE											
Environment & Operations											
Alley Gating	0	80	80	80	80	80	80	80	80	80	720
Edmonton Cemetery	0	0	0	0	0	0	0	0	0	0	0
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
Highways:											
Flood Alleviation	0	250	250	250	250	250	250	250	250	0	2,000
Highways & Street Scene	0	7,973	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	69,471
Public Realm Services:											
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Vehicle Replacement Programme	0	2,541	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	22,867
Traffic & Transportation:											
TFL: Healthy Streets	0	3,150	10,400	6,750	3,650	0	0	0	0	0	23,950
TFL: Local Implementation Plans	0	2,584	2,584	2,584	0	0	0	0	0	0	7,752
Total Environment & Operations	0	24,727	25,629	19,494	15,132	16,508	10,979	10,487	13,659	1,745	138,360
Meridian Water											
Meridian Water	0	0	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	244,525
Total Meridian Water	0	0	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	244,525
Property & Economy											
Corporate Condition Programme	0	2,650	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	26,228
Corporate Property Investment Programme	0	0	11,257	3,957	2,500	3,553	2,500	0	0	0	23,767
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0	0
Vacant Property Review	0	200	200	200	200	0	0	0	0	0	800
Total Property & Economy	0	2,850	14,266	7,135	5,856	6,899	6,046	3,759	3,985	0	50,795
Housing & Regeneration											
Housing Adaptations & Assistance (DFG)	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total Housing & Regeneration	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total PLACE	0	29,578	105,430	55,301	48,815	54,350	56,222	51,914	46,333	1,745	449,688
Total (GF) REQUESTED ADDITIONS	1,700	35,548	107,440	66,361	60,375	63,510	69,282	60,474	54,693	9,895	529,278

APPENDIX C – TOTAL 10-YEAR CAPITAL PROGRAMME BUDGET

10-Year Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	6,801	9,157	1,638	2,700	3,200	800	4,700	200	0	0	29,196
Total Digital Data & Technology	6,801	9,157	1,638	2,700	3,200	800	4,700	200	0	0	29,196
Customer Experience & Change											
Libraries - Access Centres	150	181	0	0	0	0	0	0	0	0	331
Total Customer Experience & Change	150	181	0	0	0	0	0	0	0	0	331
Total RESOURCES	6,951	9,338	1,638	2,700	3,200	800	4,700	200	0	0	29,527
PEOPLE											
Adult Social Care											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	0	0	0	2,500
Children & Family Services											
Community Safety	300	300	300	150	150	150	150	150	150	150	1,950
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
Contribution to Property (Vulnerable Family)	150	0	0	0	0	0	0	0	0	0	150
Total Children & Family Services	450	570	510	360	360	360	360	360	360	150	3,840
Education											
School Expansions	1,856	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	22,856
Schools Maintenance	4,879	30	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	39,909
Schools' Future Programme	956	31,143	2,578	0	0	0	0	0	0	0	34,678
Total Education	7,691	31,173	2,578	8,000	8,000	8,000	8,000	8,000	8,000	8,000	97,443
Total PEOPLE	8,141	34,243	3,088	8,360	8,360	8,360	8,360	8,360	8,360	8,150	103,783
PLACE											
Environment & Operations											
Alley Gating	81	100	80	80	80	80	80	80	80	80	821
Edmonton Cemetery	824	0	0	0	0	0	0	0	0	0	824
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
Highways:											
Flood Alleviation	2,302	500	250	250	250	250	250	250	250	0	4,552
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,831	8,043	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	76,372
Public Realm Services:											
Changes to Waste & Recycling Collections	190	186	0	0	0	0	0	0	0	0	376
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Tennis Courts Works at Broomfield Park	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	600	4,841	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	25,767
TfL Supported Schemes:											
TfL: Healthy Streets	0	3,150	10,400	6,750	3,650	0	0	0	0	0	23,950
TfL: Local Implementation Plans	0	2,584	2,584	2,584	0	0	0	0	0	0	7,752
Healthy Streets	4,716	2,000	0	0	0	0	0	0	0	0	6,716
Traffic & Transportation	833	0	0	0	0	0	0	0	0	0	833
Total Environment & Operations	22,851	29,553	25,629	19,494	15,132	16,508	10,979	10,487	13,659	1,745	166,036
Meridian Water											
Meridian Water	63,046	224,058	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	531,629
Total Meridian Water	63,046	224,058	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	531,629
Property & Economy											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,125	3,544	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	29,247
Corporate Property Investment Programme	4,000	14,257	12,002	3,957	2,500	3,553	2,500	0	0	0	42,769
Energy Decarbonisation (RE:FIT)	0	3,819	0	0	0	0	0	0	0	0	3,819
Electric Quarter	1,450	5,303	0	0	0	0	0	0	0	0	6,753
Forty Hall	38	0	0	0	0	0	0	0	0	0	38
Genotin Road (Metaswitch)	9,672	800	0	0	0	0	0	0	0	0	10,472
Land Investment	1,500	0	0	0	0	0	0	0	0	0	1,500
Montagu Industrial Estate	1,000	15,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	175	3,591	2,011	0	0	0	0	0	0	0	5,777
Total Property & Economy	19,989	46,887	37,113	14,361	5,836	6,899	6,046	3,759	3,985	0	144,875
Housing & Regeneration											
Extra Care Housing: Reardon Court	1,500	20,755	6,515	0	0	0	0	0	0	0	28,770
Housing Adaptations & Assistance (DFG)	1,700	2,501	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	18,208
Vacant Property Review	200	200	200	200	200	0	0	0	0	0	1,000
Total Housing & Regeneration	3,400	23,456	8,716	2,201	2,201	2,001	2,001	2,001	2,001	0	47,978
Total PLACE exc. HRA	109,285	323,953	134,992	62,728	48,995	54,350	56,222	51,914	46,333	1,745	890,518
Chief Executive (CEX)											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
Total GENERAL FUND exc. COMPANIES	124,435	367,535	139,719	73,788	60,555	63,510	69,282	60,474	54,693	9,895	1,023,885
Chief Executive (CEX)											
Companies:											
Energetik	1,655	17,985	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	21,500	37,016	0	0	0	0	0	0	0	0	58,516
Total COMPANIES	23,155	55,001	11,864	1,472	0	0	0	0	0	0	91,492
Total Chief Executive (CEX)	23,212	55,001	11,864	1,472	0	0	0	0	0	0	91,549
Total GENERAL FUND inc. COMPANIES	147,590	422,536	151,583	75,260	60,555	63,510	69,282	60,474	54,693	9,895	1,115,377
Housing Revenue Account:											
Asset-Led Works	2,861	18,391	2,813	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,253	3,350	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	33,922	76,158	69,404	101,123	73,969	82,829	153,237	212,838	77,797	144	881,421
Estate Regeneration	25,393	8,127	2,813	2,102	872	756	59	0	0	0	40,123
Fire-Led Projects	2,867	33,901	9,186	1,394	0	0	0	0	0	0	47,348
Major Works	0	0	0	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0	0	0	0
Stock-Condition-Led Works	8,572	28,704	29,649	27,525	14,933	14,539	14,539	14,539	14,539	13,039	180,578
Total HRA	74,869	168,630	116,415	134,495	89,774	98,123	167,835	227,377	92,336	13,183	1,183,037
Total PLACE inc. HRA	184,154	492,584	251,407	197,223	138,769	152,473	224,057	279,291	138,668	14,928	2,073,555
TOTAL CAPITAL PROGRAMME BUDGET	222,459	591,166	267,998	209,755	150,329	161,633	237,117	287,851	147,028	23,078	2,298,415

London Borough of Enfield**Council****Meeting Date 2 March 2021**

Subject: Capital Strategy and Ten Year Capital Programme 2021/22 to 2030/31**Cabinet Member:** Councillor Maguire**Executive Director:** Fay Hammond, Executive Director - Resources**Key Decision:** KD5210

Purpose of Report

1. The purpose of the report is to set out the 2021/22 Capital Strategy and 2021/22 to 2030/31 Ten Year Capital Programme.
2. The requirement to have an annual Capital Strategy approved by Council is a requirement that became mandatory in 2019/20 as part of the update to the Prudential Code. The main purpose of the Capital Strategy is to ensure the Council's investment in capital projects supports the delivery of its corporate objectives.
3. The strategy document is an overarching document which sets out the framework for the development, managing and monitoring of the Council's capital programme. It is integrated with the Council's Medium Term Financial Plan and Treasury Management Strategy and aligns with the Council's overall objectives.
4. The Capital Strategy was previously incorporated as part of the overall report, however from 2021/22, the annual Capital Strategy will be a standalone document. It is attached in Appendix 7 of this report.
5. 2021/22 is the second year in which the Council is operating a Ten Year Capital Programme. Prior to 2020/21, the Council operated its capital programme on a four year rolling cycle. The Ten Year Programme aligns with the Ten Year Treasury Management Strategy and improves the Council's ability to take a strategic view of planned capital investment and the impacts on the Council's revenue budgets and overall borrowing.

Proposals

6. Following approval and recommendation by Cabinet on the 3rd of February, Council is requested to:
7. Approve the 2021/22 Capital Strategy - Appendix 7
8. Approve 2021/22 Capital Programme and to note the 2022/23 to 2030/31 Ten Year Capital Programme as set out in Appendix 3
9. Note the Projects in the Pipeline - Appendix 6

Reason for Proposals

10. To set the 2021/22 to 2030/31 Capital Programme and agree the Capital Strategy 2021/22. This is to facilitate long term financial planning which has become more important as the Council's capital programme becomes larger and more complex. Reporting on a rolling ten year basis assists the Council in understating the impact of the capital investment being made on the revenue budgets and overall level of borrowing. The Treasury Management Strategy is also being reported on a ten year basis.

Relevance to the Council Plan

11. The overarching aim of the Council's Capital Strategy is to provide a framework within which the Council's investment plans can be delivered. These plans are informed by the Council's strategic objectives as detailed in the Enfield Corporate Plan 2018 to 2022 and more recently the Enfield Council Plan which, identifies the following 3 key priorities:
 - a. Good Homes in well connected neighbourhoods
 - b. Safe healthy and confident communities
 - c. An Economy that works for everyone
12. The Council Plan also includes 4 cross cutting themes, i.e.
 - a. A modern Council
 - b. Climate Action
 - c. Fairer Enfield
 - d. Early Helpwhich will inform the Council's work including capital investment across the Borough.
13. The Capital Strategy sets out the medium to long term context in which capital expenditure and investment decisions are made. It will assist in ensuring the Council understands the long term implications and risks of its investment decisions.
14. Following an overview of how the Capital Programme is governed and monitored, the report provides details of the capital programme and how each departmental programme contributes to the delivery of the Council's Corporate plan objectives.
15. The Capital Strategy, which explains how the Council invests its capital funds and the various sources of funding and how this facilitates the delivery of its objectives is a standalone published document, attached in Appendix 7.

Background

16. This report is seeking approval for the 2021/22 Capital Programme and Strategy and for Cabinet to note the 2022/23 to 2030/31 Ten Year Capital Programme.
17. This is the second year of the Council moving to monitoring its Capital investment on a ten-year cycle. These facilities improved strategic planning. It also supports greater transparency and alignment with the Council's Ten Year Treasury Management Strategy.

18. The overarching aim of the Council's Capital Strategy is to provide a framework within which the Council's investment plans can be delivered. These plans are informed by the Council's strategic objectives as detailed in the Enfield Council Plan.
19. **Capital Strategy 2021/22**
20. The full Capital Strategy is attached in Appendix 7. Last financial year it was incorporated as part of the ten year report, this year it is a standalone document, which will be published.
21. The updated Chartered Institute of Public Finance and Accountancy (CPIFA) prudential and Treasury management code made it mandatory for all local authorities to produce a capital strategy from 2019/20.
22. The overarching aim of Enfield's capital strategy is to provide a framework within which the Council's investment plans can be delivered. The Capital Strategy sets out the medium to long term context in which capital expenditure and investment decisions are made. It will assist in ensuring the Council understands the long term implications and risks of its investment decisions.
23. It is a corporate document and will form part of the Council's strategic planning framework, integrating with other key documents including the Corporate plan, Medium Term Financial Plan (MTFP), Asset Management Plan and the Treasury Management Plan. It will be refreshed on an annual basis and is an integral part of the Council's annual budget setting cycle.
24. The Strategy has been further strengthened in 2021/22 through the introduction of a Development Investment Framework which will provide a standard for all business cases, as well as the role of the Capital Finance Board being extended to include the Housing Revenue Account (HRA) projects.
25. The strategy sets out the Council's plans for Capital expenditure over the next year and, the financing of the expenditure and the associated risks. It will demonstrate how the Capital strategy forms part of the Council's overall governance framework for delivering its Corporate objectives. It also includes the Council's governance framework that underpins the financial management of the programme.
26. **2021/22-2030/31 Ten Year Capital Programme**
27. This section of the report details the Capital programme over the next ten years, sources of financing and how the proposed capital investment will support the delivery of the Council's 3 key priorities detailed in the 2020-22 Council plan.
28. The Council has historically reported its capital programme on a four year rolling basis. However, with effect from last financial year 2020/21, the Council moved to a reporting on a ten year programme. This will improve overall financial planning and provide greater transparency on the borrowing and revenue implications of the investment decisions the Council makes.

29. This is the second year of the ten year programme approved by Council last February (KD5026). Each programme has been presented to the Capital Finance Board, which is responsible for reviewing the Capital Programme on behalf of the Council's Executive Management team and recommending to EMT those programmes that should be included in the proposed new programme. The focus of the Board has been on the affordability of the programmes and their alignment to delivering the Councils corporate objectives.
30. Table 1 provides an overview of the Council's proposed ten-year Capital programme.
31. The overall programme compared to last years' 10 year programme has increased by £557m. This comprises of £504m General Fund and £53m HRA. This is as a result of adding an additional year to the programme and new projects, added to the programme. However, the overall borrowing funding the programme has increased by £140m. This is mainly due to £319m of the growth in the programme, relates to Meridian Water 4, which will be funded from an external investor contribution.
32. The new projects added to the programme, are additional growth of £319m for Meridian four, funded from external investor contributions, £57m for Housing Gateway Ltd, £32m Energetik Phase 2 and £135m for the General Fund elements of the Joyce and Snells Regeneration programme. The HRA also includes an indicative budget of £510m for Joyce and Snells. These new project budgets are indicative only and will be finalised as part of the development of the separate Cabinet reports required to grant the approval to spend the budgets.
33. The growth to the HRA is as a result of adding an extra year to the Ten Year Programme as well as the detailed review of the Development and investment programme, which has resulted in the extension of the Development programme from 10 to 13 year. Further details are contained within the HRA business plan, which is a separate report elsewhere on the agenda. The HRA capital programme is however incorporated into this report at a high level.
34. Each programme was subject to a robust review by the Capital Finance Board and programmes were prioritised based on statutory/ health and safety requirement, generation of revenue savings, grant funding or future cost avoidance.
35. Appendix 2 sets out the additions to the capital programme which are a combination of existing future years, i.e. 2021/22-2029/30, the addition of the extra year 2030/31 and new projects added to the programme.
36. The 2021/22 budgets include £275m which has been reprofiled from the current financial year. Approximately 50% of the reprofiling during 2020/21 is due to delays arising from COVID19.

Table 1: Ten Year Capital Programme Summary

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
General Fund (GF) Projects	140,691	85,275	54,896	48,188	43,080	241,303	613,433
Meridian Water	224,058	79,744	109,683	99,551	102,667	199,365	815,068
Investment in Companies	55,001	54,004	48,175	0	0	0	157,180
Total General Fund	419,750	219,023	212,754	147,739	145,747	440,668	1,585,681
Council Housing (HRA)	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
Total Capital Programme	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

37. Capital Programme Funding

38. The capital programme is funded from several sources, each identified below. The reductions in Government funding mean the Council cannot rely solely upon these funding streams to meet the capital investment needs of the Council, especially in respect of regeneration. The Council has agreed to undertake commercial projects using wholly owned Council companies to acquire assets for housing and regeneration that can fund the necessary borrowing, either by selling acquired assets at a profit or using annual income flows to meet capital financing such as interest and provision for borrowing repayment.

39. The Capital programme is funded from:

- a. Grants and External contributions
- b. S106 and Community Infrastructure Levy(CIL)
- c. Capital Receipts
- d. Revenue Contributions
- e. Borrowing

40. Table 2 below provides an overview of how the ten-year programme will be funded and paragraphs 40-64, provide further details on each of those sources.

Table 2 Ten Year Capital Programme Funding Summary

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27to 2023/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
External-Grants & Contributions	151,632	66,987	102,212	92,376	90,376	137,346	640,929
LBE Resources - Reserves & Capital Receipts	2,436	0	0	0	0	0	2,436
Borrowing	265,682	152,036	110,542	55,363	55,372	303,322	942,316
Total General	419,750	219,023	212,754	147,739	145,747	440,668	1,585,681

Fund							
External-Grants & Contributions	19,324	12,483	15,514	15,658	25,450	38,287	126,715
LBE Resources - Reserves & Capital Receipts	90,306	42,932	59,981	74,117	66,073	346,388	679,797
Borrowing	59,000	61,000	59,000	0	6,600	233,956	419,556
Total HRA	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
Total Programme	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

41. External Sources – Grants and Contributions
42. The Council has already been notified of some of the grant allocations that can be expected to be received in 2021/22. It is anticipated, that additional capital grant allocations will be announced in year, including the outcome of submitted bids, including TfL for example. Any further grant allocations that become available during 2021/22, will be included in the relevant quarterly capital monitoring report to Cabinet. It is possible however that, such funding is earmarked for spending on specific Government priorities, rather than local priorities.
43. Capital contributions, whilst also not repayable tend to be quite specific in how they can be used and are received for specific projects. The provider, i.e. the Government, external agencies or private company, will normally have a specific output or outcome that must be achieved, through the capital works the Council undertakes. Quite often, the scope of these projects is dependent on this external funding, without which the Council may decide to reduce the objectives and scope of a scheme. Examples of capital contributions include a number of infrastructure projects to unlock housing such as Building Council Homes for Londoners and Meridian Water Housing Infrastructure Fund. These have specific outcomes that organisations like the GLA and MHCLG would like to achieve.
44. Table 3 below sets out external grants and contributions funding for the programme and Table 4 provides further information on the status of each grant.

Table 3 – External grants and contributions

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	Total	Funding Sources
	£000	£000	£000	£000	£000	£000	£000	
PEOPLE								
<u>Adult Social Care</u>								
Mental Health and Wellbeing Centre	2,500	0	0	0	0	0	2,500	Better Care Fund (BCF)
<u>Total Adult Social Care</u>	2,500	0	0	0	0	0	2,500	
<u>Education</u>								
School Expansions	0	0	3,000	3,000	3,000	12,000	21,000	Education and Skills Funding Agency (ESFA)
Schools Maintenance	30	0	5,000	5,000	5,000	20,000	35,030	Education and Skills Funding Agency (ESFA)
Schools' Future Programme	31,143	2,578	0	0	0	0	33,722	Education and Skills Funding Agency (ESFA)
<u>Total Education</u>	31,173	2,578	8,000	8,000	8,000	32,000	89,752	
Total PEOPLE	33,673	2,578	8,000	8,000	8,000	32,000	92,252	
PLACE								
<u>Property & Economy</u>								
Energy Decarbonisation (RE:FIT)	3,819	0	0	0	0	0	3,819	SALIX
<u>Total Property & Economy</u>	3,819	0	0	0	0	0	3,819	
<u>Environment & Operations</u>								
Flood Alleviation	375	125	125	125	125	625	1,500	Funding from multiple External Agencies
Town Centre Regeneration	1,025	0	0	0	0	0	1,025	Good Growth Fund (GLA)

TFL: Healthy Streets	1,250	5,750	5,750	6,250	4,250	11,000	34,250	Transport for London
TFL: Traffic & Transportation	2,275	2,275	2,275	2,275	2,275	11,375	22,750	Transport for London
Total Environment & Operations	4,925	8,150	8,150	8,650	6,650	23,000	59,525	
Meridian Water	106,714	38,048	1,050	0	0	0	145,812	Housing Infrastructure Fund (GLA)
Meridian Water Four	0	16,210	83,011	73,725	73,725	72,341	319,011	External Build to Rent and Registered Provider Investor Contributions
Total Meridian Water	106,714	38,048	1,050	0	0	0	464,823	
Housing & Regeneration								
Housing Adaptations & Assistance (DFG)	2,501	2,001	2,001	2,001	2,001	10,005	20,510	Disabled Facilities Grant (BCF)
Total Housing & Regeneration	2,501	2,001	2,001	2,001	2,001	10,005	20,510	
Total PLACE exc. HRA	117,959	48,199	11,201	10,651	8,651	33,005	548,677	
Total GENERAL FUND	151,632	50,777	19,201	18,651	16,651	65,005	640,929	
Housing Revenue Account:								
Development Programme	8,010	0	0	0	0	4,806	12,816	Greater London Authority - Building Council Homes for Londoners - Secured
Development Programme	10,454	5,596	10,454	1,596	11,500	0	39,600	Greater London Authority - Building Council Homes for Londoners – to be confirmed by GLA
Development Programme	0	0	4,200	9,375	13,950	33,481	61,006	Greater London Authority – Affordable Homes Programme – to be confirmed with GLA

Development Programme	860	4,686	860	4,686	0	0	11,093	Greater London Authority – Homes for Londoners – Secured
Estate Regeneration	0	2,200	0	0	0	0	2,200	Greater London Authority – Building Council Homes for Londoners - Secured
Total HRA	19,324	12,483	15,514	15,658	25,450	38,287	126,715	
Total Capital Grants	170,956	63,260	34,715	34,309	42,101	103,292	767,644	

	Funding Sources	Grants Confirmed	Grants Expected	Total
		£'000	£'000	£'000
Mental Health and Wellbeing Centre	Better Care Fund (BCF)	2,500	-	2,500
School Expansions	Education and Skills Funding Agency (ESFA)	-	21,000	21,000
Schools Maintenance	Education and Skills Funding Agency (ESFA)	30	35,000	35,031
Schools' Future Programme	Education and Skills Funding Agency (ESFA)	33,721	-	33,721
Flood Alleviation	Funding from multiple External Agencies	500	1,000	1,500
Town Centre Regeneration	Good Growth Fund (GLA)	1,025	-	1,025
TFL: Healthy Streets	Transport for London	-	34,250	34,250

Table 4 - Grant status information

TfL: Traffic & Transportation	Transport for London	-	22,750	22,750
Meridian Water	Housing Infrastructure Fund & S106	145,812	-	145,812
Meridian Water 4	BTR and RP Investor Contribution	-	319,011	319,011
Energy Decarbonisation (RE:FIT)	SALIX	3,819	-	3,819
Housing Adaptations (DFG)	Disabled Facilities Grant (BCF)	20,510	-	20,510
Development Programme	Greater London Authority	23,909	100,606	124,515
Estate Regeneration	Greater London Authority	2,200	-	2,200
Total Grants		234,026	533,617	767,644

45. A portion of the Better Care Fund(BCF) has been set aside to fund a Mental Health and well-being centre. It is anticipated the centre will be 100% grant funded with further allocations made from BCF funding, if required, once the project business case is completed.
46. The Education programme is funded from the Basic Need funding and School condition funding. The Council will not be receiving any Basic needs funding for 2021/22, as there are no relevant projects.
47. The School's futures programme is funded from DfE grants received in previous financial years committed against the schools 2020/21-2023/24 capital programme.
48. Flood Alleviation bids have already been submitted for most of the 2021/22 items (exceptions are GLA and Thames Water). The Rivers Trust (Coke) funding is different to other sources of funding as the money has been awarded by Coke to The Rivers Trust for wetland construction but Enfield's provisional funding cannot be confirmed until planning consent has been obtained (planning applications for two sites are being prepared). Anything beyond 2021/22 is indicative, an indicative programme has been agreed with the Environment Agency and a Woodland Creation plan has been agreed with the Forestry Commission Discussion with these organisations and other partners are ongoing All of the projects require funding from multiple sources, this comes primarily from external partners but significant match-funding from Enfield Council is required to support all of these projects.
49. The Major of London's Good Growth Fund will fund a number of regeneration projects in Angel Edmonton, which are match-funded with Council borrowing.
50. The forecast TfL Healthy Streets grant of £34.2m over the next 10 years relies on securing additional grants from TfL and Highways England. No funding has been confirmed yet. The COVID19 pandemic brings uncertainty over the level of Transport for London discretionary funding that will be available for these schemes, although TfL have confirmed they aspire to continue the delivery of these programmes of the funding forecast.
 - a. £6m is from a successful (Enfield Town) Liveable Neighbourhood bid (although funding is released incrementally as the project passes through gateways).

- b. £6m is part of a submitted bid for a further Liveable Neighbourhood project (Angel Edmonton) but announcements were paused owing to COVID19.
 - c. £6m is from bids which have been submitted to Highways England, with an announcement expected in the 2022/23 spending round.
 - d. £6m is for a new Liveable Neighbourhood bid (Southgate) that is anticipated in 2026/27 onwards but not yet developed.
 - e. £2.25m is a 10-year forecast against S106 funds secured in the Borough from increased development in the Borough.
 - f. The remaining funding is anticipated from TfL as part of an annual bid for walking and cycling projects.
51. The forecast TfL Local Implementation Plans grant funding, relies on the continuation of the annual funding that all Boroughs receive as part of the Local Implementation Plan (LIP) that is in place to enable delivery of the Mayors Transport Strategy (MTS). Whilst the COVID19 pandemic brings financial uncertainty for TfL, because of the key role played by Boroughs in delivering the MTS, it is assumed that TfL will continue to provide LIP funding at pre-pandemic levels for the foreseeable future.
 52. LIP funded is confirmed annually, typically pre-Christmas for the following financial year, however 2021/22 funding has not been confirmed. Discussions between TfL and Department for Transport on levels of funding, to support the pandemic are ongoing.
 53. The total HIF grant awarded was £170m, circa £10m of expenditure is in the process of being claimed back and the balance of the grant will be included in the new 10 year project budget currently being developed, scheduled for Council approval later this year. The main risks to the Council regarding claiming the grant are agreed works not completed by March 2024 or increased costs which cannot be claimed against the grant. These are being mitigated through good governance arrangements, project design and monitoring.
 54. Meridian 4 will be delivered by a forward funding agreement with a Build to Rent (BtR) investor and a registered provider. The early design and procurement work are estimated to cost between £5 and £10m and will be funded from existing budgets. Once a BtR Investor is on board under an unconditional funding agreement, all borrowing will be repaid along with the land value. All subsequent costs will be funded by the BtR Investor and not by borrowing.
 55. Energy Decarbonisation – Grant funding to invest in heat carbonisation projects in 10 corporate buildings, delivered through the Council's existing RE:FIT programme.
 56. HRA - In May 2018 the Mayor launched the Building Council Homes for Londoners programme which makes funding available to enable Councils to deliver more housing particularly for social rent. This programme offers £100k per unit for affordable units and £28k per unit for shared ownership properties. The GLA asks authorities to provide grant bids to support new Council homes, as part of this process Enfield were successful in securing £18.1m to deliver c. 225 new homes.

57. To date £14.3m has been received with the remaining grant allocated once the projects are complete.
58. The grant conditions states that schemes must deliver affordable housing and start on site before March 2022.
59. In 2020, the GLA issued a new prospectus for grant funding called the Homes for Londoners: Affordable Housing Programme 2021-2026 (AHP 2021-26). The grant conditions have slightly changed in this programme, the main change being grant is not at a fixed rate and will be negotiated on a scheme by scheme basis. The development team have been preparing for this new programme by developing a pipeline of sites and estate regeneration schemes, which is included in the 2021 Business plan update report, being considered elsewhere on the agenda. There is currently no grant secured within this programme as the bid is still being finalised, however, the business plan assumes circa £61m to support the delivery of 3,500 new homes within the borough.
60. The grant funding is dependent on schemes starting on site within timescales set by the GLA as part of the grant conditions. If these are not achieved there will be a risk that the grant will not be available. This is a risk to the overall development programme, more so, in the current climate. COVID19 has caused slight delays in the delivery of the current programme, however, the team are still on track to secure the allocated funding.
61. LBE Resources - Reserves & Capital Receipts
62. This refers to internal reserves and Capital receipts generated through the disposal of assets, in accordance with the Strategic Asset management plan), as well as S106 and the Community Infrastructure levy (CIL). There are currently no General Fund Capital reserves. The HRA reserves refers to the Major repairs reserve
63. The Council realises capital receipts through the sale of property each year. In 2019/20 Cabinet approved a Strategic Asset Management Plan to guide those disposals and ensure good value for the Council. The Council has taken advantage of the Government's announcements in 2015/16 allowing the use of capital receipts to fund the revenue costs of transformation or efficiency programmes, rather than funding the capital programme. However, it is recognised that this is not a sustainable financial position and therefore the Medium Term Financial Plan aims to reduce reliance on capital receipts over time, recognising that transformation will remain an ongoing feature of future budgets. In the current MTFP, 2021/22 is the last year Capital receipts are used in this way.
64. Further details regarding the Council's policy on utilising capital receipts is included in the 2021/22 estimates and Medium Term Financial Plan 2021/22 to 2025/26 report.
65. The Council is also undertaking alternative methods of capital investment including the use of wholly owned Council Private Companies to develop housing and to support the provision of temporary accommodation, whilst also generating profits.
66. Section 106

67. A section 106 is a legal agreement between the Council and a developer under Section 106 of the 1990 Town and Country Planning Act, or a unilateral undertaking by the developer, to ensure that certain extra works related to a development are undertaken. The Council can enter into a Section 106 Agreement, otherwise known as a 'planning obligation', with a developer where it is necessary to provide contributions to offset negative impacts caused by construction and development. Examples of such contributions range from the provision of affordable homes and new open space to funding of school places or employment training schemes. The developer will either implement these or make payments to the council for them to be carried out. The S106 agreements generally contain several of these elements and the responsibility of managing the expenditure is split across the relevant departments. S106 agreements are usually very specific about what and where the monies can be spent, with required conditions attached.
68. The available S106 receipts to fund the 2021/22 programme is approximately £5m. The receipts are allocated during the financial year and will substitute borrowing as appropriate. Departments are required to put bids to the strategic infrastructure delivery board to request for S106 funding.
69. Community Infrastructure Levy (CIL)
70. The Community Infrastructure Levy (CIL) is a charge on development to help fund infrastructure such as transport schemes and schools which the Council, local community and neighbourhoods require to help accommodate new growth from development. The Council is also required to collect CIL for the Mayor of London, with the proceeds helping to fund Meridian Water. The available CIL receipts at Period 8, 2020/21 are £5.104m of which an estimated £2m will be used to fund Meridian Water expenditure and the balance available to fund relevant projects. Departments are required to put bids to the strategic infrastructure delivery board to request for CIL funding for infrastructure projects.
71. Asset Disposals
72. When a capital asset is no longer needed, it may be sold so that the proceeds; known as capital receipts, can be spent on new assets or to repay borrowing. The Council is currently also permitted to spend capital receipts on revenue service transformation projects until 2021/22. Full details of the Council's flexible use of Capital receipts policy are contained within 2021/22 Budget Report.
73. Further detailed analysis of the ten-year capital programme is included in the Appendices to this report:
 - Appendix 1A - Existing Capital programme by Corporate objective
 - Appendix 1B - Existing Capital programme by Directorate
 - Appendix 1C - Existing Capital programme by Department
 - Appendix 1D - Financing existing Capital programme
 - Appendix 2A - Requested Additions Corporate objective
 - Appendix 2B - Requested Additions by Directorate

- Appendix 2C - Requested Additions by Department
- Appendix 2D - Requested Additions Financing
- Appendix 3A - Proposed Capital Programme by Corporate Objective
- Appendix 3B - Proposed Capital Programme by Directorate
- Appendix 3C - Proposed Capital Programme by Department
- Appendix 3D - Proposed Capital Programme Financing
- Appendix 4A - HRA Existing Capital Programme
- Appendix 4B - HRA Requested Additions
- Appendix 4C - HRA Proposed Capital Programme
- Appendix 4D - HRA Financing Existing Capital Programme
- Appendix 4E - HRA Financing Requested Additions
- Appendix 4F - HRA Financing Proposed Capital Programme
- Appendix 5 - Departmental Financing tables
- Appendix 6 - Pipeline Projects
- Appendix 7 – Capital Strategy

74. Capital Programme Outcomes

- 75. The proposed Capital Programme underpinned by the Capital strategy contributes to the achievement of the Council's three strategic objectives as detailed in the Council Plan 2020 to 2022. Further details of how the programme supports the delivery of the Council's objectives are summarised in the Capital strategy attached in Appendix 7. The main departmental outcomes are summarised below.
- 76. As the Capital Programme grows the Council is focussing on maximising income from external sources as well as entering formal arrangements with external commercial organisations to limit the need to take on additional borrowing
- 77. During 2019 the Council signed a climate emergency pledge to make the Council carbon neutral by 2030. There are a number of projects which contribute to this pledge, which are captured in the body of the report
- 78. The current ten year programme is designed to support the Council's delivery of its corporate objectives and ensure the required infrastructure is in place to work efficiently with the Council's residents.
- 79. **Outcomes by Department**
- 80. Place - £2.53bn over 10 years
- 81. The Council has an ambitious housebuilding programme of direct delivery, direct affordable housing purchases and estate regeneration which is planned to deliver circa 3,500 Council owned homes over the next 10 years. The programme is funded by grants and through future income and through future sales of homes, spread across the general fund and the HRA. This will assist the Council in delivering its objective to create thriving neighbourhoods and increase the supply of affordable housing. The

Government has announced changes to the grant provision for new affordable homes and this will affect the makeup of the housing types and tenures the Council can deliver.

82. The ten year capital budget plan also includes significant sums to invest in existing Council housing, bringing them up to modern standards and investing in necessary remedial fire safety works. These works are funded through the HRA and the income we receive from tenants and leaseholders.
83. The Council's investment in Meridian Water is fully aligned with the Council's objective to deliver good homes in well-connected neighbourhoods, and the ten year budget includes an allocation of £815.068m towards the creation of a new neighbourhood in Enfield, with thousands of homes delivered in the next ten years. The Council's investment is supplemented with Government infrastructure and housing grant and is planned to be recovered through land and housing sales, as well as future rental income.
84. The strategic asset management plan adopted in 2019 sets out how the Council will use its property to support out local economy. The ten year capital programme includes two substantial projects which will see growth in business and local jobs and support the budget through increased income. Firstly, the Council is investing to build a new office building in Enfield Town on the site of Genotin Road Car park, which will result in retaining a local employer and providing an income stream for the Council. Secondly, through a joint venture with Henry Boot, the Council is investing to redevelop the Montagu Industrial estate in Edmonton Green; this will see modern industrial facilities for a range of businesses, resulting in a range of new jobs for one of the most deprived wards in the Borough.
85. The capital programme includes an indicative budget of £645.7m for the Joyce and Snells regeneration project. This is split HRA £510.7m, which is included in the development programme and £135m General fund, which is an indicative budget, included for treasury management purposes. The full Joyce & Snells business case & financial model are in development and there will need to be a further report to Council when this work is complete, and the budget requirement is finalised.
86. The Council signed a climate pledge in summer 2019, which committed the Council to a number of initiatives, including working with local partners and communities to positively promote changing behaviours in Enfield to limit activities linked to climate change. The Council is embarking on a number of schemes funded through GLA grant to promote walking and cycling in the Borough. The programme also includes a project to upgrade the Borough's street lighting to LED lighting which is more environmentally friendly. Table 3 provides the estimated grant allocations to fund these schemes.
87. People - £95.79m over ten years
88. Education Services within the People Department forecast to spend an estimated £39m over the next three years to deliver several school improvements projects, including the increase of Special Educational Needs (SEND), school places. Current plans will have increased the available SEND provision by over 300 in Borough places.
89. Expansion works are ongoing across a number of schools and include:

- a. West Lea - new block and partial rebuild. Expansion of special provision.
 - b. Fern House - rebuild and expansion of special school.
 - c. Winchmore - Sixth Form and Autistic Unit
 - d. Former Eldon STC - site New provision (In development)
 - e. Oaktree ITS - whole school expansion.
90. Through the Schools Capital Programme, the People department will continue to carry out the Council's Corporate Landlord responsibility in maintaining school buildings and implement strategies to improve the school estate. In the short to medium term the focus will continue to be providing places for vulnerable children requiring specialist care in the Special Education Needs Sector. The Council is planning significant improvement and increase of the housing available within the Borough and strategies will be implemented to improve and increase the school estate to provide sufficient good quality school places as demand grows.
91. The Schools' capital programme is entirely funded from Central Government Grants and Section 106 Developer contributions.
92. Resources - £24.2m over ten years
93. The Council's investments in ICT are to enable the Council's to deliver its objectives underpinned by the guiding principles detailed in the Corporate plan. The investment in ICT will enable smarter working and improved communication with Enfield's residents and support budget savings through increasing cost effectiveness. Following the approval of the Digital Strategy, the detail of the capital investment programme is set out in the Digital Portfolio Cabinet report (February 2021 Cabinet).
94. **Pipeline Projects**
95. These are projects that are currently unapproved and outside the proposed approved programme. These are projects which have been presented to the Capital Finance Board (CFB), however for a variety reasons there was not sufficient information, for a decision to be made. As such these projects will be represented to CFB at a later date and will be subject to normal governance arrangements with regards to being added to the approved capital programme.
96. **Property Implications**
97. Given the high-level perspective of this report, there are no specific property implications from within its contents. However, as the 10-year capital budget is implemented over time, it is certain that property implications will arise on specific projects and other activities. These will be addressed as necessary as they come forward in future reports.
98. **Equalities Impact of the Proposal**
99. The Capital programme seeks to reduce inequalities in the Borough , by for example investing in Regeneration programmes.
100. **Environmental and Climate Change Considerations**
101. These are included in the body of the report as relevant.
102. **Financial Implications**
103. The Section 151 Officer is required to keep under review the financial position of the Authority. The Capital Programme supports the discharge of

this duty, the revenue implications of the Capital Programme proposed have been incorporated into the Medium-Term Financial Plan.

104. Legal Implications

105. 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.

106. The Chartered Institute of Public Finance and Accounting (CIPFA) *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) underpins the system of capital finance. Local authorities determine their own programmes for Capital investment in non-current assets that are central to the delivery of quality local public services. As mentioned above in this report, The Prudential Code has been developed as a professional code of practice to support local authorities in taking decisions, such as those relating to capital strategies and programmes contained in this report. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties in England and Wales under Part 1 of the Local Government Act 2003.

107. Public Health Implications

108. The Capital programme seeks to improve or impact upon the health and well-being of the Public in Enfield. This includes , for example improving the environment to encourage improving healthy lifestyles and delivering quality housing

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Date of report 15 Jan 2021

APPENDICES

Appendix 1 – Existing Programme**Appendix 1a - Existing Capital Programme by Corporate Objective**

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Good homes in well-connected neighbourhoods	447,689	128,279	135,967	89,774	98,123	500,731	1,400,563
An economy that works for everyone	75,529	25,764	7,427	180	0	0	108,900
Safe, healthy and confident communities	32,400	6,515	0	0	0	0	38,915
TOTAL	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378
External Grants & Contributions	165,305	15,061	15,514	15,658	25,450	29,839	266,827
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	6,409	48,912
Major Allowance Repairs	11,067	11,257	11,474	5,103	13,287	61,787	113,975
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	168,739	409,546
Borrowing	297,571	102,565	67,899	180	6,600	233,956	708,770
TOTAL	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378

Appendix 1b- Existing Capital Programme by Directorate

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	3,938	138	0	0	0	0	4,076
People	33,673	2,578	0	0	0	0	36,252
Place	70,317	29,562	7,427	180	0	0	107,486
Meridian Water	224,058	0	0	0	0	0	224,058
Companies	55,001	11,864	1,472	0	0	0	68,337
Total General Fund	386,988	44,143	8,899	180	0	0	440,209
Asset-Led Works	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	3,350	2,550	2,350	0	0	0	8,250
Development Programme	76,158	69,404	101,123	73,969	82,829	444,016	847,499
Estate Regeneration	8,127	2,813	2,102	872	756	59	14,729
Fire-Led Projects	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Works	28,704	29,649	27,525	14,933	14,539	56,656	172,006
Total HRA	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168
Total Capital Programme	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378

Appendix 1c- Existing Capital Programme by Department

10-Year Capital Programme (Existing Schemes)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES							
IT Investment	3,757	138	0	0	0	0	3,895
Libraries - Access Centres	181	0	0	0	0	0	181
Total RESOURCES	3,938	138	0	0	0	0	4,076
PEOPLE							
Mental Health and Wellbeing Centre	2,500	0	0	0	0	0	2,500
Schools Maintenance	30	0	0	0	0	0	30
Schools' Future Programme	31,143	2,578	0	0	0	0	33,722
Total PEOPLE	33,673	2,578	0	0	0	0	36,252
PLACE							
Alley Gating	20	0	0	0	0	0	20
Highways:							
Flood Alleviation	250	0	0	0	0	0	250
Highways & Street Scene	70	0	0	0	0	0	70
Public Realm Services:							
Changes to Waste & Recycling Collections	186	0	0	0	0	0	186
Vehicle Replacement Programme	2,300	0	0	0	0	0	2,300
TfL Supported Schemes:							
TfL: Healthy Streets	2,000	0	0	0	0	0	2,000
Meridian Water	224,058	0	0	0	0	0	224,058
Corporate Condition Programme	894	0	0	0	0	0	894
Corporate Property Investment Programme	14,257	745	0	0	0	0	15,002
Electric Quarter	5,303	0	0	0	0	0	5,303
Genotin Road (Metaswitch)	800	0	0	0	0	0	800

Montagu Industrial Estate	15,572	20,291	7,427	180	0	0	43,470
Town Centre Regeneration	3,591	2,011	0	0	0	0	5,602
Extra Care Housing: Reardon Court	20,755	6,515	0	0	0	0	27,270
Housing Adaptations & Assistance (DFG)	500	0	0	0	0	0	500
Energy Decarbonisation (RE:FIT)	3,819	0	0	0	0	0	3,819
Total PLACE exc. HRA	294,375	29,562	7,427	180	0	0	331,544
Companies:							
Energetik	17,985	11,864	1,472	0	0	0	31,321
Housing Gateway Ltd	37,016	0	0	0	0	0	37,016
Total COMPANIES	55,001	11,864	1,472	0	0	0	68,337
Total GENERAL FUND	386,988	44,143	8,899	180	0	0	440,209
Housing Revenue Account:							
Asset-Led Works	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	3,350	2,550	2,350	0	0	0	8,250
Development Programme	76,158	69,404	101,123	73,969	82,829	444,016	847,499
Estate Regeneration	8,127	2,813	2,102	872	756	59	14,729
Fire-Led Projects	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Works	28,704	29,649	27,525	14,933	14,539	56,656	172,006
Total HRA	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168
TOTAL CAPITAL PROGRAMME BUDGET	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378

Appendix 1d- Financing Existing Capital Programme by Directorate

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
Resources	3,938	138	0	0	0	0	4,076
People	33,673	2,578	0	0	0	0	36,252
Place	70,317	29,562	7,427	180	0	0	107,486
Place - Meridian Water	224,058	0	0	0	0	0	224,058
Chief Executive	0	0	0	0	0	0	0
Companies	55,001	11,864	1,472	0	0	0	68,337
Total General Fund	386,988	44,143	8,899	180	0	0	440,209
Place - HRA	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168
TOTAL	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378
External Grants & Contributions	165,305	15,061	15,514	15,658	25,450	29,839	266,827
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	6,409	48,912
Major Allowance Repairs	11,067	11,257	11,474	5,103	13,287	61,787	113,975
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	168,739	409,546
Borrowing	297,571	102,565	67,899	180	6,600	233,956	708,770
TOTAL	555,618	160,558	143,394	89,954	98,123	500,731	1,548,378

Appendix 2 Requested Additions**Appendix 2a – Requested Additions by Corporate Objective**

10-Year Capital Programme (Requested Additions)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Good homes in well-connected neighbourhoods	1,564	126,499	161,093	104,725	108,214	431,515	933,611
An economy that works for everyone	13,204	22,570	18,251	20,466	12,139	44,378	131,008
Safe, healthy and confident communities	17,994	25,811	24,511	22,368	25,394	82,675	198,753
TOTAL	32,762	174,880	203,855	147,559	145,747	558,568	1,263,371
External Grants & Contributions	5,651	64,409	102,212	92,376	90,376	145,794	500,817
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	2,255	2,255
Major Allowance Repairs	0	0	0	0	0	15,498	15,498
Earmarked Reserves	0	0	0	0	0	91,699	91,699
Borrowing	27,111	110,471	101,643	55,183	55,372	303,322	653,102
TOTAL	32,762	174,880	203,855	147,559	145,747	558,568	1,263,371

Appendix 2b – Requested Additions by Directorate

10-Year Capital Programme (Requested Additions)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	10,554	5,050	300	2,414	794	1,088	20,200
People	570	510	8,360	8,360	8,360	33,380	59,540
Place	21,638	47,436	38,809	37,233	33,927	206,835	385,879
Meridian Water	0	79,744	109,683	99,551	102,667	199,365	591,010
Companies	0	42,140	46,703	0	0	0	88,843
Total General Fund	32,762	174,880	203,855	147,559	145,747	440,668	1,145,471
Asset-Led Works	0	0	0	0	0	0	0
Demand-Led Works	0	0	0	0	0	0	0
Development Programme	0	0	0	0	0	104,861	104,861
Estate Regeneration	0	0	0	0	0	0	0
Fire-Led Projects	0	0	0	0	0	0	0
Stock-Condition-Led Works	0	0	0	0	0	13,039	13,039
Total HRA	0	0	0	0	0	117,900	117,900
Total Capital Programme	32,762	174,880	203,855	147,559	145,747	558,568	1,263,371

Appendix 2c – Requested Additions by Department

10-Year Capital Programme (Requested Additions)	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27- 2030/31 £'000	TOTAL £'000
RESOURCES							
IT Investment	10,554	5,050	300	2,414	794	1,088	20,200
Libraries - Access Centres	0	0	0	0	0	0	0
Total RESOURCES	10,554	5,050	300	2,414	794	1,088	20,200
PEOPLE							
Mental Health and Wellbeing Centre	0	0	0	0	0	0	0
Community Safety	300	300	150	150	150	750	1,800
Extensions to Foster Carers' Homes	270	210	210	210	210	630	1,740
School Expansions	0	0	3,000	3,000	3,000	12,000	21,000
Schools Maintenance	0	0	5,000	5,000	5,000	20,000	35,000
Total PEOPLE	570	510	8,360	8,360	8,360	33,380	59,540
PLACE							
Alley Gating	80	80	80	80	80	400	800
Crematorium (New Development)	805	5,330	3,965	0	0	0	10,100
Highways:							
Flood Alleviation	250	250	250	250	250	1,250	2,500
Highways & Street Scene	7,973	7,311	7,667	9,040	8,432	39,049	79,471
Public Realm Services:							
Workshops for External Commercialisation	0	250	250	0	0	0	500
Growth of Trade Waste Service	250	250	250	250	0	0	1,000
Vehicle Replacement Programme	2,541	2,054	1,913	1,862	7,746	8,216	24,332
TfL Supported Schemes:							
TfL: Healthy Streets	1,250	5,750	5,750	6,250	4,250	11,000	34,250
TfL: Traffic & Transportation	2,275	2,275	2,275	2,275	2,275	11,375	22,750
Meridian Water	0	79,744	109,683	99,551	102,667	199,365	591,010
Corporate Condition Programme	2,650	2,809	2,978	3,156	3,346	11,290	26,228
Corporate Property Investment Programme	0	14,461	6,724	6,895	0	0	28,079
Electric Quarter	0	0	0	0	0	0	0
Genotin Road (Metaswitch)	0	0	0	0	0	0	0
Montagu Industrial Estate	0	0	0	0	0	0	0
Town Centre Regeneration	0	0	0	0	0	0	0
Vacant Property Review	200	200	200	200	0	0	800
Housing Adaptations & Assistance (DFG)	2,001	2,001	2,001	2,001	2,001	10,005	20,010
Joyce and Snells - Indicative	1,364	4,416	4,507	4,974	5,547	114,250	135,058
Total PLACE exc. HRA	21,638	127,180	148,492	136,784	136,594	406,200	976,889
Companies:							
Energetik - Indicative	0	16,000	16,000	0	0	0	32,000
Housing Gateway Ltd	0	26,140	30,703	0	0	0	56,843
Total COMPANIES	0	42,140	46,703	0	0	0	88,843
Total GENERAL FUND	32,762	174,880	203,855	147,559	145,747	440,668	1,145,471
Housing Revenue Account:							
Asset-Led Works	0	0	0	0	0	0	0
Demand-Led Works	0	0	0	0	0	0	0
Development Programme	0	0	0	0	0	104,861	104,861
Estate Regeneration	0	0	0	0	0	0	0
Fire-Led Projects	0	0	0	0	0	0	0
Stock-Condition-Led Works	0	0	0	0	0	13,039	13,039
Total HRA	0	0	0	0	0	117,900	117,900
TOTAL CAPITAL PROGRAMME BUDGET	32,762	174,880	203,855	147,559	145,747	558,568	1,263,371

Appendix 2d – Requested Additions Financing

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27- 2030/31 £'000	TOTAL £'000
External Grants & Contributions	5,651	64,409	102,212	92,376	90,376	137,346	492,369
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	27,111	110,471	101,643	55,183	55,372	303,322	653,102
Total General Fund	32,762	174,880	203,855	147,559	145,747	440,668	1,145,471
External Grants & Contributions	0	0	0	0	0	8,448	8,448
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	2,255	2,255
Major Repairs Allowance	0	0	0	0	0	15,498	15,498
Earmarked Reserves	0	0	0	0	0	91,699	91,699
Borrowing	0	0	0	0	0	0	0
Total HRA	0	0	0	0	0	117,900	117,900
Total Capital Programme	32,762	174,880	203,855	147,559	145,747	558,568	1,263,371

Appendix 3 - Proposed Capital Programme**Appendix 3a – Proposed Capital Programme by Corporate Objective**

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Good homes in well-connected neighbourhoods	449,254	254,778	297,060	194,499	206,337	932,246	2,334,174
An economy that works for everyone	88,733	48,334	25,678	20,646	12,139	44,378	239,908
Safe, healthy and confident communities	50,394	32,326	24,511	22,368	25,394	82,675	237,667
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749
External Grants & Contributions	170,956	79,470	117,726	108,033	115,826	175,633	767,644
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	8,664	51,167
Major Allowance Repairs	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	324,682	213,036	169,542	55,363	61,972	537,278	1,361,872
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

Appendix 3b – Proposed Capital Programme by Directorate

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	14,492	5,188	300	2,414	794	1,088	24,276
People	34,243	3,088	8,360	8,360	8,360	33,380	95,792
Place	91,956	76,999	46,236	37,413	33,927	206,835	493,365
Meridian Water	224,058	79,744	109,683	99,551	102,667	199,365	815,068
Companies	55,001	54,004	48,175	0	0	0	157,180
Total General Fund	419,750	219,023	212,754	147,739	145,747	440,668	1,585,681
Asset-Led Works	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	3,350	2,550	2,350	0	0	0	8,250
Development Programme	76,158	69,404	101,123	73,969	82,829	548,878	952,360
Estate Regeneration	8,127	2,813	2,102	872	756	59	14,729
Fire-Led Projects	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Works	28,704	29,649	27,525	14,933	14,539	69,695	185,045
Total HRA	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
Total Capital Programme	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

Appendix 3c – Proposed Capital Programme by Department

Proposed 10-Year Capital Programme	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27- 2030/31 £'000	TOTAL £'000
RESOURCES							
IT Investment	14,311	5,188	300	2,414	794	1,088	24,095
Libraries - Access Centres	181	0	0	0	0	0	181
Total RESOURCES	14,492	5,188	300	2,414	794	1,088	24,276
PEOPLE							
Mental Health and Wellbeing Centre	2,500	0	0	0	0	0	2,500
Community Safety	300	300	150	150	150	750	1,800
Extensions to Foster Carers' Homes	270	210	210	210	210	630	1,740
School Expansions	0	0	3,000	3,000	3,000	12,000	21,000
Schools Maintenance	30	0	5,000	5,000	5,000	20,000	35,030
Schools' Future Programme	31,143	2,578	0	0	0	0	33,722
Total PEOPLE	34,243	3,088	8,360	8,360	8,360	33,380	95,792
PLACE							
Alley Gating	100	80	80	80	80	400	820
Crematorium (New Development)	805	5,330	3,965	0	0	0	10,100
Highways:							
Flood Alleviation	500	250	250	250	250	1,250	2,750
LED Street Lighting	0	0	0	0	0	0	0
Highways & Street Scene	8,043	7,311	7,667	9,040	8,432	39,049	79,541
Public Realm Services:							
Changes to Waste & Recycling Collections	186	0	0	0	0	0	186
Workshops for External Commercialisation	0	250	250	0	0	0	500
Growth of Trade Waste Service	250	250	250	250	0	0	1,000
Vehicle Replacement Programme	4,841	2,054	1,913	1,862	7,746	8,216	26,632
TfL Supported Schemes:							
TfL: Healthy Streets	3,250	5,750	5,750	6,250	4,250	11,000	36,250
TfL: Traffic & Transportation	2,275	2,275	2,275	2,275	2,275	11,375	22,750
Meridian Water	224,058	79,744	109,683	99,551	102,667	199,365	815,068
Corporate Condition Programme	3,544	2,809	2,978	3,156	3,346	11,290	27,123
Corporate Property Investment Programme	14,257	15,206	6,724	6,895	0	0	43,081
Electric Quarter	5,303	0	0	0	0	0	5,303
Genotin Road (Metaswitch)	800	0	0	0	0	0	800
Montagu Industrial Estate	15,572	20,291	7,427	180	0	0	43,470
Town Centre Regeneration	3,591	2,011	0	0	0	0	5,602
Vacant Property Review	200	200	200	200	0	0	800
Extra Care Housing: Reardon Court	20,755	6,515	0	0	0	0	27,270
Housing Adaptations & Assistance (DFG)	2,501	2,001	2,001	2,001	2,001	10,005	20,510
Joyce and Snells - Indicative	1,364	4,416	4,507	4,974	5,547	114,250	135,058
Energy Decarbonisation (RE:FIT)	3,819	0	0	0	0	0	3,819
Total PLACE exc. HRA	316,014	156,742	155,919	136,964	136,594	406,200	1,308,433
Companies:							
Energetik	17,985	27,864	17,472	0	0	0	63,321
Housing Gateway Ltd	37,016	26,140	30,703	0	0	0	93,859
Total COMPANIES	55,001	54,004	48,175	0	0	0	157,180
Total GENERAL FUND	419,750	219,023	212,754	147,739	145,747	440,668	1,585,681
Housing Revenue Account:							
Asset-Led Works	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	3,350	2,550	2,350	0	0	0	8,250
Development Programme	76,158	69,404	101,123	73,969	82,829	548,878	952,360
Estate Regeneration	8,127	2,813	2,102	872	756	59	14,729
Fire-Led Projects	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Works	28,704	29,649	27,525	14,933	14,539	69,695	185,045
Total HRA	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
TOTAL CAPITAL PROGRAMME BUDGET	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

Appendix 3d – Financing Proposed Capital Programme

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Grants & Contributions	151,632	66,987	102,212	92,376	90,376	137,346	640,929
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	2,088	0	0	0	0	0	2,088
Major Repair allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	265,682	152,036	110,542	55,363	55,372	303,322	942,316
Total General Fund	419,750	219,023	212,754	147,739	145,747	440,668	1,585,681
External Grants & Contributions	19,324	12,483	15,514	15,658	25,450	38,287	126,715
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	10,018	9,459	6,213	7,234	7,492	8,664	49,079
Major Repairs Allowance	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	59,000	61,000	59,000	0	6,600	233,956	419,556
Total HRA	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
Total Capital Programme	588,380	335,438	347,249	237,513	243,871	1,059,298	2,811,749

Appendix 4 HRA Tables**Appendix 4a – HRA Existing Capital Programme**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Development Programme	33,922	76,158	69,404	101,123	73,969	82,829	444,016	847,499
Estate Regeneration	25,393	8,127	2,813	2,102	872	756	59	14,729
Fire Works	2,867	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Work	8,572	28,704	29,649	27,525	14,933	14,539	56,656	172,006
Asset-Led Works	2,861	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	1,253	3,350	2,550	2,350	0	0	0	8,250
Major Works	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0
TOTAL	74,869	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168
External Grants & Contributions	4,304	19,324	12,483	15,514	15,658	25,450	29,839	118,267
Revenue Contributions	0	0	0	0	0	0	0	0
Capital Receipts	15,337	10,018	9,459	6,213	7,234	7,492	6,409	46,824
Major Repairs Allowance	10,943	11,067	11,257	11,474	5,103	13,287	61,787	113,975
Earmarked Reserves	34,286	69,221	22,217	42,294	61,780	45,294	168,739	409,546
Borrowing	10,000	59,000	61,000	59,000	0	6,600	233,956	419,556
TOTAL	74,869	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168

Appendix 4b – HRA Requested Additions

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Development Programme	0	0	0	0	0	0	104,861	104,861
Estate Regeneration	0	0	0	0	0	0	0	0
Fire Works	0	0	0	0	0	0	0	0
Stock-Condition-Led Work	0	0	0	0	0	0	13,039	13,039
Asset-Led Works	0	0	0	0	0	0	0	0
Demand-Led Works	0	0	0	0	0	0	0	0
Major Works	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	117,900	117,900
External Grants & Contributions	0	0	0	0	0	0	8,448	8,448
Revenue Contributions	0	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	2,255	2,255
Major Repairs Allowance	0	0	0	0	0	0	15,498	15,498
Earmarked Reserves	0	0	0	0	0	0	91,699	91,699
Borrowing	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	117,900	117,900

Appendix 4c – HRA Proposed Programme

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Development Programme	33,922	76,158	69,404	101,123	73,969	82,829	548,878	952,360
Estate Regeneration	25,393	8,127	2,813	2,102	872	756	59	14,729
Fire Works	2,867	33,901	9,186	1,394	0	0	0	44,481
Stock-Condition-Led Work	8,572	28,704	29,649	27,525	14,933	14,539	69,695	185,045
Asset-Led Works	2,861	18,391	2,813	0	0	0	0	21,204
Demand-Led Works	1,253	3,350	2,550	2,350	0	0	0	8,250
Major Works	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0
TOTAL	74,869	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069
External Grants & Contributions	4,304	19,324	12,483	15,514	15,658	25,450	38,287	126,715

Revenue Contributions	0	0	0	0	0	0	0	0
Capital Receipts	15,337	10,018	9,459	6,213	7,234	7,492	8,664	49,079
Major Repairs Allowance	10,943	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	34,288	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	9,998	59,000	61,000	59,000	0	6,600	233,956	419,556
TOTAL	74,869	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069

Appendix 4d – Financing Existing HRA Capital Programme

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Grants & Contributions	19,324	12,483	15,514	15,658	25,450	29,839	118,267
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	10,018	9,459	6,213	7,234	7,492	6,409	46,824
Major Repairs Allowance	11,067	11,257	11,474	5,103	13,287	61,787	113,975
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	168,739	409,546
Borrowing	59,000	61,000	59,000	0	6,600	233,956	419,556
TOTAL	168,630	116,415	134,495	89,774	98,123	500,731	1,108,168

Appendix 4e – HRA Financing Requested Additions

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Grants & Contributions	0	0	0	0	0	8,448	8,448
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	2,255	2,255
Major Repairs Allowance	0	0	0	0	0	15,498	15,498
Earmarked Reserves	0	0	0	0	0	91,699	91,699
Borrowing	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	117,900	117,900

Appendix 4f – Financing HRA Proposed Capital Programme

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Grants & Contributions	19,324	12,483	15,514	15,658	25,450	38,287	126,715
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	10,018	9,459	6,213	7,234	7,492	8,664	49,079
Major Repairs Allowance	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	59,000	61,000	59,000	0	6,600	233,956	419,556
TOTAL	168,630	116,415	134,495	89,774	98,123	618,631	1,226,069

Appendix 5 – Directorate Financing Tables**Appendix 5a – Financing Place**

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place	463,006	145,977	141,922	89,954	98,123	500,731	1,439,713
Financing:							
External Grants & Contributions	131,632	12,483	15,514	15,658	25,450	29,839	230,575
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	6,409	48,912
Major Repairs Allowance	11,067	11,257	11,474	5,103	13,287	61,787	113,975
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	168,739	409,546
Borrowing	238,632	90,562	66,427	180	6,600	233,956	636,357
TOTAL	463,006	145,977	141,922	89,954	98,123	500,731	1,439,713

10-Year Capital Programme (Requested Additions)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place	21,638	127,180	148,492	136,784	136,594	524,100	1,094,789
Financing:							
External Grants & Contributions	5,651	64,409	94,212	84,376	82,376	113,794	444,817
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	2,255	2,255
Major Repairs Allowance	0	0	0	0	0	15,498	15,498
Earmarked Reserves	0	0	0	0	0	91,699	91,699
Borrowing	15,987	62,771	54,280	52,409	54,218	300,854	540,519
TOTAL	21,638	127,180	148,492	136,784	136,594	524,100	1,094,789

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place	484,644	273,157	290,414	226,738	234,717	1,024,831	2,534,501
Financing:							
External Grants & Contributions	137,283	76,891	109,726	100,033	107,826	143,633	675,392
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	8,664	51,167
Major Repairs Allowance	11,067	11,257	11,474	5,103	13,287	77,285	129,473
Earmarked Reserves	69,221	22,217	42,294	61,780	45,294	260,438	501,245
Borrowing	254,620	153,334	120,707	52,589	60,818	534,810	1,176,876
TOTAL	484,644	273,157	290,414	226,738	234,717	1,024,831	2,534,501

Appendix 5b – Financing Resources

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	3,938	138	0	0	0	0	4,076
Financing:							
External Grants & Contributions	0	0	0	0	0	0	0
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	3,938	138	0	0	0	0	4,076
TOTAL	3,938	138	0	0	0	0	4,076

10-Year Capital Programme (Requested Additions)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	10,554	5,050	300	2,414	794	1,088	20,200
Financing:							
External Grants & Contributions	0	0	0	0	0	0	0
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	10,554	5,050	300	2,414	794	1,088	20,200
TOTAL	10,554	5,050	300	2,414	794	1,088	20,200

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Resources	14,492	5,188	300	2,414	794	1,088	24,276
Financing:							
External Grants & Contributions	0	0	0	0	0	0	0
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	14,492	5,188	300	2,414	794	1,088	24,276
TOTAL	14,492	5,188	300	2,414	794	1,088	24,276

Appendix 5c – Financing PEOPLE

Proposed 10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People	34,243	3,088	8,360	8,360	8,360	33,380	95,792
Financing:							
External Grants & Contributions	33,673	2,578	8,000	8,000	8,000	32,000	92,252
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	570	510	360	360	360	1,380	3,540
TOTAL	34,243	3,088	8,360	8,360	8,360	33,380	95,792

10-Year Capital Programme (Existing Programme)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People	33,673	2,578	0	0	0	0	36,252
Financing:							
External Grants & Contributions	33,673	2,578	0	0	0	0	36,252
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	0	0	0	0	0	0	0
TOTAL	33,673	2,578	0	0	0	0	36,252

10-Year Capital Programme (Requested Additions)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2023/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
People	570	510	8,360	8,360	8,360	33,380	59,540
Financing:							
External Grants & Contributions	0	0	8,000	8,000	8,000	32,000	56,000
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	0	0	0	0	0	0	0
Major Repairs Allowance	0	0	0	0	0	0	0
Earmarked Reserves	0	0	0	0	0	0	0
Borrowing	570	510	360	360	360	1,380	3,540
TOTAL	570	510	8,360	8,360	8,360	33,380	59,540

Appendix 6 – Projects in the Pipeline

Pipeline 10-Year Capital Programme	TOTAL 2021/22- 2030/31
	£'000
Pipeline:	
Gulley Cleansing Vehicle	160
Winter Maintenance - Gritting	400
Financing:	
External Grants & Contributions	0
Revenue Contributions	0
Capital Receipts	0
Major Repairs Allowance	0
Earmarked Reserves	0
Borrowing	560
TOTAL	560

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London Borough of Enfield *Capital Strategy*

2021/22



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1 Introduction

- 1.1 The requirement to have an annual Capital Strategy approved by Council became mandatory in 2019/20 as part of the update to the Prudential Code. The main purpose of the Capital Strategy is to ensure the Council's investment in capital projects supports the delivery of its corporate objectives.
- 1.2 This Capital Strategy is an overarching document which sets the policy framework for the development, management and monitoring of the Council's capital investment. The Strategy focuses on the core principles that underpin the Council's capital programme. It sets out the key issues and risks that will impact on the delivery of the programme and the governance framework required to ensure the capital programme is delivered and supports the delivery of the Council's Corporate Objectives as detailed in Enfield's Council Plan 2020-2022.
- 1.3 The Capital Strategy aligns with the priorities set out in the Council Plan and other key Council strategies. The Strategy is integrated with the Medium Term Financial Plan (MTFP) and Treasury Management Strategy.
- 1.4 The Ten Year Capital programme, the implications of the programme for Minimum Revenue Provision (MRP) (the notional repayment of principal) and debt financing costs are incorporated into the Medium Term Financial Plan and the Ten Year Treasury Management Strategy.

2 Objectives

- 2.1 The main objectives of the Capital Strategy are as follows:
- 2.2 Provide a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 2.3 To maintain an affordable ten year capital programme and to ensure the revenue implications are fully funded and captured in the MTFP.
- 2.4 To ensure capital investment is aligned with the Council's strategic vision and corporate priorities.
- 2.5 To maximise available resources by actively seeking appropriate external funding and disposal of surplus assets.

3 Governance

- 3.1 There is a requirement for the annual Capital Strategy to be approved by full Council. This takes place as part of the annual approval of the ten year capital programme. Any additions to the approved programme in year require Council approval.
- 3.2 The Capital Finance Board (CFB) is responsible for the overall financial management of the Council's General Fund and Housing Revenue Account (HRA) Capital Programmes, on behalf of the Executive Management Team.
- 3.3 The Board is chaired by the Director of Finance and can approve projects up to £100k, without reference to EMT. The Board acts as the gatekeeper of the capital programme ensuring all affordability and risks are duly considered and mitigated.
- 3.4 The main responsibilities of the board are to:
- i. Review and recommend to EMT all new General Fund capital projects,
 - ii. Ensure capital resources are viewed corporately demonstrating a clear link to corporate objectives,
 - iii. Ensure any revenue costs are identified and considered in the Treasury Management Strategy and the Council's MTFP,
 - iv. Develop a capital strategy which supports the delivery of the Council's corporate objectives,
 - v. Review new capital project requests on behalf of EMT,
 - vi. Provide an extra level of scrutiny on the Council's high risk projects.
- 3.5 The Board, through the chair the Director of Finance has the authority to approve new schemes up to a value of £100k. The Board will be quorate providing the S151 officer or nominated deputy is at the meeting.
- 3.6 The Board supports/drives/coordinates the development of the rolling Ten Year Capital Programme. All approved programmes were presented to the Board. Programme managers were required to present their updated appraisal template to the Board. Each programme is evaluated against financial and non-financial criteria. Projects agreed by CFB are presented to EMT for review prior to being considered by Cabinet and presented to full Council for approval before being added to the approved Capital Programme.
- 3.7 The approval to add a project to the capital programme, approves the budget envelope only. This does not give the right to spend. The right to spend the budget envelope is only granted following the production and authorisation of a separate report, which provides the authorised decision to spend the funds allocated in the approved capital programme. The governance to approve such reports is set out in the Council's Constitution (Part 4) and will depend on whether it is classed as an operational or portfolio decision.
- 3.8 In addition to projects recommended for inclusion in the approved programme, there are a number of projects which have been classified as 'pipeline projects'. Pipeline projects are projects where further work is required to complete the business case requesting investment. Where indicative figures are known they have been included for the purpose of calculating capital financing costs for treasury and medium term financial planning purposes. These projects are not part of the approved capital programme and are subject to the governance process described above.

- 3.9 During 2020/21, the Finance department developed a Development and Investment Financial Framework (DIFF). The framework was developed in recognition that the capital programme, in light of the Council's regeneration ambitions, is becoming increasingly complex.
- 3.10 The DIFF will strengthen the current process regarding the addition of new projects to the programme through the introduction of a two phase approval process. Phase One will be an initial project compliance check. This is a high-level checklist which will ensure the project owner has considered the fundamental information required to appraise and scrutinise a potential project.
- 3.11 Phase Two will comprise of the completion of an updated and expanded Project Financial appraisal template. The current template will be reviewed and updated in light of the DIFF. The revised formal project financial appraisal is more comprehensive than the existing template and will allow greater scrutiny of new proposals in line with the four pillars within the framework:
- i. project viability,
 - ii. project affordability,
 - iii. operational considerations, and
 - iv. routes to delivery.
- 3.12 Under each pillar a set of criteria exist against which qualitative and quantitative assessments will be made.

4 Monitoring

- 4.1 Once a capital project is approved, it forms part of the Council's approved capital programme which is monitored on a quarterly basis and is reported through to Cabinet. However, some of the more complex projects are monitored on a monthly basis.
- 4.2 Individual project managers or budget holders are responsible for the detailed quarterly budget monitoring. Individual returns are consolidated before being reviewed at Departmental Management Teams (DMT) meetings. These approved forecasts form the basis of the quarterly monitoring report. This report is reviewed at Capital Finance Board and discussed at the Council's Executive Management Team, before being presented to Cabinet and Council to approve any amendments to the approved programme.
- 4.3 The Finance team act the 'critical friend' during the monitoring cycle, by working with services to provide forecasts that are as accurate as possible, but also scrutinising and challenging unrealistic financial forecasts and requests for budget slippage.
- 4.4 In addition to the quarterly monitoring regime, high risk projects are subject to a review at least once a year at Capital Finance Board, where responsible officers present a high-level project overview regarding the project finances, delivery and any risks.
- 4.5 Cabinet receives quarterly capital monitoring reports which includes financial information regarding actual spend and year end forecasts as well as details of projects delivery, risks and where relevant information relating to additional grants received or funding requests.

5 Preparing and approving the capital programme

- 5.1 Each year as part of the budget setting process; directorates will put forward proposals for new projects that are required to meet the needs of their services, for consideration at Board and to be added to the Capital Programme. Requests for new capital projects outside of the annual budget setting cycle follow the same approval process.
- 5.2 Any new requests for capital expenditure are subject to an initial review and recommendation by the Capital Finance Board, prior to EMT approval and Cabinet/Full Council approval of the budget envelope.
- 5.3 The approval process starts with the completion of a Project Appraisal Template, which is presented to the Capital Finance Board.
- 5.4 The Capital Finance Board will assess new projects based on the financial and non-financial information included in the Project Appraisal Template. The information included in the template includes financial viability and affordability metrics. It also presents information on how the proposed project will support the delivery of the Council's corporate objectives. From 2021/22, the evaluation process will be changed in light of the recently completed Development and Investment Financial Framework, described in paragraphs 3.10 and 3.11 above.
- 5.5 As a minimum, all proposed schemes requiring capital investment must complete a project appraisal template. Larger, more complex projects will also have separate business cases and financial models. The project appraisal template includes the following information:
 - i. Project description
 - ii. The estimated financial implications, both one off capital and ongoing revenue budget considerations
 - iii. Financial metrics including Net Present Value, Internal Rate of Return and payback period
 - iv. The expected outputs, outcomes and contribution to the Council's corporate objectives
 - v. Risk assessment and appraisal with potential mitigations
 - vi. Any urgency considerations (e.g. statutory requirements or health and safety issues).

6 Enfield Council Plan 2020-2022

- 6.1 The capital strategy will support the Enfield Council Plan, which focuses on three strategic outcomes and four cross cutting themes.

Strategic Outcomes		Objectives
1	Good Homes in Well Connected Neighbourhoods	<ul style="list-style-type: none"> a. Build more and better homes for residents b. Invest in and improve our council homes c. Deliver housebuilding and regeneration programmes with our residents d. Drive investment to deliver good growth for London
2	Safe, Healthy and Confident Communities	<ul style="list-style-type: none"> a. Keep communities free from crime b. Inspire and empower young Enfield to reach their full potential c. Deliver essential services to protect and support vulnerable residents d. Create healthy streets, parks and community spaces
3	An Economy That Works for Everyone	<ul style="list-style-type: none"> a. Create more high-quality employment b. Enhance skills and connect local people to opportunities c. Develop town centres that are vibrant, safe and inclusive d. Craft a cultural offer for Enfield to support London's status as a world class city

Cross cutting themes		Objectives
1	A Modern Council	<ul style="list-style-type: none"> a. An empowered, responsive and happy workforce b. Accessible and efficient c. Financial Resilience and good governance d. Working in partnership
2	Climate Action	<ul style="list-style-type: none"> a. To become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040
3	Fairer Enfield	<ul style="list-style-type: none"> a. Equal outcomes b. Dignity and Respect c. Diversity d. Inclusion
4	Early Help	<ul style="list-style-type: none"> a. Develop a prevention based approach

- 6.2 The current ten year programme is designed to support the Council's delivery of its corporate objectives and ensure the required infrastructure is in place to work efficiently with the Council's residents.
- 6.3 Table 1 below provides a summary of the ten year Capital Programme by corporate objective, followed by an overview of the key projects supporting the delivery of each objective.

Table 1 – Proposed ten-year Capital programme by corporate objective

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Good homes in well-connected neighbourhoods	449,253	254,778	297,060	194,499	206,337	932,247	2,334,174
An economy that works for everyone	88,733	48,334	25,678	20,646	12,139	44,379	239,908
Safe, healthy and confident communities	50,394	32,326	24,511	22,368	25,395	82,673	237,667
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,299	2,811,749
External Grants & Contributions	170,956	79,470	117,726	108,033	115,826	175,633	767,644
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	8,664	51,167
Major Allowance Repairs	11,068	11,257	11,474	5,103	13,287	77,284	129,473
Earmarked Reserves	69,221	22,216	42,294	61,780	45,294	260,441	501,245
Borrowing	324,682	213,036	169,542	55,363	61,972	537,277	1,361,872
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,299	2,811,749

6.4 Good homes in well connected neighbourhoods – £2.334bn over 10 years

- 6.5 The Council has an ambitious estate renewal and regeneration programme with proposed investment over the 10 year period of £1.917bn, split £967.1m funded by the HRA and £950.1m funded by the General fund. The General fund budget includes £135m which is an indicative amount for the General fund portion of Joyce and Snells regeneration programme. The HRA budget includes an indicative budget of £510.7m for the project. The actual final budget allocation will be subject to separate Council approval following the completion of all relevant activities including an approved business plan and financial model. There have been 298 starts on site since April 2020.
- 6.6 The Council has spent £329m as at the end of December 2020 on Meridian Water acquiring land, remediation works, building the new train station, securing planning consents and professional fees. The Council has entered into a grant agreement for £170m from the Housing Infrastructure Fund, to build new roads, parks and train infrastructure across the site; and the Department for Transport has approved the Outline Business Case for increased train frequency. Meridian Water is now in the delivery phase with a partner progressing Meridian One for the first 950 homes, due to start construction shortly. The procurement exercise to appoint a partner for Meridian Two, to deliver 250 affordable units, is now complete and the development agreement is being finalised. A strategy to deliver the next phase has been agreed and the professional team is being appointed to commence design.

6.7 Safe, healthy and confident communities – £237.7m over 10 years

- 6.8 To meet the Council's healthy living vision for the Borough, transport services will continue the annual Highways and Street Scene programme which invests in upgrading our streets. The local transport implementation plan sets out how the Council will invest to encourage walking, cycling and the use of public transport to increase levels of active travel and to improve the health of residents. Each year the Council receives grant funding from Transport for London to assist in achieving the above.
- 6.9 The Council has also been successful in securing grant funding to support flood management and climate change mitigation by naturalising a river and planting thousands of trees.

6.10 An economy that works for everyone – £239.9m over 10 years

- 6.11 The Strategic Asset Management Plan provides a framework for how the Council will use its property holdings to support the local economy. The Montagu Estate redevelopment, undertaken in a joint venture with Henry Boot, has commenced phase one and consultation on the design of future phases is underway. This project will bring new jobs and better businesses to Edmonton.
- 6.12 The new offices for Metaswitch/Microsoft on Genotin Road in the town centre are on time and on budget, and due to be practically complete before financial year end.
- 6.13 Education services has an ambitious capital programme to carry out expansion works on Enfield's schools to meet increasing demand for school Special Education Needs places. It continues to undertake the necessary maintenance works to ensure school buildings continue to meet the required standards. This is funded by Government Capital Grants and Developer Contributions.

7 Asset Management

- 7.1 The Council has a substantial corporate property portfolio and given the challenging financial position facing all local authorities, the Council must optimise use of those assets while ensuring that all Health and Safety responsibilities are properly managed.
- 7.2 The Council has approved a Corporate Landlord Policy which centralises the premises functions under the Director of Property & Economy. It improves strategic decision making and provides more certainty on statutory compliance. All corporate premises are managed by Strategic Property Services with support from a combined Construction, Maintenance & Facilities Management service.
- 7.3 The Council's Strategic Asset Management Plan (SAMP) was approved in June 2019 and describes the Council's approach to management of its assets and provides links to the operational and technical details that underpin the overall strategy. The SAMP provides the framework for decision-making across the estate and for individual buildings, and shape delivery of a resource at the heart of the Council's current and future offer to residents.
- 7.4 The Council's assets are the means by which service delivery takes place. They have a significant, and growing, value and represent a robust way to drive investment and resources despite the significant pressures on public finances. Good asset management requires an accompanying capital investment strategy. This was initiated in 2019/20 in the form of a Corporate Property Investment Programme (CPIP) for the Council. This long term capital programme will invest capital in the property portfolio, to achieve increased financial return, cost efficiencies as well as equality for all staff and customers in terms of standards, condition and safety.
- 7.5 This will be supported by the Corporate Condition Programme; previously known as the Buildings' Improvement Programme (BIP), which is a capital funded, planned property maintenance programme that is driven from building condition survey data.

8 Treasury Management

- 8.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short term as revenue income is received before it is spent, but cash poor in the long term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 8.2 The Council currently (as at 31 December 2020) has £916m borrowing at an average interest rate of 2.79% and £50m treasury investments at an average rate of 0.29%.

9 Borrowing Strategy

- 9.1 The Council's main objectives when borrowing is to achieve a low but certain cost of finance and to retain flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short term loans (currently available at around 0.25%) and long term fixed rate loans where the future cost is known but higher (currently 1.42% to 1.78%).
- 9.2 Projected levels of the Council's total outstanding borrowing (which comprises external borrowing, PFI liabilities, leases) are shown in Table 2 below, compared with the capital financing requirement.

Table 2 – **Prudential Indicator: Gross Debt and the Capital Financing Requirement**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31
	£m	£m	£m	£m	£m	£m	£m
Capital Financing Requirement	1,201	1,451	1,624	1,749	1,762	1,776	9,980
PFI & Finance Leases	41	40	38	36	34	33	135
Total Capital Debt Requirement	1,242	1,491	1,662	1,785	1,796	1,809	10,115
External Borrowing	1,028	1,328	1,503	1,631	1,644	1,658	9,386
Other Long-Term Liabilities	41	40	38	36	34	33	135
Total Capital Debt Requirement	1,069	1,368	1,541	1,667	1,678	1,691	9,521

10 Investment Strategy

- 10.1 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 10.2 The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the Government, other local authorities or selected highly rated banks, to minimise the risk of loss. Money that will be held for longer term is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near term and longer term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy and the Council may request its money back at short notice.
- 10.3 Near term investments are anticipated to be circa £15m across the full ten years of the Programme, as set out in the following table.

Table 3 – **Treasury Management Investments**

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27- 2030/31
	£000	£000	£000	£000	£000	£000	£000
Near-term Investments	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Longer-term Investments	0	0	0	0	0	0	0
Total Investments	25,000	25,000	25,000	25,000	25,000	25,000	25,000

11 Commercial activities

- 11.1 The Council is minded to consider commercial capital investment opportunities where they meet wider council priorities (not purely for yield). The Council has agreed to undertake commercial projects using wholly owned Council companies to acquire assets for housing and regeneration that can fund the necessary borrowing, either by selling acquired assets at a profit or using annual income flows to meet capital financing costs such as interest and provision for borrowing repayment.
- 11.2 All proposed commercial investment activities will have regard to the CIPFA prudential code and the Statutory Guidance on Local Authority investment. This is particularly pertinent because capital investments will require the Council to borrow. Integral to the Council's approach to capital investment is the preparation of a project appraisal or business case as appropriate for review and recommendation by the Capital Finance Board to EMT, prior to Council approval. The Development and Investment Financial Framework (DIFF) will be used which considers not only the project financial viability (e.g. Net Present Value, Internal Rate of return), overall affordability (e.g. impact on revenue budget and borrowing ceiling), but also operational considerations and social value.
- 11.3 As set out in paragraph 10.2, the key objective of the Council's investment strategy is to 'minimise risk rather than maximise returns', which ensures the Council's funds are not exposed unnecessary risks. The Council's treasury management policy provides further details on how Council ensures borrowing remains affordable.
- 11.4 The Council currently has three wholly owned subsidiaries: Housing Gateway Limited (HGL), Lea Valley Heat Network (LVHN) and Enfield Innovations Limited (EIL), which are funded through Council loans.
- 11.5 The Council is also in a joint venture with Henry Boot Limited, which was established in July 2017 to redevelop Montagu Industrial Estate, with an original budget of £15m to fund land acquisition, of which £3.5m has been spent at December 2020. £33.36m was approved during 2020/21 and the project is progressing with the redevelopment of the Montagu Industrial estate. A key aspect of the joint venture is the fact that the Council is guaranteed to continue to receive circa £1m guaranteed rental income during the period of redevelopment.
- 11.6 HGL was established in April 2014 to acquire and manage properties in the private rented sector, to be used by the Council to discharge its statutory homeless duties. The actual loan drawdown as at November 2020 was £125.597m, at which point 555 properties had been purchased. The Company is repaying its loans.
- 11.7 LVHN was established in August 2015 to provide low carbon energy from waste to Enfield residents, through developing, owning and operating a series of community energy networks across Enfield. The company is funded through Council loans, with £45m approved to date. Actual loan drawdown as at the end November 2020 is £13.208m. It currently has 615 connections across the heat network 328 at the Alma Estate & Electric Quarter, 175 at Ladderswood and 112 at New Avenue.
- 11.8 EIL was established in October 2014 to develop, own and manage a portfolio of properties made available for private rent. It has a current Portfolio of 57 private homes and is part of the Small Sites Housing project phase 1 Enfield. Changes to the Small housing sites project (approved at July 2017 Cabinet) mean EIL will sell all 57 properties, to enable the repayment of outstanding borrowing, capped at £17.3m, at the end of 2019/20. All properties have now been sold and the loan repayment complete. The Council has taken the decision to wind up the company in November 2020's Cabinet meeting and the work required to do so has started.

12 Revenue budget implications

- 12.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants. Table 4 sets out the of the financing ratio.

Table 4 – **Prudential Indicator: Ratio of financing costs to net revenue**

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27- 2030/31
	£000	£000	£000	£000	£000	£000	£000
General Fund (GF)							
Financing Costs	18,231	25,255	31,638	34,533	32,329	35,228	174,254
<i>Proportion of Net Revenue Stream</i>	7.7%	10.5%	12.9%	13.8%	12.7%	13.6%	12.8%
Housing Revenue Account (HRA)							
Financing Costs	8,663	10,448	12,549	13,944	14,694	14,804	96,332
<i>Proportion of Net Revenue Stream</i>	13.5%	16.1%	18.0%	18.7%	19.1%	17.6%	21.1%

13 Sustainability

- 13.1 Historically, the approach has been to prepare a capital programme that spans four years, however, with effect from 2020/21 the programme was extended to a ten year period. This supports long term thinking and is particularly important in identifying future financing and borrowing risks which will impact on the Council's revenue position. This aligns with the treasury management strategy which is also over a ten year period. Due to the very long term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 25 years into the future.
- 13.2 The addition of new projects to the Capital Programme is subject to the Council's approval process as detailed in the governance section of the Strategy. The Capital Finance Board has been set up to strengthen the strategic financial management of the Capital Programme and to ensure the programme remains sustainable and affordable in the long term. Reporting over a longer time period will improve longer term planning and ensure the implications of capital investment decisions including impact on revenue budgets is understood.

14 Risks and Mitigation

- 14.1 Covid-19 has had a significant impact of the delivery of projects in 2020/21, due to the restrictions placed on the economy. These restrictions have resulted in project delays because of the impact on construction, supply chain delays and the impact of social distancing even when lock down was eased. This led to circa 50% of 2020/21 project budgets being reprofiled to the current year. Project budgets will be subject to greater scrutiny in 2021/22 to ensure they are linked to realistic project delivery timetables.
- 14.2 Grant risk has grown since the pandemic has started with Government funding being withdrawn or reduced. In some cases, grants which were previously agreed for three to five years but in many instances they are now only being agreed on an annual basis. All grant funded projects will be kept under close review and options for other funding sources continually investigated.

15 Revenue cost of borrowing

- 15.1 The economic uncertainty is heightened from the UK leaving the EU and could lead to increases in interest rates. This would increase the Council's financing costs, therefore placing further pressure on delivering the capital strategy. To mitigate this and in conjunction with information from treasury management advisers, the Council has used interest rate forecasts which include a prudent provision against interest rate rises. The Council has also set up an interest rate equalisation reserve to mitigate the impact of potential rises.
- 15.2 Moreover, the Council assumes to borrow at interest rates of 3.5%, whether to re-finance borrowing or for borrowing in relation to growth in the capital programme. However, the effect of the current Pandemic has meant that interest rates remain low.

16 Programme deliverability and monitoring

- 16.1 Financial forecasts for all capital projects are reviewed and updated on a quarterly basis identifying areas subject to the risk of overspending, underspending or to be delayed. The finance team are continuously working with service departments to improve the quality of the forecasts.

17 Knowledge and Skills

- 17.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council supports staff to study towards relevant professional qualifications including CIPFA, as well as supporting attendance at Continuing Professional Development events to increase general understanding of construction, project appraisal methods, as well as on the job coaching etc.
- 17.2 When necessary, for example when specific skills are required, use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 17.3 Further details on staff training can be found [here](#) on the Council's website.

Thank you for reading our Capital Strategy 2020/21.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

➤ new.enfield.gov.uk/services/your-council/our-vision-aims-and-values

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London Borough of Enfield**Council****2 March 2021**

Subject: Better Council Homes – Progress, plans and review of HRA Business Plan for 2021**Cabinet Member: Cllr Gina Needs (Cabinet Member for Social Housing) and Cllr Maguire (Cabinet Member for Finance and Procurement)****Director: Sarah Cary and Fay Hammond****Key Decision: 5219**

Purpose of Report

1. This report provides a backward-looking review of the last 12 months highlighting the challenges and issues arising for the HRA/council housing service over the period. Then outlines a number of strategic and policy issues for decision, representing a future strategy and then finally provides a revised 30-year HRA Business Plan which consolidates the financial impact of the revised strategy in a revised plan, outlining its affordability against the financial framework agreed by Council for the HRA.
2. The Good Growth Housing Strategy published in 2020 outlined an ambition to invest in and be proud of our Council homes. This report outlines progress against this ambition, which is comprised of a Development programme, an investment in the improvement of existing council homes, the establishment of an in-house repairs service and the delivery of high-quality housing services. It proposes the strategy for 2021 and beyond.
3. Improvement of housing services has also been a priority during the year, and we update on key achievements and plans for 2021 as we prepare for the new requirements arising from the Social Housing White paper.

Proposals

4. Council is recommended to:
5. Note the progress made to date on the Councils Housing Development Programme and in the light of this agree the updated Development Strategy proposed in this report.
6. Approve the updated 13-year Housing Development Programme, noting the reduction in homes from 3,804 to 3,500.
7. Approve a bid to the GLA for its Affordable Housing Programme 2021-26 and for additional schemes through the Building Council Homes for Londoners programme as appropriate and based on capacity that been

established with the HRA Business Plan and as outlined in this report, and to note the risks and impact to the Housing Development Programme.

8. Authorise the Executive Director of Place, in consultation with Executive Director of Resources, to enter into development partnerships, award contracts for works and professional services and enter into or agreements for the acquisition or disposal of property for development schemes.
9. Approve the revised budget of £21,303,999 for Bury Street West in the updated 13-year Housing Development Programme per paragraph 78, subject to a forthcoming portfolio decision.
10. Delegate authority to the Director of Housing and Regeneration after consultation with the Portfolio Holder and Executive Director of Resources, to initiate and agree changes to housing development and estate renewal schemes, including submission of planning applications, provided they do not impact on the revised HRA Business Plan
11. Agree applications for the Mayor of London Energy Efficiency Fund (MEEF) and Government's Green Homes Fund to support planned investment in carbon efficient homes, subject to the approval of loan terms by the Executive Director of Resources
12. Approve the entering into a collaboration agreement (the Retrofit Accelerator Homes Innovation Partnership (RAHIP)) to enable the Council to access BEIS funding, to support the retrofitting of council homes to achieve carbon zero standard.
13. Agree the schemes for investment in Council homes for 2021/22 and updated 10-year programme as outlined at paragraph 56.
14. Approve the extension of the existing measured term repairs contracts for mechanical and electrical services and compliance management up to and inclusive of October 2021, to enable OJEU compliant re-procurement exercises to be completed.
15. Approve an introduction of additional financial hardship measures for leaseholders as outlined in paragraph 65.
16. Approve the revised HRA Business Plan which incorporates the updated strategy and 10-year HRA capital Programme budget, which will come forward as part of the Council's 10-year Capital Programme recommended to Council in February 2021.
17. Note £500k savings to be generated from a restructure in Council Housing and delegate authority to the Director of Housing and Regeneration to implement the changes required.


Reason for Proposals

12-month review

18. This section summarises the revenue and capital financial performance as at Period 8 and the progress with the Better Council Homes programme.
19. The GLA funded development programme was approved in February 2020 which agreed the delivery of 3,804 units to be delivered over the next 10 years (subject to the securing of grant). This is progressing well with year

one starts on site being achieved and five schemes in delivery at New Avenue, Electric Quarter, Gatward Green, Newstead House & Maldon Road and Bury Street West, which together with 80 street property acquisitions will deliver 239 homes (of which nearly 90% 2 to 4 bedroom family homes) for people in housing need. Where we build 1 bed homes, we will be looking to prioritise these to downsizers, thus freeing up further family homes for those in housing need.

Schemes on site:

	<p>Newstead House & Maldon Road 22 new affordable rent homes of which 12 will be family homes and 10 will be “later living” flats for older residents.</p> <p>Due to complete by Summer 2021</p>
<p>Bury Street West 50 new family homes of which 25 will be affordable rent. Next to Salmon’s Brook and the wetland, will be a large natural meadow seeded and left to colonise with native plants and animals.</p> <p>Due to complete by Spring 2022</p>	
	<p>Gatward Green 12 new affordable family homes across 3 former garage sites.</p> <p>Due to complete by Summer 2021</p>
<p>Electric Quarter Scheme is partnership with Lovell to deliver 167 new mix tenure homes. The council has acquired and converted 75 private units, of 57 are family homes, to affordable rent and shared ownership homes, bringing the level of affordable homes on the scheme to over 47%.</p> <p>Due to complete by Spring 2021</p>	



New Avenue

The council has acquired 25 additional homes, of which 21 are family homes in this multi-phased estate renewal partnership with Countryside, which has planning consent for 268 private sale properties and 140 affordable homes. The whole project is due to complete by 2026/27.

20. One of the aims of the Council's house building programme is to bring forward schemes and housing products that the market would not otherwise deliver. The schemes in development, which will be delivered through a range of delivery methods (including Modern Methods of Construction (MMC)), and funding regimes, aim to deliver more affordable family-sized (40%) and accessible (above 10%) homes in a range of tenures. The intergeneration housing design competition that took place in October 2020 is another example of this and we propose to apply the ideas (which range from sectional arrangements within the home that demarcate shared and private spaces to communal and public spaces that engineer causal interactions and community cohesion) in the design and development of our schemes.
21. The challenge to delivering the amount and range of housing options that Enfield needs is the balancing of quantity, costs, available funding, quality and time. The revised development strategy discussed in this paper attempts to do this by reducing the total units delivered to 3,500, extending the programme for a further 3 years (so that, although all of the starts are achieved in 10 years, the programme now completes in 2032/33), adopting a medium term financial strategy and adjusting the viability thresholds.
22. The repairs service has successfully been brought in-house from 1st May 2020. The service is operating within the agreed budget and achieving some positive outcomes despite the challenges of operating through the Pandemic. A review of performance is scheduled for the Housing Scrutiny Panel.
23. As agreed in our new model, work is underway to procure a suite of specialist support contractors for mechanical and electrical work streams.
24. Improvement of housing services has been a priority during the year, and we have successfully delivered front line services during the lockdown period. We continued providing cleaning and caretaking services to our blocks and estates, without interruptions, and introduced a sanitising deep cleaning and spraying service. We provided additional support and protected our most vulnerable residents living in sheltered accommodation from adverse impact of the virus.

Background

25. Cabinet agreed in January 2020 a new financial framework to assess and measure the viability of the HRA Business Plan. It set targets for growth of new homes, for investment in council housing and for operating efficiencies including the small-scale disposal of uneconomic properties.

26. In February 2020 Cabinet also agreed a Development Strategy to deliver 3,500 new council-led homes by 2030. To enable this, Cabinet agreed the following delegations that will not be superseded by this report:
 - a. Agreed that the viability of each project to be determined by the Director of Housing and Regeneration in consultation with the Director of Finance in accordance with the financial criteria.
 - b. Subject to compliance with the Budget Policy Framework, delegated authority to the Leader to approve additional sites and site substitutions, where a site in the programme is no longer viable or deliverable, within the Council's housing development programme's financial limits.
 - c. Delegated authority to the Executive Director for Resources to agree the appropriation of General Fund sites to the Housing Revenue Account (HRA) based on an open market valuation for the proposed affordable housing mix.
 - d. Delegated authority to the Director of Housing and Regeneration in consultation with the Director of Finance to approve a community engagement and local offer strategy for residents that will be disrupted by development proposals.
27. This programme was subject to an annual review to ensure the benchmark assumptions were deliverable in the local operating context. This report outlines the progress of the Development Strategy and proposes changes to secure ongoing delivery. It also sets out the strategy for bidding for the next round of the GLA Affordable Housing programme 2021-26.
28. Cabinet also agreed an ambitious investment programme to improve the quality of existing Council homes. This report reviews progress with that programme and proposes the plan for investment in 2021/22 pending the agreement by Cabinet of a 30-year Asset Management Strategy to come forward in January 2020.
29. Cabinet also agreed to bring in-house the repairs service and this report outlines the positive progress made with the service having commenced from May 2021 and the strategy for ongoing development of the service during 2021.

Future Strategy

Review of the Development Strategy

Proposed Changes to the Development Strategy

30. In the light of experience from this year's programme a strategic review has been undertaken with the following conclusions for the overall assumptions in the development strategy to be delivered we need to consider 3-year programmes to reflect economic, funding and policy cycles and extend the programme period from 10 to 13 years. It is proposed that principles and hurdle rates for a 3-year cycle from 2021 should be as follows:
 - a. Unit numbers, tenure split, housing mix and other requirements (such large family size homes, wheelchair accessibility, carbon neutrality and

placemaking) are assessed at programme level to ensure viability is optimised – e.g. the cost of delivering 4-bedroom homes at affordable rents on one site is cross subsidised by delivery of homes for sale on another. The order of delivery will also be considered.

- b. Total development cost and a budget envelope are established for the programme. The programme is funded through grants, retained Right To Buy RTB receipts, sales income and borrowing. All operating costs and income are managed within the 3-year budget envelope and will inform programme parameters to ensure that its objectives are delivered.
 - c. In addition, each 3-year programme is assessed against the following hurdle rates, with variation agreed at start of the programme to reflect near term economic, funding and policy realities.
 - i. Average Cost Per Unit of £300k or less
 - ii. Net Present Value per unit of -£50k or higher
 - iii. Internal Rate of Return of 3.5% or higher depending on the risk associated with the scheme
 - iv. Loan Repayment Period of 40 years or less from a 30-year period
 - d. Increase development cost hurdle rate for replacement homes on estate renewal schemes and for schemes that require land assembly to £450k per unit in recognition of the actual costs of delivery, whilst noting that without grant additional forms of subsidy will be required.
 - e. Use the discretion to charge higher rents within the scope of the Governments Social Rent Standard when delivering specialised housing such as PassivHaus or Extra Care to balance the higher delivery costs of measures that benefit the occupants noting that total rent costs will remain affordable and within benefit thresholds. This will be considered on a scheme by scheme basis.
 - f. With the agreement of the Executive Director of Resources on a case by case basis, when appropriating land from the General Land, rather than paying the agreed sale value at point of acquisition, considering can be given to adjusting the debt cap to point when sales and revenue capitalisation is achieved. This is in line with advice provided via the GLA and the Mayor's report "Building London's Future: The Next Generation of Council Homes" which encourages councils to utilise both HRA and General Fund sites to build their housing delivery pipeline. There are pressures on the HRA programme affordability to pay open market prices for land transferred from the General Fund, equally there are financial challenges in the General Fund to reduce borrowing: therefore, a balanced approach needs to be considered that has regard to the overall strategic benefits to the Council.
31. This strategy is subject to the achievement of subsidy such as GLA affordable housing grant and retained Right-to-Buy receipts, and, to a lesser extent, from cross subsidy shared ownership and private sales. In delivering homes for ownership our priorities will be to ensure our product reflects the emerging aspirations for homes in the light of the pandemic – i.e. they will be digitally enabled, have thoughtful design to

accommodate home working, have outdoor space where-ever feasible and enable the care and support of vulnerable family members. We will also carefully evaluate the location and market demand for schemes to maximise sales success. Our sales and marketing strategy (attached as Appendix 1), which includes our “Your Home, Enfield” branding guide, will ensure that we are effectively marketing to potential home buyers, that we support access to home-ownership for local residents and that we have an efficient and effective sales function, including partnering to our registered providers network for services we cannot provide in house.

32. The Development Strategy modelled income from shared ownership on the basis of an initial 30% equity stake. However, the new model Shared Ownership introduced by Government has reduced that initial purchase to 10% of purchase price. The new model also reduced the annual staircasing from 10% to 1% and prohibited recharge of repair and maintenance costs for the first 10 years. This reduces the Development Programme’s revenue projections from £311m to £230m, which has a significant impact on funding the future programme.
33. The Development Strategy supported the Council’s ambitions in regard to climate change and agreed to pursue a pilot at Bury Street West. This pilot told us that achieving PassivHaus added a 10% uplift to build costs. We are committed to the delivery of high standards of environmental sustainability in new housing that we deliver, and we must have regard to costs versus the challenge with delivering the quantum of housing required. It is therefore proposed that we will seek to deliver, as a minimum, the sustainability standards set out in the Mayor’s London Plan (which are also a funding condition for the Homes for Londoners: Affordable Housing Programme 2021-2026) and seek to improve sustainability as more cost-effective methods of delivery, building materials and technologies become available.
34. To facilitate the delivery of much needed affordable homes at Meridian Water and to ensure coherent management arrangements, the Council is seeking to acquire 25% of the homes over the next 10 years, subject to viability/affordability.
35. The HRA Business Plan has allocated budget for 230 rented homes on Phase 1 to be acquired as council-housing for local residents. By acquiring and retaining these homes in the HRA, the Council is seeking to address the housing challenges faced by many low-income households in the Edmonton ward and create positive growth in the deprived areas in the East of the Borough. Alongside its development programme, the Council will seek to continuously review opportunities to acquire additional units on the Meridian Water development and ensure funding is targeted at schemes which present value for money, have certainty of delivery and are affordable to the HRA within borrowing capacity,

GLA Affordable Housing Programme

36. The GLA has issued its prospectus for the Homes for Londoners: Affordable Housing Programme 2021-2026 (AHP 2021-26). We have been preparing for this new programme by developing our own pipeline of

sites and estate regeneration schemes, by building strategic relationships with RPs, and by exploring innovative methods of construction.

37. We propose to make a bid that will enable delivery of around 1,214 new homes through a mix of direct delivery and development partnerships. As the grant rate will be negotiated on a scheme by scheme basis, it is not possible to give a precise value at this time. The schedule of schemes is attached as Appendix 3 in Part 2 of this report.
38. A summary of the key points in of the prospectus are as follows:
- Two funding streams (none specifically for council build) which means we will be competing or need to partner with RPs
 - The General London Affordable Housing 2021-2026 settlement of £4bn funding for projects with starts on site from 1 April 2021 to 31 March 2026 and completions to 31 March 2028.
 - The Long-Term Strategic settlement consisting of £1bn funding for projects with starts on site from 1 April 2022 to 31 March 2026 and completions to 31 March 2029. Projects will be subject to additional approvals from MHCLG, which the GLA will undertake.
 - Funding for Social Rent (i.e. will no longer fund London Affordable Rent), London Living Rent & new model Shared Ownership.
 - Will no longer accept nil-grant (e.g. RTB funded) schemes
 - No fixed grant rate – introducing negotiated route for all projects
 - No funding for replacement homes (although some exception for support housing). Demand to be meet through other funding sources where available.
 - Can bid for named sites & indicative proposals. Indicative bids will be assessed on the basis of average funding per unit levels.
 - No developer-led route – only fund increase above S106 and beyond otherwise viable without grant.
 - Expectation that programmes maximise use of modern methods of construction (MMC)
 - Funding conditions aim to drive up quality, sustainability and inclusion:
 - building safety – meet 5 mandatory standards
 - design – meet or exceed 9 minimum design standards
 - EDI – most have EDI action plan and meet 5 minimum standards within 1 year of allocation approval.
 - sustainability – meet 6 sustainability standards, including Net Zero
 - Strategic Partner Status will be offered to organisations offering large scale delivery within the programme parameters.
 - Grant drawdown of 40 per cent at land acquisition, 35 per cent at start on site and the remaining 25 percent at completion.
39. The GLA has also reopened bids for the AHP 2016-23 programme, which consisted of the Building Council Homes for Londoner and the Homes for Londoners programmes, for schemes that can achieve start on site by September 2022. The AHP 2016-23 programme will continue to fund replacement homes, developer-led schemes, the current Shared Ownership model and London Affordable Rent. We will therefore select the right schemes or split schemes between the two programmes to ensure viability.

40. We propose to bid, through a development partnership with a housing association, for funding to bring forward an additional estate renewal schemes if it can achieve start on site by September 2022 – this will be subject to ballot and affordability within the HRA Business Plan. The bid would be submitted by and granted to the selected partner in line with the terms of the development agreement.
41. In the light of this new funding environment, our bid strategy is to:
 - a. Demonstrate organisational capacity and corporate buy-in – highlight enabling policies/procedures such as joined up financial framework, design code, strategic infrastructure plan, procurement strategy, resident engagement and Diversity and Equality plans.
 - b. Establish our track record – show that we will meet current AHP targets. In particular, promote our open partnership approach with the GLA and our resilience and agility in resolving barriers to delivery.
 - c. Develop strategic partnerships – establish the Cabinet agreed RP framework and partner with RPs and developers to maximise resources available to the borough, particularly on estate renewal schemes, and prioritise progression of a scheme that can achieve start on site by September 2022.
 - d. Utilise our Right to Buy receipts for replacement homes and seek alternative sources of infrastructure funding to support delivery of the Joyce and Snells estate renewal scheme. Where deliverable (with start on site requirement by September 2022) seek to bid for the existing programme
 - e. Demonstrate work in progress to develop a strategic approach to bringing forward land (from all sources) to support the development programme over the longer term.
 - f. Establish the deliverability of our bid programme– undertake site, planning and financial due diligence on bid sites to establish:
 - i. Viability – take a balanced portfolio approach to build costs, delivery and tenure mix across sites in 3-year cycles to optimise viability
 - ii. Unencumbered title – ensure there are no vacant possession issues or site constraints that might make site undeliverable
 - iii. Planning compliance – confirm sites can be optimised within planning densities and that there are no planning issues that might put planning consent at risk
 - iv. Cost certainty – secure early options on Section 106 acquisitions (at below cost per unit benchmark), focus on residential delivery on HRA land and use MMC systems through-out the programme.
 - v. Programme certainty – ensure sites can be on site from March 2022 and are completed by no later than 2027. This includes use of RP framework and MMC to achieve certainty

42. The following table summarises the updated development programme which reflects the proposed changes to the Development Strategy and the Council funding strategy in light of the new AHF 2021-26 programme and the extension of the AHF 2016-23 programme. The full programme is provided in Appendix 3 in Part 2 of this report.

Total number of units delivered by March 2030	3,500
Percentage of affordable units (social rent, London Affordable Rent, shared ownership and shared equity)	85% (2,968)
Total number of affordable units being/to be delivered through AHP 2016-23	1,047
Total number to affordable units to be delivered through AHP 2021-26	1,214
Total number units outside both programmes (i.e. private units, current estate regeneration programme and future projects & acquisitions which will require separate funding programmes)	1,244

43. The Council intends to use MMC systems across all of its direct delivery projects but at least 30% will be pre-manufactured 2D and 3D primary structural systems (Categories 1 and 2 of the Government's MMC Definitions Framework). The Council will also seek to participate in a regional buyers' club or MMC framework to create economies of scales.

Existing estate renewal schemes

44. The Council has three partnership regeneration schemes in delivery where we work to ensure the best possible scheme outcomes are delivered. Progress has been made across all three sites, including the successful delivery of new Council social rented homes on Alma and New Avenue and new housing association homes and a hotel at Ladderswood. Due to the duration of estate renewal schemes it is necessary to regularly review development agreements and assess against the current objectives of the Council, market conditions and resident requirements. Such reviews have been carried out across all three schemes and the HRA business plan adjusted where required. Discussions with development partners have also focused around issues such as the size of homes being delivered, with a requirement for increasing the number of family sized homes wherever possible.
45. Projections for the New Avenue were reviewed ahead of commencing phase 2 and 3. The development agreement requires the developer, Countryside (CPUK), to submit a revised planning application in recognition that permission was granted for a lower quantum of homes than originally envisaged. Through negotiation with CPUK, a revised scheme that, subject to the planning process, would see the Council receive a better mix of family sized housing (an increase of 6 three bedroom homes out of its allocation) alongside an adjusted land has been agreed. The HRA business plan has been adjusted to reflect this revised figure.
46. The overage assumption on the Alma scheme is being reviewed with the Developer in line with the completion of phase 1 of the project.

47. Estate renewal schemes such as New Avenue and Alma are subject to complex development agreements covering relatively long time periods over a number of years. Budgets and income projections are made in the business plan based upon the content of the development agreement. During the course of a regeneration scheme there are multiple factors including the economic context and funding environment, which may result in the projections originally made requiring a reassessment. It may also be appropriate to review the quantum of homes proposed, the design of the development or similar aspects of the scheme, resulting in the submission of a planning application, whether a full application, a minor material amendment (Section 73) or a non-material amendment (Section 96a). Where such an application is to be made, the developer will be required to seek approval from the Council to proceed.
48. In order to ensure that necessary adjustments and improvements to schemes can be made without risking significant delay that could jeopardise viability and any return due to the Council, it is proposed the authority to approve applications to planning for established estate renewal schemes is delegated to the Director for Housing and Regeneration in consultation with the Leader. In approving such amendments/submissions the Director will need to be satisfied that appropriate due diligence has been carried out and the proposal under consideration represents best consideration and value for money for the Council. Where appropriate this will be in the form of an independent review or assessment of the proposals. Budget changes will be in line with the Finance Procedure Rules,
49. Following the Cabinet decision in November 2019, we have been working up the proposals for Joyce and Snells with a view to producing a viable offer to residents that will ensure that they benefit from the regeneration of the area adopting the Good Growth Housing Strategy model for regeneration. The HRA business plan has been updated based on the financial modelling work undertaken by EY and phasing plans worked through with HTA architects. This continues to be an evolving process with a range of considerations including viability, commercial strategy and resident engagement all feeding into it. An outline GLA is proposed in this report to secure funding for new homes in the early phases.

Capital investment

50. Cabinet has agreed a 10-year investment programme of £258m investment in Council homes. A new Asset and Sustainability strategy has been produced and is currently being costed to ascertain affordability against the business plan. Once this exercise is completed the new strategy will come forward to Cabinet for approval with a revised 10-year investment programme, aligned to the new strategy.
51. As agreed by Cabinet we have called on Government to meet the costs of new burdens arising from the Building Safety Bill and from the zero-carbon agenda which amounts to circa £370m over the next 30 years. Funding streams for decarbonisation of council housing has been launched but these require bidding rounds with shovel ready schemes being a condition. The funding is available up to 31st May 2023. Whilst we will

seek to access all sources of funding, this approach does not allow us to take a strategic approach to stock investment. No formal application for this funding has been made to date.

52. To enable us to progress a number of initial schemes, we require authority to formulate and submit several bids for funding to support our investment programme. An initial bid for capital grant via the MEEF fund; a joint bid, with other London LAs to the Green Homes Fund and the Department for Business, Energy & Industrial Strategy (BEIS) BEIS Local Authority Delivery Schemes (LADS) scheme for match funding, has been successful.
53. The BEIS LADS funding bid will provide match funding of circa £1.8m to support an initial programme of retrofitting 36 homes to meet Zero carbon status.
54. To access the funding the Council is required by the fund administrator BEIS, to enter into a collaboration agreement, which sets out the project's procurement and cost pathway, with the objective of ensuring the proposed retrofit solution delivers at an economic price point. On sign up, a small fee of £6,000 will be payable to the GLA.
55. Additional funding is being sought to bring all tenanted homes to Energy Performance Certificate (EPC) D rating or higher, by the end of 2023.
56. Due to the re-profiling of budgets from 2020-21 to 2021-22, the following programme of works are estimated to start in 2021. The specific homes and areas to benefit from this investment will be identified based on need and efficient procurement and delivery strategies.

Investment area	Value (£000's)	Commentary
Internal improvement works	9,123	Replacement of kitchen, bathroom and electrical wiring upgrades to ensure compliance with the Decent Homes standard (tenants only)
Building Safety Improvements inclusive of internal refurbishment	32,801	Works include installation of new passive and active fire safety elements; upgrades to existing active measures and some general internal fabric improvements.
Energy Efficiency	2,000	Energy Efficiency improvements across the stock to bring all tenanted homes to EPC D rating or higher. Work to be delivered in conjunction with external funding.
External envelope works	30,954	Replacement of external building elements at end of life. i.e. roofs; rainwater goods; windows and doors.
M&E infrastructure	6,067	Replacement of internal mechanical and electrical services at end of serviceable life i.e. lifts; mechanical ventilation systems; water tanks
Aids & Adaptations	2,300	In-flat adaptations
Specialist advice	600	Costs incorporate annual stock

services		condition and structural survey programmes; CAD and BIM services and specialist consultancy services to assist in the development of the programme.
Capital Contingency	500	Allocation to address emergency works arising from statutory inspections/intrusive investigations of cladding systems, where interim safety measures may be required.
Total	83,345	

57. This programme will deliver the following benefits:

- a. Increase compliance with the Decent Homes Standard.
- b. Ensure homes continue to be safe for occupation and prepare the stock for the new building safety bill by making targeted investment decision based on risk;
- c. Reducing lift outages that cause residents inconvenience;
- d. Addressing persistent service failures, associated with failing building infrastructure;
- e. Prevent water leaks and penetration, leading to mould growth, effecting resident's health and wellbeing;
- f. Improve building performance, reducing energy consumption and fuel bills.
- g. Wherever possible link capital works to the development programme so that on estate infill developments the whole estate can benefit from an uplift.

Enfield Repairs Service

58. The repairs direct service has successfully been brought in-house from 1st May. The service is operating within the agreed budget and achieving some positive outcomes despite the challenges of operating through the Pandemic – this includes employment of apprenticeships and resident satisfaction.
59. Following the development of a new target operating model for Council Housing, work has been concluded to design a structure for Council Housing that is aligned to support its delivery. This work has been further developed taking account of lessons learnt during the pandemic to ensure we respond to both the risks and opportunities that it has brought, in order to both drive improvements in customer satisfaction as well as deliver efficiency savings from improved use of technology and ways of working.
60. The structure delivers circa £500k full year revenue savings which will contribute to the budgeted savings required for the 2021/21 financial year. There are some likely redundancy costs associated with the restructure and provisions have been made within the 2021/22 revenue budget to cover these costs

61. As agreed in our new model, work is underway to procure a suite of specialist support contractors for mechanical and electrical work streams.
62. As outlined in the 2020 Cabinet Report, the Council's existing measured term contracts will reach the end of their term in May 2021. Following the successful launch of Enfield Repairs direct, a number of specialist support contracts are required to support the in-house service over the next five years, this includes the provision of mechanical and electrical repairs; compliance management; access services; Communication systems and specialist roofing services, amongst others.
63. Procurement activity commenced in the summer of 2020, however due to operational demands over the preceding months, due to the impact of the pandemic on service capacity and the complexity of a number of the contract specifications, the procurement timetable has slipped, necessitating that the existing term contracts be extended by six months, to allow for OJEU compliant tender exercises to be completed and the new contracts mobilised.
64. Following discourse with our existing suppliers, agreement for a six month extension under the current contract terms has been agreed in principle.

Housing services

65. As we deliver the investment programme which will improve the quality of homes and meet our landlord responsibilities, we are acutely aware of the impact major works bills may have on individual leaseholders. For the current and past investment works we are seeking to collect circa £5m of leaseholder costs with further charges arising from the new programme which can rise to circa £50k per property in some circumstances. The impacts could be exacerbated by the current and future economic situation affected by the pandemic. We currently offer a comprehensive range of payment options as follows:
 66. Resident leaseholders:
 - Two years interest free period
 - Up to ten years repayment period with interest
 - Prompt Payment Discount of 5%
 - Statutory Service Charge Loan
 67. Non-resident leaseholders:
 - Prompt payment discount of 5% for individual homeowners, excluding large scale and commercial landlord, subject to the approved sought in this report
 - Up to two years payment term in exceptional circumstances, with interest payable
68. We are therefore proposing to introduce a temporary measure to further support leaseholders financially, in the form of 6-month payment holiday. Leaseholders, resident and non-resident will be able to apply for this additional discretionary payment options if they met financial hardships conditions. Non-resident leaseholders will continue being charged interest

during the period of the payment holiday. Temporary measures will last for 12 months, starting from 1 January 2021.

69. In addition, we are also proposing to introduce a further measure to help the most vulnerable and financially challenged owner occupiers by way of a Buy Back option. This would allow the Council to acquire the property using either the Council Owned company Gateway or through the use of a mixture of RTB receipts and capital funding. Decision to proceed to a Buy Back would need to be signed off by the Director of Housing and Regeneration and the Director of Finance.
70. Staff will identify leaseholders who are facing extreme financial difficulty and place them on a waiting list for a Buy Back. Priority will be given to leaseholders in immediate danger of losing their homes, but the following factors will also be considered in assessing relevant priority:
 - age
 - disability
 - total debt
 - income of household, including an assessment of outgoings
 - future service charge liabilities
 - whether or not the leaseholders were put on notice of service charge
 - liability when they purchased
 - suitability of current accommodation (overcrowding or under-occupation)
 - need for sheltered accommodation or social services care accommodation
 - length of time on the repurchase waiting list
 - mortgage ability of the property (value)
 - whether or not the leaseholder is in occupation
 - benefit to the Council (purchase price, size of accommodation etc).

Updated HRA Business Plan and financial framework for next 30 years based on revised strategy

71. In February 2020, the HRA Business Plan was updated and a revised Financial and investment framework was approved. This report included the introduction of the financial metrics which are to assist in ensuring sustainability of the HRA 30-year business plan.
72. The report approved additional borrowing of £341m to support the delivery of 3,804 new homes (3,500 affordable) in the development programme over the next 10 years.
73. In February 2020, the HRA rent setting was approved which included the 30-year revenue and capital programme budget approvals.
74. This report gives an update on the HRA 30-year business plan position and includes the following main changes:
 - Revised 10-year development programme including extension to 13 years and updated financial hurdle rates

- Changes to the GLA funding and new Affordable Housing Programme (AHP)
- Updated borrowing profile
- Re-profiled 10-year investment in stock programme
- Update on efficiency savings that need to be achieved
- CPI for 2021/22 is 0.5% (change from the estimated 2%)
- Updated financial metrics
- The impact of the introduction of a revised payment policy for leaseholders

Development Programme

75. An updated programme to re-establish a pipeline of schemes has been produced by the development team and these schemes have been built into the business plan. The main changes to the programme have been outlined and are as follows:

- Updated programme based on a 3-year cycle to reflect economic, funding and policy updates
- Increase in average build cost per unit – based on current market conditions
- Reduction in the number of new homes from 3,804 to 3,500, with affordable homes reducing 3,500 to 2,968
- increase the loan repayment period from maximum of 30 years to maximum 40 years when reviewing the viability of future schemes
- Funding of the programme will remain with agreed borrowing levels - the profile of borrowing has been updated
- Updated grant assumptions based on the GLA's Affordable Housing (AHP) grant programme, including grant rates, rent levels and shared ownership entry levels (shown below).
- Viability assessment to remain at scheme level but additionally assessed at a 3-year programme level. This will enable less viable projects to be moved forward and subsidised by better performing schemes.

Assumption	Original (BCHL)	Revised (AHP)
GLA Grant:		
Affordable	£100k	Maximum: £150k
Shared ownership/equity	£28k	£50k
Rent Levels:		
Affordable	LAR: £168.81 average per week	Social: £142.99 per week
Shared ownership/equity	30% minimum share purchase	10% minimum share purchase

76. The changes in the GLA programme has added pressure to the Business Plan mainly due to the change from London Affordable rent to Social rent and the reduction in the initial shared ownership equity share.

77. In addition to the AHP funding conditions the average build cost has been reviewed. The previous programme included an average build cost of £250k per affordable unit, based on current market conditions this has been revised to an average £300k per unit. The estate regeneration average build cost has also increased from £350k to £450k per unit.
78. On the Bury Street West development, the contractor has uncovered a significant amount of asbestos on site that requires extensive remediation that had not been identified through site investigation. The remediation cost is approximately £1m and cannot be undertaken within its approved budget of £20.3m, as approved in KD4998). Proposal 8 request approval for the increased budget.
79. The private sales market is volatile and based on the latest average valuations in Enfield, this has been reduced from the previously expected £467k per unit to £400k per unit, this has added additional pressure to the development programme.
80. These changes have in summary:
- Increased the overall grant expected by £19m
 - Reduced rental income over 30 year by £95m
 - Reduced shared ownership equity and Private sale income by £56m
 - Increased the development programme budget envelope by £85m
81. Although, the programme still delivers 3,500 units overall, the changes highlighted above have resulted in the number of overall units reducing from 3,804 to 3,500 over the 10-year programme.
82. The updated programme is summarised below and detailed in Appendix 3:

	Total Homes	Total Affordable Homes	Total Scheme Costs	Total GLA Grant	Total RTB & S106 Receipts	Total Headroom Required (Loan & Reserves)
			£m	£m	£m	£m
AHP 2016-23, On-site/Complete (BCHL Funding)	624	599	149.0	21.9	11.5	115.6
AHP 2016-23, Committed/Proposed (BCHL Funding)	863	803	223.2	58.2	2.2	162.8
AHP 2021-26 Council led (Affordable Homes Programme Funding)	2,013	1,566	635.1	46.7	44.8	543.6
10 Year Development Programme	3,500	2,968	1,007.3	126.8	58.5	822.1

83. The overall budget has increased by £85.8m, however, borrowing has remained at approved levels. Financing of the programme will continue to be monitored on a quarterly basis and changes will be identified as part of this process.

84. It should be noted that the Social rent will be calculated using the January 1999 valuation. In addition, this formula can be flexed by up to 5% (10% for supported housing) if this is based on a clear rationale taking account of local circumstances and affordability. This is regulated under the Policy Statement and Rent Standard 2020.
85. The GLA have confirmed that the Affordable Housing programme grant will not support the development of re-provision units and S106 units, so its anticipated that recycled RTB receipts will be used to assist in funding these schemes.
86. A revenue feasibility budget has been identified of £500k per annum to fund future programme assessments.
87. The viability of the programme will still be assessed on a scheme by scheme basis but will also be reviewed at a programme level over a 3 year period. Future schemes loan repayment period will be assessed at a maximum of 40 years (previously 30 years) period. This will enable less viable projects to be moved forward and subsidised by better performing schemes.
88. Bury Street West budget increase – to be updated with summary of increase in budget and updated viability assessment of the overall project

Updated borrowing profile

89. The current level of borrowing within the HRA is £226.6m and is increasing by £429.6m to £656.2m over the next 10 years, this was approved in the rent setting report in February 2020.
90. There has been an update to the borrowing profile based on the revised development programme requirements. The revised borrowing profile is as follows:

Financial year	Additional borrowing £m
2020/21	10.0
2021/22	59.0
2022/23	61.0
2023/24	59.0
2024/25	0.0
2025/26	6.6
2026/27	58.0
2027/28	143.0
2028/29	33.0
Total	429.6

91. Borrowing assumptions within the Business Plan are based on PWLB loans at 3.5%. It should be noted that all borrowing requirements will remain within the Councils financial metrics and in line with the General Funds Prudential Indicators and Treasury Management Strategy. The loan

principal will be paid back in full when it falls due. Interest is charged annually over the life of the loan.

Investment programme for existing Council Homes

92. A revised 10-year budget reflecting the results from the stock condition survey was approved in 2019/20.
93. There has been significant re-profiling in the programme this year, which has been reflected in Q1, Q2 and P8 capital monitoring reports. These changes have been reflected in the Business Plan update.
94. An Asset Management Strategy update is in progress, once finalised this will be reflected in 2021/22 Capital monitoring process.
95. The updated programme is summarised below reflecting re-profiling within the approved programme:

Description	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£000's	£000's
Stock Condition led Works	28,704	29,649	27,525	14,933	14,539	69,695	185,045
Defined Asset led Projects	18,391	2,813	0	0	0	0	21,204
Demand led Works	3,350	2,550	2,350	0	0	0	8,250
Fire led Projects	33,901	9,186	1,394	0	0	0	44,481
Total	84,345	44,198	31,269	14,933	14,539	69,695	258,979

96. A bid for funding from the Green Homes funds of £2m will be submitted to match fund costs to support the zero-carbon agenda. This funding is included in the Business Plan update and will be reviewed once the outcome of the bidding process has been finalised. There are also future funding opportunities from the Mayor of London Energy Efficiency Fund (MEEF), but these are yet to be confirmed.

Efficiency savings update

97. Last year saw the implementation of the Interest Cover Ratio (ICR) and Loan to Value (LTV) financial metrics to ensure that the business plan remains financially viable and within affordable limits.
98. In order to achieve the optimum financial metric levels each year, efficiency savings of 5% per annum for 5 years have been built into the business plan.
99. The following revenue savings and pressures in Management and Maintenance and the Repairs service have been identified to date (Q3 2020/21).

Savings	£000's
Vacancy factor from 2.9% to 5%	-264
Repairs - various	-1,500
Supervision & Management running cost savings	-114
Total Savings	-1,878
Pressures	
Redundancy costs	250
Feasibility budget	500
Total	750
Net Savings	-1,128

100. Further efficiencies will be achieved by the introduction of a new IT system (Civica CX) and fully insourcing the repairs, these changes are expected to make long term savings

CPI update

101. The annual rent increase will be set in line with the social rent policy.

102. CPI for 2021/22 was estimated to be 2% but the actual September 2020 CPI is 0.5%.

103. Rents will be increased by CPI+1% in 2021/22, overall a 1.5% increase. The original assumption was that CPI would be set at 2% in 2021/22 which will see a reduction in the expected level of income. The net impact to the business plan (considering the CPI uplift on all services) will be a reduction of £280k in 2021/22, with a 30-year business plan impact of £12.9m. Full approval for rents and service charges will be included in the Rent Setting report going to February Council for approval.

104. External consultant advice on the long-term assumption of CPI remains at 2% for the life of the business plan.

Leaseholders

105. The proposed 6-month payment holiday for leaseholder on major works bills is estimated to result in an increase in the level of arrears and will be a debt against the leaseholder's property. The Business Plan is based on the bills raised so will not impact the cashflow.

106. The following calculations have been based on the expected level of bills to be raised between 1st January and 30th June 2021 (circa £4.8m) and shows the impact on arrears depending on what % of leaseholders take up this offer.

% of tenants opting into the amended terms	100%	50%	25%	10%
	£000's increase in arrears			
Payment holiday - 6 months - without interest	518	259	130	52
Payment holiday - 6 months - with	524	262	131	53

interest				
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107. The option to buyback leaseholder properties if required would be assessed on a case by case basis. Any buybacks through the HRA would need approval and funding would be considered from HRA reserves.

108. Summary

109. The updated HRA Business Plan remains affordable and sustainable, with no increase in borrowing requirements above the approved levels. This position is underpinned by the following assumptions:

	Current	Proposed
Inflation (CPI)	2%	0.50%
Efficiency savings per annum	£1.3m	£1m
Borrowing levels	£656.2m	£656.2m
Borrowing Rate	3.5%	3.5%
Development Programme delivery period	10 years	13 years
Rent Levels per week	London Affordable Rent (Average £168.81)	Social Rent (Average £142.99)
Grant Levels per unit	Affordable £100k Shared Ownership £28k	Max Affordable £150k & Shared Ownership £50k
Shared Ownership Equity	30%	10%
Private Sale & Shared Ownership sale value per unit	£467k	£400k
Build cost per unit	New build £250k Regeneration £350k	New build £300k Regeneration £450k

110. As part of the Financial Framework agreed in January 2020, the following financial metrics were introduced to ensure that the business plan remains financially viable and within affordable limits.

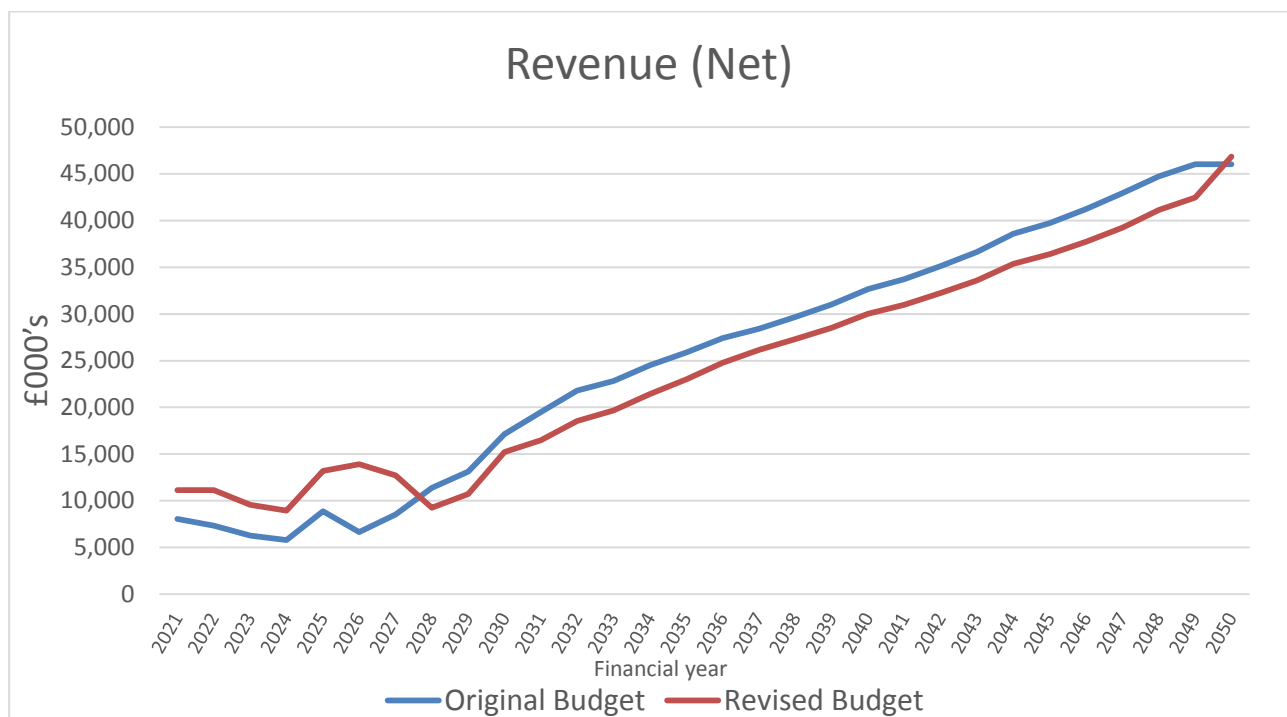
Metric/Ratio	Measure	Description
Interest Cover Ratio (ICR)	1.25 minimum	<ul style="list-style-type: none"> This ratio determines whether the net cost of services covers the borrowing interest expenses. Ratio of operating surplus divided by interest costs
Loan to Value (LTV)	50% maximum	<ul style="list-style-type: none"> This ratio measures the level of debt compared to the asset value of our stock Outstanding debt divided by fixed asset value

111. The table below shows the latest ICR and LTV ratios based on the updated business plan:

Metrics	Limits	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30
ICR	>1.25	1.80	-3.91	-0.48	0.46	1.78	1.94	1.92	1.57	1.56	1.88

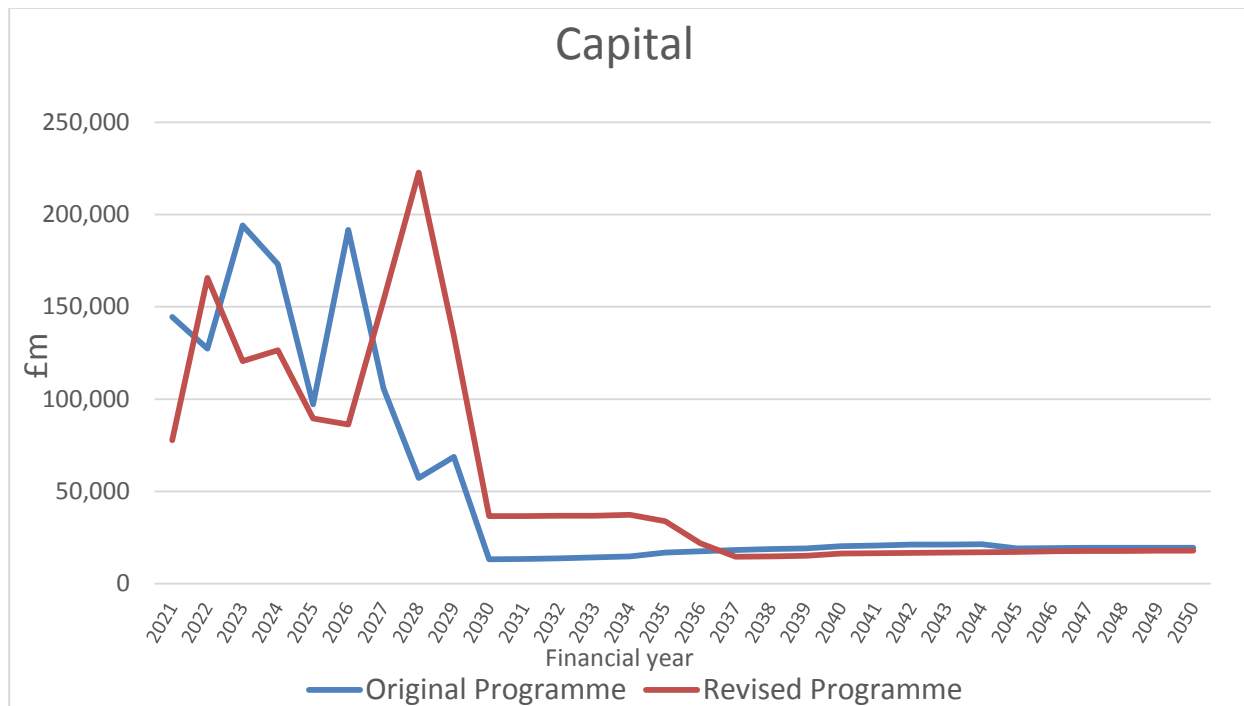
LTV	<50%	35%	43%	51%	52%	54%	52%	57%	59%	58%	53%
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112. The current year reflects the significant re-profiling of budget spend from 2020/21 to 21/22. From 2021/22 the ICR is below the target level required, this is due to the amount of backlog works that need to be undertaken. As these legacy works (decent homes and fire-works) are completed the ICR continues to rise towards the recommended level over the short to medium term. This does not affect the borrowing capacity in the first few years which is currently within recommended limits. However, as borrowing requirements increase from 2023/24 the LTV exceeds the recommended limits.
113. In order to achieve optimum levels, the efficiency savings need to be achieved and borrowing levels need to be monitored closely to ensure the Business Plan remains sustainable.
114. A minimum balance of 5% of the total revenue income (plus interest less depreciation) and 5% of the capital expenditure for the existing financial year, provides the Council with an 'assurance buffer' against unforeseen short-medium term variations to income and expenditure. The current minimum balance is £6m per annum, balances will not go below this level.
115. The below graphs summarise the revenue and capital 30 year budgets and compares the proposed position to the current approved position:



116. To note:

- Reduction in rent levels charged due to change in GLA grant conditions
- Includes 5 year efficiency savings
- Reserve levels remain above the recommended £6m



117. To note:

- Year 1 reflects delays in programme
- Extended development programme from 10 to 15 years
- Peak spend in 2027/28
- Additional borrowing of £429m over the 30-year period

118. The revenue and capital 30-year budgets are shown in Appendix 4.

Public Health Implications

119. The service has adapted to the changing landscape of central governments and Public Health England over the last seven months regarding the ongoing pandemic, changing service models and delivery methods to ensure the ongoing delivery of key services to residents.

120. Processes, controls and relevant PPE and material supplies are in now in place to ensure that key services can continue (with adaptation where appropriate) though the second wave of infection.

121. In light of the impact of the pandemic on resident's health, priority status has been given to a number of estate and buildings, to address legacy issues regarding damp and mould to mitigate any enhanced risk of respiratory infection, associated with their living conditions. We will continue to provide targeted intervention as appropriate into next year.

122. Whilst some major works schemes were temporarily halted during the national lockdown in March-April, should a second circuit breaker lockdown be enforced, we are confident that works will be able to continue on site, subject to continued cooperation by residents, where works are required inside homes.

Equalities Impact of the Proposal

123. The HRA 30-Year Business Plan supports the delivery of high-quality services that promote equality and values diversity

Environmental and Climate Change Considerations

124. A new Sustainability Asset Management Strategy (SAMS) has been developed and will be implemented next year, subject to Cabinet approval.
125. Subject to funding being attained, via a number of governments backed routes, we plan to deliver a whole house retrofit programme across circa 100 council homes during 2021/22 to deliver carbon neutral homes for the future. This will form the model for future years programmes
126. In addition, we plan to undertake a range of interventions to deliver improvements across properties which falls into the EPC bands G-F with the aim of ensuring that all council homes meet EPC D status by 2023.
127. We are further promoting greening of our estates and sustainable procurement via implementation of new social value requirements across our contracts, utilising the Social Value Portal.

Financial Implications

128. The financial implications are implicit within the body of the report.

Risks

129. Changes in grant conditions could impact the future development programme i.e. reduction in rent levels and grant receivable. The new AHP doesn't have the grant certainty the previous programme had, with no fixed grant rate and the minimum grant being £60k per unit (assumption in BP £150k). If all schemes were to receive the minimum allocation the programme will be unaffordable.
130. The business plan is based on achieving reductions in Management and Maintenance costs (circa £1m per annum). If these savings are not achieved it could impact on the affordability of the proposals included in the Business Plan.
131. There are 532 private sales units built into the plan, depending on market conditions the sale of these units could add financial pressure to the business plan and impact on cashflow if the sales were delayed.
132. Long term future rent uncertainty – any rent reductions will have a significant impact on the Business Plan.
133. Borrowing rates are assumed at 3.5%, if this rate was to increase this would affect borrowing capacity and will impact on the viability of the business plan.
134. Future building regulation changes including zero carbon agenda and potentially decent homes standard 2, will require additional funding in the long term.

135. The 10-year development programme is based on an average build cost of £300k. The assumed build cost is based on market knowledge and may in some circumstances prove to be higher. If build costs were to increase this would impact the number of units we are able to deliver.

Legal Implications

136. The Council must maintain a Housing Revenue Account (“HRA”) in accordance with section 74 of the Local Government and Housing Act 1989 (as amended) (the “1989 Act”). The duties in the 1989 Act include in January or February each year to formulate proposals relating to HRA income and expenditure, based on best assumptions and estimates at that time, and that implementation of these proposals will secure that the account for that year does not show a debit balance. The proposals are contained in this report
137. By section 24 of the Housing Act 1985 (as amended) (“the 1985 Act”) the Council has a broad discretion in setting such reasonable rents and other charges as it may determine and must from time to time review rents and make such changes as circumstances may require. This is subject to the 1985 Act’s requirements for notice of a variation which can only take effect four weeks or the rental period (whichever is longer) from the date on which it is served
138. Further, pursuant to the Housing and Regeneration Act 2008 the Secretary of State has made a direction on the rent standard, which imposed a requirement on the regulator of social housing to set a rent standard in accordance with the policy statement, with effect from April 2020. This now must be complied with in setting and changing rent levels for social rent and affordable rent housing
139. The Council also has the power pursuant to the 1985 Act to alter, repair or improve its housing stock and a duty under the Landlord and Tenant Act 1985 (as amended) to ensure repairs to its properties are carried out effectively and in a timely manner. Furthermore, under the terms of the leases granted under the right to buy scheme, the Council has an obligation to leaseholders to repair and maintain its housing stock
140. The Council has a power under section of the 111 Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions The Council also has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited. by legislation and subject to public law principles The recommendations set out in this report are consistent with the Council’s powers and duties.

Workforce Implications

141. There are no workforce implications

Property Implications

142. All Property Disposals will be subject to the council's Property Procedure Rules ensuring best value for the HRA Business Plan.

Other Implications

143. There are no other implications.

Report Author: Joanne Drew
Director of Housing and Regeneration

Appendices

Appendix 1- Development Strategy - Confidential

Appendix 2 -Development programme sales strategy – Confidential

Appendix 3 -GLA Affordable Housing Programme-Confidential

Appendix 4 - 30 year Capital and Revenue Budgets

Appendix 5 - 2021/22-2030/31 10 year capital programme

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix 4

HRA Revenue Budget 30 years	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032-2050	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Dwelling Rents	55.9	58.0	59.8	61.9	68.5	73.1	77.5	79.6	81.8	88.2	90.5	2,122.2	2,917.1
Service Charges Tenants	3.5	3.7	3.7	3.8	3.9	4.0	4.2	4.3	4.4	4.8	4.9	113.5	158.6
Service Charges Leaseholders	4.9	5.0	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8	5.9	138.3	197.6
Voids	-0.6	-0.6	-0.6	-0.7	-0.7	-0.8	-0.8	-0.8	-0.9	-0.9	-0.9	-22.2	-30.5
Non Dwelling Rents	3.7	3.7	3.7	3.8	3.9	4.0	4.0	4.1	4.2	4.3	4.4	102.1	145.9
RTB Administration Income	0.3	0.2	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	1.0	2.3
Total Income	67.6	69.9	71.9	74.2	80.9	85.7	90.5	92.9	95.4	102.2	104.8	2,455.0	3,391.0
Responsive Repairs	11.7	12.5	12.8	13.1	13.7	14.8	15.3	15.7	16.1	16.9	17.2	404.3	564.1
Supervision and Management	14.9	14.4	14.7	15.0	15.6	16.7	17.2	17.6	18.0	18.9	19.3	440.8	623.2
Special Services	7.5	7.5	7.7	7.8	8.0	8.1	8.3	8.5	8.6	8.8	9.0	209.5	299.3
Rents & Rates Taxes	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	12.9	20.3
Bad Debt	0.8	0.9	-0.9	0.7	0.7	0.8	0.8	0.8	0.9	0.9	0.9	22.2	31.3
Depreciation of Fixed Assets Total	10.9	11.1	11.3	11.5	12.3	12.9	13.6	14.0	14.4	15.5	15.9	369.8	513.0
Expenditure	46.6	47.0	48.0	48.8	51.0	54.0	56.0	57.2	58.6	61.6	63.0	1,459.4	2,051.2
Net (Cost) Of Services	21.0	22.9	23.9	25.4	29.9	31.8	34.5	35.6	36.8	40.6	41.8	995.6	1,339.9
Loan Interest	10.3	12.3	14.4	16.5	16.5	16.7	18.8	23.8	24.9	24.2	24.2	443.6	646.3
Interest Income	-0.1	-0.1	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.3	-0.3	-0.3	-9.6	-11.9
Notional Cash Interest	-0.3	-0.3	-0.1	-0.1	-0.1	-0.3	-0.4	-0.2	-0.2	-0.1	-0.2	-65.0	-67.2
Capital Account Adjustments	10.0	11.9	14.2	16.2	16.2	16.2	18.1	23.3	24.5	23.9	23.7	369.1	567.2
Net Operating Income/(Expenditure)	11.1	10.9	9.7	9.2	13.8	15.6	16.4	12.3	12.3	16.7	18.1	626.6	772.7

HRA Capital Budget 30 years	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032-2050	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
CAPITAL PROGRAMME													
Investment Programme	15.6	84.3	44.2	31.3	14.9	14.5	14.5	14.5	14.5	13.0	13.0	308.9	583.4
New Build Properties - Eligible	10.6	8.7	3.1	11.1	15.9	17.9	46.4	75.7	39.4	0.0	0.0	0.0	229.0
New Build Properties - Non-Eligible	48.7	75.6	69.1	92.1	59.0	65.7	106.9	137.1	86.3	38.0	19.0	0.0	797.5
Total Capital Programme	74.9	168.6	116.4	134.5	89.8	98.1	167.8	227.4	140.3	51.1	32.0	308.9	1,609.8
CAPITAL RESOURCES													
Major Repairs Reserve	10.9	11.1	11.3	11.5	5.1	13.3	20.4	14.0	14.4	15.5	26.9	251.9	238.4
Borrowing	10.0	59.0	61.0	59.0	0.0	6.6	58.0	143.0	33.0	0.0	0.0	0.0	429.6
Grant Funding	4.3	19.3	12.5	15.5	15.7	25.5	17.1	9.8	3.0	4.2	4.2	33.8	164.8
Useable One-to-One RTB Receipts	12.9	8.3	7.7	5.4	6.4	6.7	1.2	1.3	1.3	1.3	0.0	0.0	52.4
Other RTB Useable Capital Receipts	2.5	1.8	1.8	0.8	0.8	0.8	0.9	0.9	0.9	0.9	0.9	23.2	36.2
Other Sources of Finance	22.8	33.5	12.0	37.2	61.8	45.3	37.8	44.9	73.7	28.2	0.0	0.0	564.9
Revenue Contributions to Capital	11.5	35.7	10.2	5.1	0.0	0.0	32.5	13.6	14.1	0.9	0.0	0.0	123.6
Total Capital Resources Detail	74.9	168.6	116.4	134.5	89.8	98.1	167.8	227.4	140.3	51.1	32.0	308.9	1,609.8

Appendix 5 – 10 year Capital Programme

HRA Capital programme Budget 2021/22-2030/31	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	Total
	£m	£m	£m	£m	£m		£m
CAPITAL PROGRAMME							
Investment Programme	84.3	44.2	31.3	14.9	14.5	69.5	328.2
New Build Properties - Eligible	8.7	3.1	11.1	15.9	17.9	161.5	379.7
New Build Properties - Non-Eligible	75.6	69.1	92.1	59	65.7	387.3	1136.1
						0	
Total Capital Programme	168.6	116.4	134.5	89.8	98.1	618.6	1,226.00
						0	
CAPITAL RESOURCES						0	
Major Repairs Reserve	11.1	11.3	11.5	5.1	13.3	91.2	234.7
Borrowing	59	61	59	0	6.6	234	653.6
Grant Funding	19.3	12.5	15.5	15.7	25.5	38.3	165.1
Useable One-to-One RTB Receipts	8.3	7.7	5.4	6.4	6.7	5.1	44.7
Other RTB Useable Capital Receipts	1.8	1.8	0.8	0.8	0.8	4.5	15
Other Sources of Finance	33.5	12	37.2	61.8	45.3	184.6	559
Revenue Contributions to Capital	35.7	10.2	5.1	0	0	61.1	173.2
						0	
Total Capital Resources Detail	168.6	116.4	134.5	89.8	98.1	618.6	1,226.00

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London Borough of Enfield**Enfield Council****2nd March 2020**

Subject: Fairer Enfield 2021-25
Cabinet Member: Cllr Nneka Keazor
Executive Director: Ian Davis, Chief Executive

Purpose of Report

1. This report presents the new Equality and Diversity Policy: Fairer Enfield 2021-25 to the Council on 24th February 2021.

Proposal(s)

2. It is proposed that the new Equality, Diversity Policy: Fairer Enfield 2021-25 is agreed and adopted by Enfield Council.

Reason for Proposal(s)

3. The existing "Equal Opportunities Policy" was last updated in 2012. Since 2010, Enfield Council's central government funding has been cut by 60%, whilst the borough's population has grown by 13%. With a greater number of vulnerable residents to support, and fewer resources to support them, the challenge of effectively tackling inequality in the borough and across the organisation has become even more complex. This has been further compounded by Covid-19, and the evidence of differential impact of the virus and of the lockdown on different groups of people.
4. There is a statutory requirement under the Public Sector Equality Duty to publish one or more specific and measurable equalities objectives which should be updated at four-year intervals. If we do not publish and implement a new equalities policy and objectives, we would fail to demonstrate a clear commitment to tackling inequality and discrimination and promoting equality, diversity and inclusion. We would also be failing to adhere to our statutory duty under the Public Sector Equality Duty.

Relevance to the Council Plan

5. This policy reinforces our duty to comply with relevant legislation and statutory requirements and as the borough continues to grow, confirms our commitment to improve equality and diversity for all who live, learn and earn in Enfield, as reflected in our [Council Plan 2020-22](#). It outlines the behaviours and values that everyone working for the Council must demonstrate and the actions they must take in order to make this a reality.

CE 20/014

6. Fairer Enfield is one of the cross-cutting themes in the new Council Plan and this policy sets out the principles which we need to follow across the workforce to ensure we deliver on this priority to tackle discrimination and promote and enhance equality, inclusion and diversity in all that we do.
7. The equalities objectives set out in the policy are consistent with the priorities and actions in the Council Plan 2020-22.

Background

8. The new Fairer Enfield Policy will replace the existing “Equal Opportunities Policy”, which was last updated in 2012.
9. This new policy and the plan to implement the proposed equality objectives will help us to build our capacity to tackle inequality and discrimination and enhance equality and inclusion as we deliver our priorities and make difficult decisions regarding balancing our budget. The new policy clearly demonstrates to our staff and the community our shared vision for equality and the principles by which we will deliver on this.

Main Considerations for the Council

10. The new draft policy (appendix I) clearly sets out Enfield Council’s approach to equality, diversity and inclusion. It provides a concise statement of principles to outline the Council’s vision for an equal and socially inclusive borough and workforce.
11. It sets out the structure of accountability, how we will use data to inform our work and how we will monitor the impact of our services and take mitigating action if there is any evidence of negative differential impact on a particular group.
12. The policy reinforces the Council’s duty to comply with relevant legislation and statutory requirements and confirms our commitment to improve the delivery of equality and diversity in the workplace and community. It also outlines the behaviours and values that staff must demonstrate and the action they must take to make this a reality.

- **Defining Equality, Diversity and Inclusion**

13. In the policy we define an equal and inclusive borough as one where all residents, service users, Council staff and elected members are supported to fulfil their potential, are treated equally with respect and are actively involved in shaping the decisions that will affect their workplace and community.
14. The following four core values form the framework for a Fairer Enfield:
 - Equal Opportunities
 - Dignity and Respect
 - Diversity

- Inclusion

- **The Equality Act 2010**

15. The policy helps us to comply with the legislative requirements of the Equality Act 2010. The act covers nine protected characteristics and prohibits unfair treatment of people based on any of these characteristics. Enfield is going beyond its statutory duties under the 2010 Equality Act by seeking to also implement the Act's socio-economic duty (Part 1 Section). We commit to treating everyone equally regardless of socio-economic status and will work to eliminate discrimination and disadvantage caused by a person's socio-economic status.
16. Section 149 of the Equality Act states the "Public Sector Equality Duty", which requires public bodies to show due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. The policy and objectives will help us to demonstrate how we are actively working to fulfil this duty.
17. The Equality Act requires local authorities to take positive steps to remove the barriers that an individual may face because they have a disability. Therefore, an easy read version of the Fairer Enfield Policy will be published to ensure that the document is accessible to people with special educational needs and disabilities.

- **Our approach to equality and inclusion**

18. In the policy, we outline the principles we will take as a community leader, service provider and employer to equality and diversity. At a time of considerable financial challenge for the local authority, we will continue to use our limited resources smartly and our workforce will continue to maintain high standards in service delivery to support all residents in the most effective and efficient way possible, tackle inequality and discrimination and promote equality, diversity and inclusion in all that we do.

- **Equalities Objectives**

19. The policy also includes our eight equalities objectives. It is a statutory requirement under the Equality Act 2010 that the Council must prepare and publish one or more equality objectives that it should achieve to fulfil the requirements of the Public Sector Equality Duty.
20. To identify these objectives, we have analysed local data on the experiences of different groups in our communities, as well as national research on inequality. We have also learnt from the successful approaches taken by councils elsewhere, as well as other public, voluntary and community sector organisations. Furthermore, we have considered and discussed the views and experiences of the staff in our staff equality networks and our voluntary and community sector partners.

21. Each of these objectives are supported by dedicated actions and to ensure we achieve our objectives we will produce an annual action plan with named leads and outcome measures. We are confident that the actions identified in this policy can be delivered using existing resources. The action plan will be published on the Council website by April 2021 and reviewed on an annual basis.

- **Engagement**

22. The engagement period for the draft policy took place between 12th October – 13th December 2020. We engaged with our staff, community and partners to gather feedback to help us further develop and improve our approach. Over 200 people took part in this engagement.

23. As part of this engagement, the Council used a wide variety of methods of data collection: questionnaire, notes from discussions at presentations and emailed submissions from stakeholders. When developing the final version of the policy, the information from each of these methods has been fully considered.

24. An engagement report has been attached as appendix II, which summarises the feedback from this engagement and how this has informed the development of the final version of the policy.

- **Embedding behaviours and ensuring ownership of Fairer Enfield**

25. The final version of the policy will form part of the Council's policy framework. In the Fairer Enfield Policy, we have outlined the roles of elected members and officers in promoting equality, diversity and inclusion.

26. The Equalities Board, which met for the first time in October 2020, will oversee the Council's processes to eliminate discrimination and promote equality, diversity and inclusion to create a Fairer Enfield. The Equalities Board forms part of the Council's committee structure and is made up of elected members from different political parties and community groups, representing a range of different protected groups.

27. The Executive Management Team will provide visible leadership on equality ensuring it is embedded into policy, strategy, service delivery, our culture and behaviours as well as ensuring that the Council is meeting its duty under the Act.

28. The Corporate Equalities Board is made up of directors within the Council workforce. The role of the Corporate Equalities Board is to drive the corporate equality, diversity and inclusion improvement programme, which aims to deliver on the principles of a fairer Enfield by building capacity across the organisation to improve the Council's approach. The Board has oversight of the implementation of the action plan for achieving our equalities objectives and provides challenge, assurance and advice on all matters relating to the delivery of this policy.

29. A lead director has been identified to oversee the delivery of each equality objective. Lead directors are responsible for the development of individual action plan and will report to the Board on performance and progress for their objective.

30. Furthermore, all members of our workforce are responsible for delivering services, working with our communities and one another in accordance with Council policies and procedures about tackling inequality and promoting equality, diversity and inclusion.

- **Using data to inform our work**

31. We will use data to better understand whether all members of the community have equal access to our services and are not discriminated against. This will inform how services can be developed and improved, subsequently helping to ensure that advancing equality, diversity and inclusion is integral to all our decisions and service planning.

32. Therefore, we will ask service users to provide us with information on their protected characteristics, always giving them an option to opt out of providing information if they prefer not to give it. This information will be stored securely, in accordance with the requirements of the Data Protection Act 2018 and the General Data Protection Regulations (GDPR). We will use analysis from this information to determine whether we are providing a fair and equal service and make service changes as required.

33. As an employer the Stonewall Workplace Equality Index is used to measure progress on Lesbian, Gay, Bi and Trans inclusion. The Council is also a disability confident employer and we also use our staff equality monitoring data to benchmark ourselves against other London Boroughs.

34. As a service provider we compare ourselves against other Local Authorities and use the Equality Framework for Local Government (EFLG) to review and improve performance across key performance areas which include knowing your communities; leadership, partnership and organisational commitment; involving your communities; responsive services and customer care; as well as a skilled and committed workforce.

- **Evaluation and further refresh**

35. The Fairer Enfield Policy will be periodically reviewed and updated to reflect changing needs, new strategies and organisational restructure. Furthermore, the equalities objectives will be reviewed and updated every four years, in line with Public Sector Equality Duty.

36. Progress towards achieving our equalities objectives will be assessed annually by the Corporate Equalities Board, supported by the Corporate Strategy Service and the Knowledge and Insight team.

37. As part of our Public Sector Equality Duty, we publish an annual Equalities Report. This report examines progress on equalities targets for each service

and identifies some of the inequalities which persist across Enfield and demonstrates our commitment to overcoming these challenges. The report includes our workforce review which outlines the makeup of our workforce by ethnicity, age, disability and gender. It also shows how these groups are represented across different pay scales and includes the annual gender pay gap.

38. To ensure we uphold our Public Sector Duty, Equality Impact Assessments are used to monitor the equality impact of all key decisions, including by assessing whether groups are disproportionately affected by changes to policy or services and identifying action we need to take as a result to mitigate this.

Safeguarding Implications

39. Anti-discriminatory practice is fundamental to the ethical basis of safeguarding and care provision and critical to the protection of people's dignity. The Equality Act protects vulnerable adults and children receiving our care and the workers that provide it from being treated unfairly because of any characteristics that are protected under the legislation. This policy clearly demonstrates our commitment to the Equality Act and provides clear principles and guidance for staff and service users on how we will ensure we are complying with the Act.
40. The new Fairer Enfield Policy will set out a clear commitment and framework for ensuring everyone working for Enfield Council promotes equality and inclusion and tackles inequality and discrimination in all aspects of their work.

Public Health Implications

41. The COVID-19 pandemic has made explicit the inequalities that are deeply embedded within our society. We now know the virus disproportionately affects social groups according to patterns of inequality: those that are living in deprived areas with poor housing; those in insecure jobs or dependent on the welfare system; Black, Asian and minority ethnic communities. By not addressing inequality we leave people vulnerable to further waves of the pandemic and other illness, both communicable and non-communicable.
42. The policy sets out our commitment to work across council services, local organisations and with the community to reduce inequality across the borough. Reducing inequality is fundamental to both improving health and building social capital. This policy should help to mitigate the effects of widening health inequalities attributed to national policy measures such as austerity and the benefit cap.

Equalities Impact of the Proposal

43. The new policy will have a positive impact on all protected characteristics, as it sets out clear principles for all staff to follow in all aspects of our work. The policy sets out the requirement on staff to uphold the Equality Act and gives a clear approach for how they must consider the impact of their services on people's protected characteristics. The policy includes eight specific and

measurable equality objectives, in accordance with the Equality Act 2010, and we are developing a clear implementation plan for ensuring that we deliver on these to benefit people currently experiencing inequality within the borough.

44. The policy acknowledges the importance of all our staff networks - Women into Leadership; Ethnic Minority Network, Disability Working Group; Mental Health and Wellbeing Board; Young Professional's Network and LGBT+ Network and encourages managers to support their staff to attend these groups. The policy should therefore have a positive impact on staff who identify with any of these groups and wish to attend their meetings or events
45. An equality impact assessment has been completed and is attached as appendix III.

Environmental and Climate Change Considerations

46. The policy will not lead to either an increase or decrease in energy consumption. From the perspective of day to day environmental management, no risks associated with the proposal have been identified.

Risks that may arise if the proposed decision and related work is not taken

47. The Council may suffer reputational damage and face legal challenge where it lacks a strategic approach to ensure the principles of the Equality Act are embedded across the organisation, if there is no clear action plan detailing how it will deliver and embed the principles of the Act across the organisation.
48. If we do not publish and implement a new equality, diversity and inclusion policy and objectives, we would fail to demonstrate a clear commitment to tackling inequality and discrimination and promoting equality, diversity and inclusion. It would prevent us from improving capacity and practice across the organisation in this work. We would also be failing to adhere to our statutory duty, under the Public Sector Equality Duty, to publish one or more specific and measurable corporate equalities objectives every four years.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

49. There is a risk that with the financial pressure on the council and the difficult decisions we will need to make in the coming months, we do not uphold the vision and principles of the policy. To mitigate against this, the Corporate Equalities Board has been set up to oversee the implementation of the policy and the objectives and will report back to the Executive Management Team on a regular basis on implementation. The new equalities objectives and the vision and principles set out in the policy are also reflected in the refreshed Council Plan and integrated into all decision-making for the Council.

Financial Implications

50. There are no specific financial implications resulting from this policy which will be delivered with existing resources. If any additional resources are required

in the future, then these would need to be brought forward for a future decision.

Legal Implications

51. Local authorities are subject to the general and specific duties set out in Part 11 of the *Equality Act 2010 (the Act)* (s.149 to 159).

Section 149 of the Act sets out the general duty and states that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Section 153 of the Act gives a power to ministers to set regulations:

(1) A Minister of the Crown may by regulations impose duties on a public authority specified in Part 1 of Schedule 19 for the purpose of enabling the better performance by the authority of the duty imposed by section 149(1).

The specific duties referred to in section 153 are intended to help public bodies (including local authorities) to meet the requirements of the general duty. By complying with their public sector equality duties, public authorities are more likely to meet their obligations under the Act

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) require public authorities to:

- Publish information to demonstrate compliance with the general duty set out in *section 149 of the Act*.
- Prepare and publish one or more equality objectives that should achieve one or more of the aims set out in section 149.
- Publish gender pay gap information.

The actions outlined in the report will assist in helping the Council meet its obligations under the Equality Act, including meeting its Public Sector Equality Duty and its obligations under the 2017 Regulations.

Workforce Implications

52. The new policy sets out the principles by which we will approach equality and inclusion in the workplace, providing a concise, clear and simple set of principles which will need to inform and underpin Council ways of working.
53. From an HR perspective the implications will primarily apply to employee related aspects as opposed to the broader impacts of service provision and the delivery of external services to residents.
54. It is the responsibility of all staff to ensure that there is no unlawful discrimination against Enfield Council's employees/workers based on their protected characteristics. All staff and managers should foster good relations between their teams and other staff to advance positive and inclusive relationships and treat others with consideration and respect. Managers also have a responsibility to promote equality of opportunity for all employees. HR/OD will provide the necessary framework and training to ensure all staff are aware of their responsibilities. HR will support managers to ensure that reasonable adjustments are provided to staff, where necessary, to ensure that they can thrive in the workplace.
55. The policy also acknowledges the importance of Enfield Council's staff networks for advancing equality within the Council's workforce. HR/OD will continue to engage with the networks as a vital voice of the workforce and support their members to overcome the challenges they face. HR/OD will provide advice and support to the networks to help them to develop and to maximise their impact across the organisation.
56. The policy outlines the importance of equality of opportunity and acknowledges the need to sometimes move beyond "equal treatment" towards providing intensive support for particularly disadvantaged individuals or groups. As one of the largest employers in the borough, Enfield Council will ensure its recruitment processes supports the objectives of this policy to ensure that disadvantaged groups are getting support to gain employment at the Council by ensuring that opportunities are promoted to disadvantaged and minority groups. Programs such as the apprenticeship scheme can be vital in providing extra support to groups who are further away from employment. The Council will continue to refine and review its recruitment processes to ensure we encourage applications from all sectors of our community. We will continue to proactively support local recruitment and the development of existing staff utilising programmes such as the apprenticeship scheme.
57. Two of the proposed objectives have an implication on HR. HR to continue to support the internship programme including working with the Equals Service and West Lea School to create roles and carve job placements within council services for residents with learning difficulties or disabilities. Council services can also play a vital role in creating an offer to provide work experience

opportunities for young people with disabilities and encouraging managers to take on supported interns.

58. The Council should also work to reduce the ethnicity pay gap and HR can play a vital role in monitoring workforce data and promoting opportunities to wide reaching audiences. The work of the staff network groups such as the Ethnic Minority Network will also play a vital role in supporting these objectives and should be supported by the Council.

59. Recruitment activity, particularly for senior roles, should target groups from a diverse range of backgrounds to encourage them to apply to work at the Council. Increased training around equalities, diversity and inclusion should be provided to managers and staff to address issues such as unconscious bias, will also help to achieve this target.

Property Implications

60. Not applicable

Other Implications

61. None

Options Considered

62. No other options have been considered. The risks associated with **not** publishing and implementing the new policy, as outlined in paragraph 47 and 48.

Conclusions

63. The report is commended to Enfield Council for agreement and adoption.

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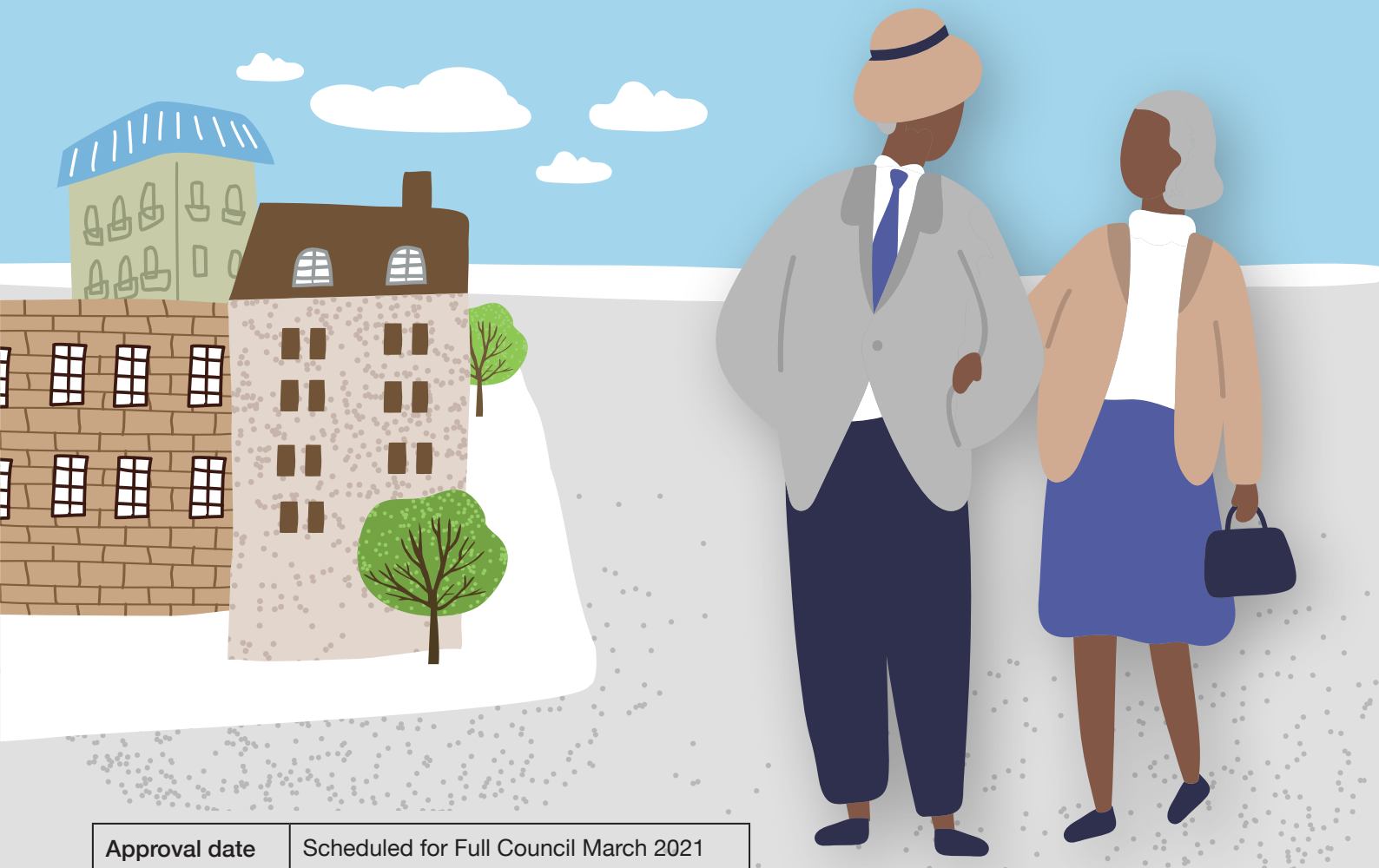
Date of report: 15.02.2021

Appendices

Fairer Enfield: Our Equality, Diversity and Inclusion Policy
Fairer Enfield Engagement Report
Fairer Enfield Policy Equality Impact Assessment
Fairer Enfield Background Report

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Approval date	Scheduled for Full Council March 2021
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Foreword

Enfield is increasingly one of the most diverse parts of London, with all the benefits this brings us across our communities, culture, heritage and local economy. We are extremely proud of this and believe it is one of our strongest assets.

We are also determined to tackle the inequality experienced by so many people across the borough, which has been magnified by the Covid-19 pandemic. The Marmot Review and Institute for Health Equity, in their most recent report,¹ highlight that the poorest families are now suffering even more as a result of the pandemic: losing health, jobs, lives and educational opportunities. The Black Lives Matter Movement has emphasised the longstanding institutional inequality of Black communities across the country and we know that there are also other minority groups experiencing entrenched inequality.

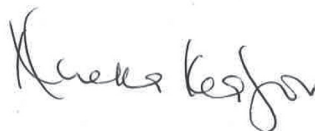
Enfield is the 9th most deprived London borough and has the 11th highest rate of child poverty in London – too many people in Enfield do not have fair and equal opportunities and are struggling more than ever as a result of the pandemic.

There is an urgent need to do things differently and we must act as a community leader to build back fairer. We are committed to working with our communities to do more and implement solutions to address entrenched discrimination, racism and injustice and act to ensure equality of opportunity for all.

This policy reinforces our duty to comply with relevant legislation and statutory requirements and as the borough continues to grow, confirms our commitment to improve equality and diversity for all who live, learn, earn in or visit Enfield, as reflected in our Council Plan 2020-22.² It outlines the behaviours and values that everyone working for the Council must demonstrate and the actions they must take in order to make this a reality.

It also includes eight equality objectives, which demonstrate specific areas where we are tackling inequality. These objectives have been identified based on analysis of local data on experiences of different people in our communities, national research on inequality and consideration of the views and experiences of our staff, communities and our partners.

In the future, we want people in Enfield and beyond to look to the Council as a model of good practice in equality, diversity and inclusion. We will continue to engage with our diverse communities – both longer established groups and our new arrivals, those who are vulnerable or at risk of being marginalised – to ensure everyone's voices are heard. Thank you to everyone who has contributed to creating this policy and I look forward to working with all our partners as we seek to address inequality and create a lifetime of opportunities for everyone in Enfield.



Cllr Nneka Keazor
Cabinet Member for Community Safety and Cohesion



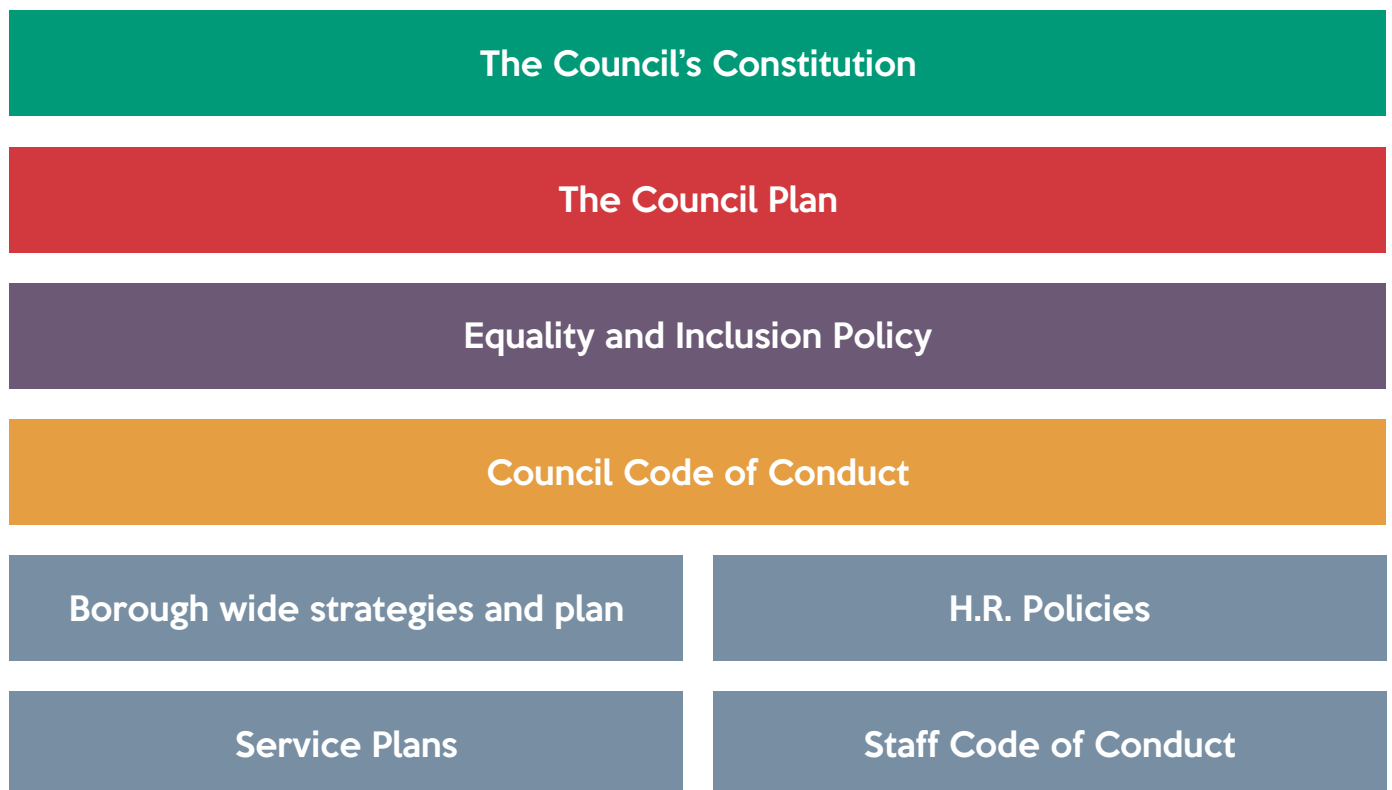
Introduction

We will work with our partners to create a fairer Enfield, helping to create a lifetime of opportunities for everyone in the borough. We will support residents, service users and Council staff to fulfil their potential, treating all members of our diverse community with respect and actively involving people from all groups in shaping the decisions that affect the services they receive, the places they live in or the organisation in which they work.

This policy sets out how Enfield Council will tackle inequality and foster an inclusive workplace and inclusive communities, as the borough continues to grow, develop and create new opportunities for everyone in Enfield.

The policy explains the expectations on our workforce, as we work together to design and deliver services to create a vibrant and inclusive borough. It sets out the Council's role in advancing equality and tackling inequality and discrimination. It impacts on everyone who lives, works, studies in or visits Enfield.

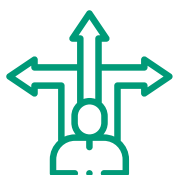
The policy should be considered alongside other key documents which set out the expectations and requirements on everyone who works for the Council. The diagram below shows how this policy relates to other key policies and strategies.



Defining Equality, Diversity and Inclusion

We define an equal and inclusive borough as one where all residents, service users, Council staff and elected members are supported to fulfil their potential, are treated equally with respect and are actively involved in shaping the decisions that will affect their workplace and wider community.

The following four core values form the framework for a fairer Enfield:



Equal Outcomes

We will treat everyone fairly and equally, so that our staff, partners and communities have the same opportunities, regardless of their protected characteristics or socio-economic status. To do this, we will move beyond treating 'everyone the same' and instead make sure that we meet the different needs of individuals and groups. This is essential to address discrimination and disadvantage in an unequal society.



Respect

We will treat everyone with dignity and respect. "Respect" can be defined as having due regard for a person's feelings and wishes. Negative behaviours such as discrimination, harassment and intimidation undermine people's dignity, prevent equality and reinforce disadvantage.



Diversity

We will appreciate the value of differences between individuals and groups. We will celebrate the rich diversity, culture and heritage of our community and work with our partners to ensure that everyone in Enfield can safely express their views, religion, beliefs, feelings and wishes. Promoting the benefits of a diverse community helps to break down barriers and negative attitudes created through lack of understanding and misinformation and helps to promote social cohesion and good community relations.












Inclusion

We will support communities from across the protected groups to actively participate in community life and to influence decision-making. We will support disadvantaged groups to have the opportunity to help shape policy and service changes which will affect them. We will take action to support minority groups to be proportionately represented in leadership roles across the Council.

Meeting our statutory requirements

Enfield Council complies with the Human Rights Act 1998 and the Equality Act 2010.

The Equality Act 2010 covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has one or more of the protected characteristics, so the Act therefore protects everyone. The protected characteristics are:

	Age		Disability		Gender reassignment
	Marriage and civil partnership		Pregnancy and maternity		Race
	Religion or belief		Sex		Sexual orientation

The Equality Act 2010 places a duty on public bodies to play an active role in reducing inequality (the Public Sector Equality Duty) through three key aims. It requires public bodies to have due regard to the need to:

Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;	Advance equality of opportunity between people who share a protected characteristic and people who do not share it by minimising disadvantage suffered by people due to their protected characteristics;	Foster good relations between people who share a protected characteristic and people who do not share it.
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Enfield Council is committed to fulfilling our Public Sector Equality Duty. Direct and/or indirect discrimination, harassment or victimisation will not be tolerated within the workplace, or in the way we deliver services or carry out our functions and duties. The Council is committed to promoting equality of opportunity, eliminating unlawful discrimination and promoting community cohesion throughout the borough. We will seek to protect the right of everyone not to be discriminated against and work to ensure equality of opportunity for all, so that each person is supported to realise their potential.

Enfield Council is going beyond our statutory duties under the 2010 Equality Act by seeking to also implement the Act's socio-economic duty (Part 1 Section). We commit to treating everyone equally regardless of socio-economic status and will work to eliminate discrimination and disadvantage caused by a person's socio-economic status.

Our approach to equality and inclusion

Equality, diversity and inclusion is central to the decisions we make on how to deliver the best possible outcomes for our communities at a time of considerable financial challenge for the local authority. We will continue to use our limited resources smartly and our workforce will continue to maintain high standards in service delivery to support all those who live, learn, work in or visit Enfield in the most effective and efficient way possible, to tackle inequality and discrimination and promote equality, diversity and inclusion in all that we do.

The following principles set out the approach we will take.

As a community leader we will:

- Work with our partners to implement our Council Plan to create a lifetime of opportunities for everyone in Enfield.
- Be open and transparent about our progress on equality and inclusion, sharing information with our partners and our communities, celebrating successes and learning from experience, including our mistakes.
- Work with partners to increase representation of minority ethnic communities on Enfield boards and in other community leadership positions.
- Promote good relations between communities in our communications and address negative stereotyping of any groups.
- Promote knowledge, mutual understanding and respect of the beliefs and practices of different religious groups and their common ground to promote good relations between persons of different faith traditions.
- Promote the community and voluntary sector and work with groups, individuals and organisations to provide culturally specific services, with equalities firmly embedded in those relationships and projects.
- Use our influence to encourage other employers and service providers in the borough to comply with our standards for equality, diversity and inclusion. We will encourage organisations in the borough and all organisations we commission to employ diverse workforces; provide equalities training to their staff and provide high quality services that are accessible to everyone.
- Provide training and guidance to elected members and officers on unconscious bias, language and stereotypes attributed to certain protected characteristics to help tackle structural inequality.

- Lead by example by demonstrating best practice for equality, diversity and inclusion as a service provider, commissioner and employer (see below).

As a service provider and commissioner we will:

- Deliver services that are accessible to all and that are tailored to the diverse and individual needs of our community. Reasonable adjustments will be provided where necessary to help people access our services.
- Demonstrate behaviours in line with the *Enfield Staff Code of Conduct*. Staff are expected to promote equality by not discriminating against anyone and by treating members of the public, colleagues and elected members with respect.
- Engage with all groups in our community when making decisions about our services; and prioritise engagement with those who represent marginalised or disadvantaged groups or where involvement is low.
- Ensure that everyone receives fair, sensitive and equal treatment and is treated with dignity and respect when accessing our services. We will also make sure that service users are aware of their rights when accessing services.
- Consistently collect and monitor relevant equalities data from our service users so that we can understand how effective our services are at reaching and improving outcomes for diverse communities. This helps us to understand the needs of our different residents and design policies and services to meet those needs.
- Routinely carry out an Equality Impact Assessment (EQIA) to consider the impact that any prospective changes to policy or service delivery may have on different protected groups and take action to mitigate against any unequal impact. This process will also be used to ensure we are taking every opportunity to advance equality.

- Use commissioning and procurement of services as a tool to reduce inequality across the borough by ensuring that commissioned services are compliant with Enfield's equalities standards, encourage payment of the London Living Wage and add social value to the borough. We will work with a diverse range of suppliers and aim for commissioned services to achieve economic, social and environmental benefits over and above the direct purchasing of goods, works, and services in line with our Council Plan priorities.
- Ensure that there is no modern slavery or human trafficking in our supply chains or any parts of commissioned operations.
- Address any unfair treatment in the workplace relating to any of the protected characteristics.
- Formally recognise the contribution of our staff equalities groups and support their work. These groups work to support staff across the Council to overcome challenges that may prevent them from thriving at work or fulfilling their potential. These groups include, *Women into Leadership, Ethnic Minority Network, Disability Working Group, LGBT Network, Young Professional's Network and Mental Health and Wellbeing Group*. Access to funding for staff groups will be equitable and allocated to support work that contributes to the Council's aim of advancing equality and inclusion for all staff.

As an employer we will:

- Be an organisation where local people choose to work and develop good careers, where staff from different backgrounds work together harmoniously and productively and everyone feels valued.
- Take action to employ a diverse workforce which is representative of the community we serve across all pay scales.
- Use policies and practices that demonstrably enable staff to fulfil their potential and progress within our organisation.
- Pay all directly-employed Council staff at least the London Living Wage.
- Review and update our human resources policies (including those relating to recruitment, learning and development and employee relations) to ensure that they are inclusive and accessible for all staff, regardless of protected characteristics.
- Provide reasonable and timely adjustments for staff to allow them to work effectively and access any services or support they may require.
- Provide training and support to enable staff to manage and/or work within a diverse workforce.
- Routinely carry out an Equality Impact Assessment (EQIA) to consider the impact that any prospective changes to policy or service delivery may have on staff as a result of their protected characteristics and take action to mitigate against any unequal impact. This process will also be used to ensure we are taking every opportunity to advance equality of opportunity for all staff groups.
- Support employees to participate in staff groups as part of their professional development and wellbeing and grant staff reasonable remitted time from their daily role in order to do this.

Our expectations of Enfield residents, communities and our partners

We cannot reduce inequality alone and so we ask all our residents, communities, service users and partners to support us by also committing to treating Council staff, elected members, and all those who live in, work in, learn in or visit Enfield with respect and fairness. We ask that:

- Service users do not use language or physical actions of any form that could demean, distress or offend Council staff or elected members. Threats of violence against a member of staff, an elected member or our partners will not be tolerated. Legal action may be taken against any person using or threatening violence.
- Enfield's residents and visitors treat each other with mutual respect and open mindedness. Enfield is home to many diverse communities, and it is important to respect different religions, cultures, beliefs and lifestyles.
- Enfield residents and visitors continue to demonstrate respect and tolerance for others when using online forums. Threatening or abusive language is not acceptable online or in person.

Equalities objectives

The Public Sector Equality Duty requires us to publish one or more specific and measurable equalities objectives every four years that demonstrate areas where we are tackling inequality. We have identified eight objectives to reduce inequality, which affect specific groups in Enfield.

To identify these draft objectives, we have:

- analysed local data on the experiences of different groups in our communities
- analysed national research on inequality
- learnt from the successful approaches taken by councils elsewhere, as well as other public sector and voluntary and community sector organisations
- considered, discussed and responded to the views and experiences of our staff, voluntary and community sector groups and partners.

As well these eight focused areas of work to reduce inequality for specific groups in Enfield, we are taking action to overcome structural causes of inequality by implementing our Council Plan 2020-2022 to create a lifetime of opportunities for everyone in Enfield. This Plan includes actions to improve housing, education, employment and health for people across the borough. Delivering on this plan is intended to have a significant positive impact on equality of outcomes for people currently facing disadvantage across all protected characteristic groups.



Overcome racism in Enfield

Ethnic minorities experience inequality in housing, education, employment, health and criminal justice. This inequality has been evidenced most recently by the disproportionate impact of Covid-19 nationally and locally.

We will:

- Celebrate and promote the rich diversity of the borough by delivering an annual programme of educational, challenging and inspiring events celebrating ethnic minority communities.
- Work with Enfield's schools to create a diverse and inclusive curriculum that educates children and young people on systemic racism and our local diverse history.
- Work with our communities and partners to better understand and address the overrepresentation of young Black men in mental health in-patient services.
- Implement the recommendations from Public Health England's Beyond the Data report, to tackle the disproportionate impact of Covid-19 on Black and ethnic minorities.
- Support Black and ethnic minority owned businesses to thrive, through our procurement processes and by providing local support to small and medium (SME) businesses, many of which are ethnic minority led.
- Work with our partners to reduce the discrimination experienced by Gypsy, Traveller and Roma communities in accessing education, healthcare and service provision.
- Increase the representation of Black and ethnic minorities in leadership positions across the Council's workforce, so that it is proportionately representative of Enfield's ethnic minority population by 2030.
- Provide training on unconscious bias which includes language and structural racism, as part of our equalities training programme.

Deliver positive interventions to reduce serious youth violence in Enfield

Enfield continues to suffer high levels of serious youth violence and there is local evidence that Black young people in particular are over-represented in youth convictions.

We will:

- Work with our communities and partners to better understand the over-representation of Black people in youth convictions and better support young people to prevent them from being drawn into gangs, crime and serious violence.
- Ensure that young people and families from different backgrounds within our community know how to access support for themselves and their peers, and seek help when they need it to stop problems escalating.
- Work with the police to ensure that interventions outside the Criminal Justice System are used where possible, to reduce the number of young people in the system, intervene early and support young people to end their involvement in crime and violence through holistic support that identifies and addresses underlying vulnerabilities.
- Enhance mutual trust and co-operation between our young people, communities and public services including the police, so that interventions such as Stop and Search are seen to be used proportionally, fairly and respectfully.
- Prioritise investment in universal youth services and targeted outreach youth workers, including mentors.
- Encourage and support local businesses and employers to provide training, apprenticeships and employment opportunities to young people who are not in education, training or employment (NEET).
- Ensure that public spaces are increasingly safer for young people and are discouraging for perpetrators of exploitation/violence to congregate and cause harm.

Increase the number of residents affected by special educational needs and disabilities (SEND) who are in paid employment

Residents affected by special educational needs and disabilities are disproportionately impacted by unemployment. Enfield's employment rates for people affected by disabilities are lower than the national average.

We will:

- Explore options to expand all our supported employment services, including our 'Equals Employment' service, schools careers service and apprenticeship programmes.
- Support young people affected by SEND to work towards and achieve their preparing for adulthood objectives.
- Provide good quality work placements for supported internships at the Council and work with other Enfield employers to do the same, with pathways into paid employment following completion of the placements.

Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans Communities

Anyone can find themselves discriminated against on the basis of their sexual orientation, but discrimination is more common against people who are lesbian, gay, bi and trans (LGBT).³ We want all LGBT people who live, work and learn in Enfield to feel included, valued and safe.

We will:

- Effectively monitor sexual orientation, gender identity and trans status of our staff and service users to understand the needs and experiences of LGBT people in Enfield and develop more inclusive services and policies as a result.
- Create an LGBT inclusive workplace by delivering training, encouraging an active LGBT staff network and running an 'LGBT allies' programme, which means non-LGBT staff can identify themselves as supportive individuals.
- Work with our community organisations to develop policies which are LGBT inclusive and are tackling LGBT issues.
- Consult our LGBT community on how we can raise the profile of Pride events and LGBT history in Enfield.
- Work with schools to tackle homophobic, biphobic and transphobic bullying and to better support the mental health and wellbeing of LGBT students.

Provide access to support services and networks to reduce social isolation

Social isolation and loneliness can affect anyone, however people aged 65 and over are particularly at risk. In 2016, a national report by the Campaign to End Loneliness estimated that 30% of over 65s were mildly to severely lonely.⁴ Insufficient social connection can have a detrimental effect on psychological health and can increase the risk of physical health issues.

We will:

- Enable the increased use of social prescribing to help people of all ages take part in positive activities within their communities and improve their mental and physical health. Social prescribing is when health professionals refer patients to support in the community, in order to improve their health and wellbeing.
- Provide opportunities for people to socially connect through volunteering, mentoring and befriending initiatives, building on the good practice of local organisations and on the legacy of our Enfield Stands Together Programme. This programme was set up to identify and support people needing critical assistance during the Covid-19 lockdown in spring 2020, many of whom were experiencing social isolation.
- Train and support staff across the Council and our Voluntary and Community Sector to be active listeners and responders and help local people to take part in our agenda to Make Every Contact Count.
- Support local social enterprises and voluntary and community sector organisations to work with residents to improve self-management of long-term conditions and improve access to social activities to reduce social isolation and improve physical health and mental wellbeing.
- 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.

Work with our partners to mitigate the impact of Covid-19 on children and young people's mental health and wellbeing

The Covid-19 pandemic is having a profound impact on children, young people and families' mental health and wellbeing. There are additional challenges for young people who were already struggling with their mental health and for others the pandemic has created new mental health issues, as a result of the loss of routine, loss of education, loss of employment, social isolation, traumatic experiences and a breakdown of formal and informal support network.⁵

We will:

- Work to better understand and address the immediate and long-term impacts of the Covid-19 pandemic on the mental health, emotional wellbeing, and aspirations of children, young people and their families.
- Work in partnership with children, young people and their families so that mental health support can be understood and talked about in a common language that everyone understands, and that help is provided in a way that is right for them when they need it. This includes through digital platforms, school, community and/or specialist mental health services.
- Explore funding opportunities to work with our partners, schools and settings to develop Enfield Trauma Informed Practice in Schools (E-TIPS).
- Work with schools to mitigate, as far as possible, the disproportionate impact of the Covid-19 lockdowns on the educational attainment of children and young people in low income families and children and young people affected by special educational needs and disabilities.
- Work with our partners to support all young people to access opportunities to develop the skills they need to secure employment.

Keep people safe from domestic abuse

Anyone can experience domestic abuse, but women are twice as likely to have experienced it than men.⁶ During the Covid-19 lockdown, Enfield recorded the third highest level of domestic violence with injury in London. In addition to the scale of the issue, the nature of domestic abuse is complex and insidious. As well as physical violence, it can involve coercive control, and/or psychological, emotional and financial abuse.

We will:

- Enhance our quick response to concerns through our dedicated multi-agency domestic abuse hub to reduce risks and ensure the safety of vulnerable adults and their children.
- Prevent domestic abuse from happening in the first place by challenging attitudes and behaviours which foster it and intervene where possible to prevent it.
- Ensure Enfield Council can support any of our employees experiencing domestic abuse, by producing a domestic abuse policy with clear protocols on how managers will identify and respond to staff at risk.
- Work with primary and secondary schools to develop our approach to sex and relationship education in Enfield. This will include developing how we educate boys and girls on healthy relationships, consent, gender equality and staying safe online.
- Increase support to parents of adolescents who display violent behaviours, particularly those with a range of complex needs, such as young people who are gang-associated, and/or have drug or alcohol misuse issues, or mental ill-health.
- Ensure our work to tackle domestic violence and abuse is inclusive of the needs of LGBT communities by including LGBT-specific issues as part of our publicity campaigns and through ensuring LGBT-specific issues are considered as part of all training on domestic violence and abuse.
- Support women in isolated communities, including Gypsy, Roma and Traveller Communities, to access support and services to prevent and tackle domestic abuse, including through access to women's refuges and culturally sensitive locations. Where English is not their first language, this support will include promoting access to English language courses.
- Provide clear and realistic housing information and advice to victims and survivors whose existing accommodation is not safe, so that they can make informed decisions on their future housing.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents

Hate crime is 'any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic'.⁷ These characteristics include disability, race, religion or belief, sexual orientation and trans identity.

We will:

- Tackle extreme behaviour, by encouraging the reporting of hate crime, reducing repeat incidents and ensuring that victims are supported through the criminal justice system.
- Implement an education programme in schools, to build young people's understanding of diversity and inclusion. This will build understanding in Enfield's young people from an early age to help reduce future hate crime incidence.
- Create community spaces that promote cohesion and where we can celebrate the diversity, culture and heritage of our communities, through the inclusive design of all council-led regeneration schemes, including Meridian Water and Joyce and Snells.
- Work with all Enfield faith communities to promote peace, mutual understanding and respect and to support and encourage others to do likewise.
- Improve community cohesion by promoting good relations between Gypsy, Roma and Traveller communities and the wider community. This will help to reduce and eliminate harassment and discrimination towards Gypsy, Roma and Traveller communities.
- Reduce the risk of crime against vulnerable people who are affected by illness, disability and frailty.

Using data to inform our work

We collect and monitor data on the protected characteristics of people using our services.

We do this in order to better understand whether all members of the community have equal access to our services and are not discriminated against. We use this to inform how services can be developed and improved, helping us to ensure that consideration of equalities is an integral part of all our decisions and service planning.

Collecting and analysing this data allows us to take action to reduce and eliminate differences in take-up of services or outcomes experienced by different groups of service users and employees, and to improve our services for the benefit of everyone living or working in Enfield. Collecting and analysing this data can help us to investigate the causes of inequality and take action to reduce and remove inequalities.

This means that we will:

- ask people who use our services to provide us with information on their protected characteristics, always giving them an option to opt out of providing this information if they would prefer not to give it
- store this information securely, in accordance with the requirements of the Data Protection Act 2018 and the General Data Protection Regulations (GDPR)
- analyse this information to determine whether or not we are providing a fair and equal service and make service changes as required as a result of our analysis.

We will benchmark our approach using national recognised standards of excellence in equalities including using the following national resources:

- As a service provider we compare ourselves against other Local Authorities and use the Equality Framework for Local Government (EFLG) to review and improve performance across key performance areas which include knowing your communities; leadership, partnership and organisational commitment; involving your communities; responsive services and customer care; as well as a skilled and committed workforce.
- As an employer, we use the Stonewall Workplace Equality Index to measure progress on Lesbian, Gay, Bi and Trans inclusion.
- The council is a Disability Confident employer and we also use our staff equality monitoring data to benchmark ourselves against other London Boroughs.



Governance

This policy forms part of the Council's policy framework, which is agreed by Full Council.

Councillors represent the views of their communities and bring their views into the Council's decision-making process in their role as community leaders.

The **Equalities Board** which forms part of the Council's Committee structure is made up of elected members from different political parties and community groups, representing different protected groups. The Board is the forum by which the Council can oversee its processes to eliminate discrimination and promote equality, diversity and inclusion.

The **Executive Management Team** will provide visible leadership on equality ensuring it is embedded into policy, strategy, service delivery, our culture and behaviours as well as ensuring that the Council is meeting its duty under the Act.

The **Corporate Equalities Board** is made up of directors within the Council workforce. The role of the Corporate Equalities Board is to drive the corporate equality, diversity and inclusion improvement programme, which aims to deliver on the principles of a fairer Enfield by building capacity across the organisation to improve the Council's approach. The Board has oversight of the implementation of the action plan for achieving our equalities objectives and provides challenge, assurance and advice on all matters relating to the delivery of this policy.

A **lead director** has been identified to oversee the delivery of each equality objective. Lead directors are responsible for the development of individual action plans and will report to the Board on performance and progress for their objective.

All members of our workforce are responsible for delivering services, working with our communities and working with one another in accordance with the Council's policies and procedures in regard to tackling inequality and promoting equality, diversity and inclusion. Senior Officers throughout the Council are responsible for ensuring that everyone who works for Enfield follows this policy in all aspects of their work.

Monitoring and Review

This Fairer Enfield Policy will be periodically reviewed and updated to reflect changing needs, new strategies or organisational restructure.

This Fairer Enfield Policy will be periodically reviewed and updated to reflect changing needs, new strategies or organisational restructure.

Progress in delivering on our equalities objectives will be subject to ongoing review and the objectives themselves will be reviewed and updated every four years, in line the Public Sector Equality Duty.

Progress made towards achieving our equalities objectives will be assessed annually by the Corporate Equalities Board, supported by the Corporate Strategy Service and the Knowledge and Insight team. As part of our Public Sector Equality Duty, we publish an annual Equalities Report.⁸ This report examines progress on equalities targets; reviews the inequalities which persist across Enfield and demonstrates our commitment to overcoming these challenges. The report includes our

workforce review which outlines the makeup of our workforce by ethnicity, age, disability and gender. It also shows how these groups are represented across different pay scales and includes the annual gender pay gap.

Progress against the objectives set out in this policy will be reviewed in our annual Equalities Report, following its approval. A review of progress against the objectives one year on from the policy approval will be contained in the 2021 annual report, scheduled for publication in early 2022.

Equality Impact Assessments (EQIAs) are used to monitor the equality impact of all key decisions, including by assessing whether groups are disproportionately affected by changes to policy or services and identifying action we will take as a result to mitigate this. We also use our equality impact assessment process to review the accessibility of our services to all groups.



Acting when things go wrong

As a Council we aim to apply the highest equality and inclusion standards, however, despite the best intentions sometimes things can go wrong.

People have the right to complain about either a service they have received from us, a contractor that provides services on our behalf, or their experience in the workplace. The Council has a formal complaints procedure for service users and a grievance procedure for employees. We also have a procedure for dignity at work for those who feel they have faced discrimination through service delivery or employment.

The Council takes all complaints seriously and actively encourages people to voice their concern when things go wrong, so that the issue can be addressed and lessons can be learnt. Responding to and learning from complaints will form a key part of the Council's drive for better local services.

We do not tolerate unlawful discrimination, harassment or victimisation and will take decisive and appropriate action against people found in breach of this policy. Employees found in breach of this policy may be liable to disciplinary action including dismissal.



References

- 1 <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>
- 2 <https://new.enfield.gov.uk/services/your-council/enfield-council-plan-2020-to-2022-your-council.pdf>
- 3 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722314/GEO-LGBT-Survey-Report.pdf
- 4 <https://www.enfieldccg.nhs.uk/Downloads/Equalityanddiversity/Equality%20information%20report%202016.pdf>
- 5 <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>
- 6 <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018#understanding-domestic-abuse>
- 7 <https://new.enfield.gov.uk/services/community-safety/sscb-partnership-plan-2017-2021-community-safety.pdf>
- 8 <https://new.enfield.gov.uk/services/your-council/equality-and-diversity-report-2020-your-council.pdf>

Thank you for taking the time to read our Fairer Enfield: Equality, Diversity and Inclusion Policy; we hope you found it interesting.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

➤ new.enfield.gov.uk/services/your-council/our-vision-aims-and-values/

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Fairer Enfield: Findings from the engagement for a new Equality, Diversity and Inclusion Policy

Initial date of report and analysis January 2020

From Corporate Strategy Service

Enquiries If you have any questions about the engagement methodology, materials or findings, please contact:

consultation@enfield.gov.uk

Background

To help inform the development of a new Equality, Diversity and Inclusion Policy, we engaged with our staff, community and partners between 12th October and 13th December 2020. This report outlines the findings from that engagement.

Fairer Enfield is one of the cross-cutting themes for the refreshed Council Plan 2020-2022. The new Fairer Enfield Policy sets out how Enfield Council will tackle inequality and promote an inclusive workplace and inclusive communities, as the borough continues to grow, develop and create new opportunities for everyone in Enfield.

The policy explains the expectations on our workforce, as they work with colleagues to design and deliver services to create a vibrant and inclusive borough. It sets out the Council's role in promoting equality and tackling inequality and discrimination, as a community leader, service provider and employer. The policy impacts on everyone who lives, works and learns in Enfield.

Engagement Approach

Our staff, community and partners were invited to engage on how Enfield Council can tackle inequality and advance equality, diversity and inclusion. This engagement focused on 3 key questions:

- Do you think we need to make any changes to the draft policy?
- Do you think there is anything missing from the draft policy?
- Do you have any ideas you would like to share about how we can best deliver on the draft objectives?

To actively encourage feedback and engagement, we used a wide variety of communication methods. We created a staff questionnaire to enable staff to feedback on the policy anonymously and presented the draft policy to each of our 5 staff equalities networks and to recognised trade union representatives. This engagement was promoted through our internal communications.

A letter introducing the engagement and draft policy was sent on behalf of the Cabinet Member for Community Safety and Inclusion to all known voluntary and

community sector (VC) organisations in the borough and the draft policy and engagement was promoted at local forums and boards. To further encourage feedback from community groups, the Corporate Strategy Service called 75 VCS organisations representing minority groups in Enfield to ask their representatives to feedback on the policy (Appendix 1).

The draft policy was also published on the Council website and the engagement was promoted on social media, to encourage feedback from residents.

Engagement Overview

In total 213 people took part in our engagement: 50 members of staff completed questionnaires, 14 individuals and representatives of VCS organisations fed back via email and 149 people attended presentations to feedback on the draft policy.

The VCS organisations and forums that took part in the engagement included:

- Young Mayor
- Age UK Enfield
- Alpha Carers
- Faith Forum
- Enfield LGBT Network
- Enfield Caribbean Association
- Youth Parliament
- VCS Prevention and Early Intervention Steering Group
- One to One Enfield - Enfield Learning Difficulties and Autism Council
- O-Bay Community Trust
- Wellbeing Connect Service
- Diversity Role Models
- Equality and Diversity Manager - Royal Free
- Enfield Town Residents Association
- Gypsy Traveller and Roma Communities Board
- Federation of Enfield Residents and Allied Associations
- Voluntary Sector Strategy Group – this includes representatives from Enfield Racial Equality Council, Local Motion, Age UK Enfield, Enfield Carers Centre, Citizens Advice Enfield, Enfield Voluntary Action, Enfield Clinical Commissioning Group, Enfield LGBT Network, Enfield Women’s Centre, Healthwatch Enfield, Alpha Carers, Enfield Over 50’s Forum, North London Credit Union and Enfield Disability Action.
- The Equalities Board - this includes representatives from Age UK Enfield, Enfield LGBT Network, Enfield Faith Forum, Enfield Women’s Centre, Enfield Racial Equality Council, Healthwatch Enfield, Citizens Advice Enfield and Enfield Carer’s Centre.
- Older People’s Partnership Board
- Early Help Network
- Mental Health Partnership Board

- Recognised Trade Unions – GMB, Unison and Unite.

Key Findings

The Draft Equalities Objectives 2021-25

Overcome racism in Enfield

In a focus group session, the Women into Leadership Network said that the objective must make clear that it is the responsibility of everyone to deliver on this, including the White ethnic group. Officers in the Education Department recommended including anti-racist learning programmes for schools across the borough, due the importance of education in tackling racism.

Participants said that to reduce the disproportionate impact of Covid-19 on ethnic minorities the Council must go further than just supporting ethnic minorities and that reference to Black History Month felt tokenistic, as it does not encompass issues faced by other ethnic minorities. In their feedback, the Youth Parliament noted that acronym BAME, (Black, Asian and Minority Ethnic), does not always feel inclusive.

To achieve this objective, one VCS organisation said that we needed to create a strategic engagement programme to ensure that we consider important issues relevant to ethnic minority communities at all times. Similarly, another VCS organisation suggested that we run a bi-annual conference to boost recruitment of ethnic minority candidates at the Council and increase the Council's engagement with ethnic minorities. They also commented that to ensure that health and social care boards reduce health inequalities experienced by our Black communities, these boards need to have representatives from Black organisations.

When the draft policy was presented to the Early Intervention and Prevention Steering Group, they highlighted that the overrepresentation of young Black men as mental health in-patients was missing from the objective. Participants also suggested to include actions to reduce: the historical overrepresentation of Black pupils in school exclusions, higher levels of unemployment in ethnic minority communities and police brutality.

How we have addressed these views

- We have strengthened the duty on everyone to be allies to minority groups throughout the policy and have included an action to 'work with Enfield's schools to create a diverse and anti-racist curriculum that educates children and young people on systemic racism, and our local diverse history.'
- Our Secondary Behaviour Support Service and NEXUS are working in partnership with schools and children's services to improve pupils' behaviour, reduce exclusions and to support students that are educated within alternative provisions. Through early intervention and support, this holistic approach has reduced the disproportional representation of Black and ethnic minority pupils in school permanent exclusions in Enfield, from 65% in 2017/18 to 22% in 2018/19. As a result of this support, Enfield also now has the fourth lowest rate of permanent exclusions in London. We have removed the focus on

tackling racism through reducing school exclusions from this objective as it implied we continue to have over-representation of Black and minority ethnic groups amongst those facing exclusions which is not the case in Enfield.

- In the Fairer Enfield Policy, we refer to the specific ethnic groups and use ethnic minorities when referring to all groups except the White British group. This also reflects the best practice guidance from the Civil Service which advises that we do not use the acronyms BAME or BME because they include some groups and not others, and the UK's ethnic minorities include White minorities and people with a Mixed ethnic background.¹
- We have included an action in the objective to better understand the overrepresentation of young Black men in mental health in-patients' services.
- Our Public Health team have developed an action plan to implement the Public Health England recommendations to reduce the impact of Covid-19 on ethnic minority groups. We have updated the policy action to encompass this wider work to tackle the health inequalities that the Covid-19 pandemic has so clearly highlighted.
- In October 2020, we had the first meeting of the Equalities Board, a new Board agreed by the Council earlier in the year. This board forms part of the Council's Committee Structure and is made up of elected members from different political parties and community groups, representing different protected groups, including Enfield Racial Equality Council (EREC). The Board is the forum by which the Council can oversee its processes to eliminate discrimination and promote equality, diversity and inclusion. We have now made clearer reference to the role of this Board in the policy.
- The policy includes a clearer action to provide training on unconscious bias, on language and structural racism as part of our equalities training programme.

Deliver positive interventions to reduce serious youth violence in Enfield

This is a new objective, reflecting the feedback we received.

In a focus group with the Youth Parliament, they said that further work needed to be undertaken to understand the causes leading to youth offending convictions. Participants also suggested that there needed to be more apprenticeships and job opportunities for young people that had been through the youth system and one participant said that there needed to be a Gangs Team in Enfield.

How we have addressed these views

- A new focused objective on delivering positive interventions to reduce serious youth violence in Enfield has been included in the policy. This reflects local and national data, Enfield has the second highest levels of serious youth violence in London and there is national evidence that people who identify as Black, Asian, mixed or 'other' ethnicities are more at risk of becoming involved

¹ <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>

in crime.² There is local evidence that Black young people in particular are over-represented in youth convictions. Thus, we have included an action to work with our communities and partners to better understand the over-representation of Black people in youth convictions and better support young people to prevent them from being drawn into gangs, crime and serious violence.

Increase the number of residents affected by Special Educational Needs and Disabilities who are in paid employment

In a focus group with the Disability Working Group, they suggested that the objective is expanded to focus on employment opportunities for people who are affected by disabilities at all ages. Similarly, participants suggested that the objective is expanded to include other employment pathways, which could be promoted through the school's careers service or job centre. Officers in the Education Department suggested that the objective should include educational opportunities and training to support people with SEND to live independently, as part of their preparing for adulthood agenda.

Participants suggested a range of actions to achieve this objective. Firstly, that Lead Officers should speak to managers who have employed supported interns, to discuss their experiences and how we can further develop the programme. Secondly, that senior managers should promote the supported internship programme across the organisation. Finally, that Human Resources should review and adapt job roles to ensure they are accessible to people affected by SEND or hidden disabilities.

How we have addressed these views

- In our Children and Young People's Plan, we include a specific action to support young people with SEND to prepare for adulthood.
- A key performance indicator for this objective, which will be included in the action plan for the objectives, is an increase in the number of supported interns on our supported internship programme delivered by West Lea School and an increase in the number of external employers offering placements to supported interns.
- We have included additional employment pathways which support people affected by SEND by at all ages, including the school's careers service and Equals employment service. The Lead Officers for the objective will work with Human Resources to promote the supported internship programme and review how apprenticeships, traineeships and the recruitment process could be adapted to support people affected by SEND to gain and sustain paid

² Youth Justice Statistics 2018-2019:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862078/youth-justice-statistics-bulletin-march-2019.pdf

The Lammy Review 2017:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

employment at the Council. This detail will be reflected in the action plan for the objectives.

Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans Communities

In their feedback, one resident said that we needed to specify what schools were doing to support the mental health and wellbeing of LGBT students. This could be achieved by working with CAMHS and our wider mental health partners, as well as reviewing the curriculum to incorporate LGBT issues.

Some participants asked why we had used the acronym LGBT and not LGBT+ or LGBTQ, as it less restrictive and encompasses a wider number of sexual orientations. While one resident noted that LGBT was not mentioned until page 10 of the engagement document, and as celebrating LGBT communities was an equalities objective this reference needed to be higher up.

To ensure that our workforce is representative of our LGBT community, it was suggested that we run a recruitment campaign to highlight Enfield Council as an inclusive employer. Furthermore, in response to our staff questionnaire it was suggested that we create gender neutral toilets and promote LGBT role models, the use of gender pronouns, LGBT history and events in Enfield.

How we have addressed these views

- The Corporate Strategy Service are working with the Educational Psychology Service and CAMHS to develop actions to tackle homophobic, biphobic and transphobic bullying and to better support the mental health and wellbeing of LGBT students.
- In 2020, Enfield Council joined Stonewall's Diversity Champions Programme, to support the development of our policies in relation to LGBT activities. As a result, we are developing an action plan to ensure that key HR policies demonstrate our commitment to respecting and celebrating the identities of our LGBT employees and that our practices are LGBT inclusive. Together with the LGBT+ Staff Network, our Learning and Organisational Development Team ran a successful LGBT+ Allyship Workshop in autumn 2020, to help staff work together to create an inclusive workplace which better supports our diverse resident population.
- There are many valid and similar constructions used to group together LGBT communities. In the policy we use the acronym LGBT, as it is used by Stonewall. This acronym is preferred over many valid and similar constructions for simplicity, consistency and inclusiveness.
- As part of the Council's Build the Change programme, gender neutral toilets have been installed on the first floor of the Civic Centre.
- To celebrate LGBT History month in 2020, the Council created a series of educational and inspirational displays which were shown at the Civic, the Dugdale Centre and Enfield Town Library. As part of this objective, the Corporate Strategy Service will work with the LGBT Network to raise the profile of Pride in Enfield.

Provide access to support networks and services to reduce social isolation

Participants stressed the importance of physical health in promoting mental wellbeing. Voluntary and Community partners (VCS) stressed the work of the VCS to combat isolation and loneliness amongst their client groups both prior to and during the Covid-19 pandemic.

The Education Department also stressed the policy should include a commitment for the creation of a borough wide ESOL (English for Speakers of Other Languages) strategy and a commitment to reduce illiteracy in adults.

In a focus group with the Enfield Youth Parliament, they recommended that to achieve this objective we should make it easier for residents and young people to access and find services, volunteering, and spaces. Finally, one participant highlighted the importance considering armed forces veterans and another highlighted the work of the community hubs to support social connection through activities and groups.

How we have addressed these views

- The objective has been amended to 'provide access to support services and networks to reduce social isolation', in recognition of the important work of our VCS partners in reducing social isolation. This has been reiterated in the actions for this objective, as well as the importance of physical and mental health: 'support local social enterprises and VCS organisations to work with our local community to improve self-management of long-term conditions and improve access to social activities in order to improve physical and mental health and to reduce social isolation'.
- The Council is working with the local voluntary and community sector to increase access to ESOL lessons for both the children and parents of families for whom English is an additional language, a recommendation from the Enfield Poverty and Inequality Commission.
- The [MyLife](#) and [Youth Bubble](#) websites promote activities and services in one convenient location for adults, children and young people in Enfield.
- Enfield Council has signed the Armed Forces Convention, a promise to ensure that those who serve or have served in the armed forces, and their families, are treated fairly. The Fairer Enfield Policy sets out how Enfield Council will tackle inequality and promote inclusive communities for everyone in Enfield. To create a Fairer Enfield, every section of our community must be included in decision making and be involved in community life, including our Armed Forces community.
- In July 2020, the Customer Operations team opened two Community Hubs in our Enfield Town and Edmonton Green libraries. The Community Hubs have been set up to better support people with complex needs within the community. Officers in these hubs take a strength-based approach that helps people to recognise their needs and together identify the best way to improve their situation, linking them to other services and support as needed in a

joined-up way. Lead officers for these Hubs will be included as leads delivering on our Make Every Contact Count action within the action plan

Work with our partners to mitigate the impact of Covid-19 on Children and Young People's mental health and wellbeing

This is a new objective, reflecting the feedback we received.

In their feedback, the Education Department stressed the importance of focusing on mental health in schools. This is particularly important given the impact of the Covid-19 Pandemic on children and young people's mental health and wellbeing, as a result of the loss of routine, loss of education, social isolation, traumatic experiences and the breakdown of formal and informal support networks. Therefore, services and initiatives remain focused on tackling inequality amongst children and young people, which has been exacerbated by the pandemic.

How we have addressed these views

- A new focused objective on children and young people's mental health has been included in the policy, setting out clear actions to support young people to have good mental health. This also reflects the findings from the Marmot Review, which shows that children in the most deprived areas in UK are 4-6 months further behind their peers because of school closures.³ Therefore, we have included an action to work with schools to mitigate, as far as possible, the disproportionate impact of Covid-19 lockdowns on the mental health, wellbeing and educational attainment of children and young people in low income families and children and young people affected by special educational needs and disabilities.

Keep people safe from domestic abuse

Participants suggested that this objective should include a workplace policy for domestic abuse. To achieve this objective, participants said we should work with schools and NHS colleagues to help them spot signs of domestic abuse and encourage professionals to report signs. A further suggestion was to consider how we could work with perpetrators of domestic violence to break the cycle or prevent domestic violence from happening. Finally, participants suggested that the objective needed to be extended to include male victims and children and young people abusing their parents or carers.

Participants noted that there needed to be an investment in police services, as a lack of resources can lead to a delay in attending a call out, and that we need to ensure that there is a safe helpline for individuals experiencing domestic abuse to contact. Furthermore, as domestic violence can often be fuelled by drugs, alcohol and mental ill health, one participant suggested that we create strong link between these services to address some of the root causes of domestic violence.

How we have addressed these

³ <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>

- The objective recognises that anyone can experience domestic abuse, however, women are twice as likely to have experienced it than men.⁴
- A workplace policy for domestic abuse is currently being developed by Human Resources and this is now included in our actions for this objective.
- In May 2020 we launched a dedicated multi-agency domestic abuse hub and free phone line to respond to concerns quickly, reduce risks and ensure the safety of children and vulnerable adults. An action to continue to deliver on this is included in the policy.
- As part of the Violence Against Women and Girls strategy, a training programme has been developed for professionals and staff to help them spot the signs of domestic abuse and encourage reporting. This is now included as an action.
- We have included a specific action on working with schools to teach children and young people about healthy relationships, consent, gender equality and staying safe online. This is also in our Violence Against Women and Girls Strategy.
- We have included an action to increase the support to parents of adolescents who display violent behaviours, particularly those with a range of complex needs, such as young people who are gang-associated, and/or have drug or alcohol misuse issues, or mental ill-health.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents

When presenting the draft policy to the Faith Forum, they said that the policy needed to be clear about protecting religious freedom and highlighted the importance of religion to ethnic minorities. In their feedback, a member of the public highlighted that Traveller and trans communities can often be victims of hate crime and need to be explicitly mentioned in the objective.

One VCS organisation expressed specific concern for the autistic community and to educate the public on hidden disabilities, learning disabilities and autism. Participants also suggested actions to tackle hate crime, firstly to work with perpetrators of hate crime to develop prevention programmes and secondly to create community spaces, which promote cohesion and cultural celebrations.

How we have addressed these views

- The importance of religious freedom has been included in our core values of inclusion.
- In our Enfield Hate Crime Strategy, we commit to understanding the reasons why perpetrators commit hate crime offences to improve our prevention measures. We have now included this within the actions for the Fairer Enfield policy as well.
- We have included a specific action focused on reducing hate crime against the Gypsy, Roma and Traveller Communities, which aims to improve

⁴<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018#understanding-domestic-abuse>

understanding of Gypsy, Roma and Traveller communities needs and culture, thus reducing harassment and discrimination.

- We have clarified our action point around protecting those at risk of hate crime, to include reducing 'the risk of crime against vulnerable people with illness, disability and frailty', this will include vulnerable people of all ages and those affected by hidden disabilities.
- We have included an action to create 'community spaces that promote cohesion and cultural celebrations, where we can celebrate the diversity, culture and heritage of our communities, through the inclusive design of all council-led regeneration schemes, including Meridian Water and Joyce and Snells.'

Feedback on the commitments and principles set out in the draft Policy:

Our commitments as an employer

In the draft policy we outline our commitments as an employer in tackling inequality, and advancing equality, diversity and inclusion. However, it was felt by some staff that the policy was not 'internal' enough to speak to the issues facing staff.

When discussing their feedback, a representative from a VCS organisation said that to achieve the equalities objectives the Council must build the capacity of its staff. This will include developing a strong unconscious bias programme for all staff and elected members.

The Ethnic Minority Network also suggested ways in which the Council can support ethnic minorities into senior leaderships at the Council. This included a specific mentoring programme, training to support staff to progress, and that Human Resources should review recruitment processes to support candidates from ethnic minorities. It was also suggested that to demonstrate their support to all the staff networks (their 'Allyship'), Senior Leaders and Councillors should attend events run by the Ethnic Minority Network.

The importance of a diverse senior leadership at the Council and recruiting a workforce which is representative of the borough's population was also stressed by our Voluntary Sector Partners.

How we have addressed these

- The Learning and Organisational Development Team have facilitated staff focus groups to reflect on how Enfield can be a more inclusive employer; and are reviewing our training programmes to reflect this feedback. Delivery of the new training programme will be a key action for delivering on the new policy in its first year.
- In the policy we included a clear commitment to educate all officers and elected members on unconscious bias, on language and structural racism.
- A Director has been appointed as an ambassador to each staff network and this has been included in the policy.
- We have strengthened our commitments as an employer to ensure our staff feel valued and supported to fulfil their potential:

- 'Ensure the top of the Council's workforce is proportionately representative of Enfield's ethnic minority population by 2030.'
- 'Supporting a workplace where staff from different backgrounds work together harmoniously and productively and everyone feels valued.'
- 'Use policies and practices that demonstrably enable staff to fulfil their potential and progress within our organisation.'

Digital exclusion

Throughout the engagement, feedback often focused on digital inclusion and a reflection on the impact of lockdown on residents who cannot afford Wi-Fi or devices, particularly with the closures of libraries and community centres. Participants expressed specific concern about the impact of digital exclusion during the Covid-19 pandemic on school pupils, the elderly and disabled residents, and how we could better support these groups to be digitally included.

How we have addressed these views

- To reduce digital exclusion in Enfield, we are developing a digital inclusion plan for the Borough. This plan will set out the Enfield picture on digital exclusion, identify the barriers people face in getting online and identify a multi-agency approach to address these issues.

Accountability

Throughout the engagement, participants made clear the importance of the duty of the Council, as a community leader, in tackling inequality. Participants wanted to ensure that the actions for each objective have clear outcomes and measures of success. Subsequently, several VCS organisations suggested SMART key performance indicators to ensure appropriate impact evaluation. Furthermore, participants felt that the policy should include how our staff, community or partners could report if they felt the policy was not being adhered to.

Community Organisations suggested that the Council should produce an annual report identifying progress towards tackling inequality. They also suggested that addressing inequalities should be a priority in the Council's budget.

The importance of reviewing and challenging Equality Impact Assessments (EqIA), where they believe there will be a disproportionate impact, was highlighted by both the Trade Unions and VCS organisations. Participants also stressed the importance of considering the impact of all decisions on protected groups.

Furthermore, participants put forward several suggestions to ensure we uphold our Public Sector Equality Duty. They suggested that equalities training is provided to Council staff and subcontractors and that the equalities workstream is included in the job description of senior officers at the Council.

How we have addressed these views in the revised policy:

- A detailed action plan to achieve our equalities objectives will be published on the council website in April 2021 and will be reviewed annually. This will

include key performance indicators and lead officers for each action and objective. Furthermore, a new equalities training programme is being developed by our Learning and Development Team.

- In the policy we have included a section which recognises that despite the best intentions sometimes things can go wrong. Enfield Council acknowledges that people have the right to complain about either a service they have received from us, a contractor that provides services on our behalf, or their experience in the workplace.
- On an annual basis we publish our Equalities Report, this report examines progress on equalities targets for each service and identifies some of the inequalities which persist across Enfield and demonstrates our commitment to overcoming these challenges. reference to this, and a link to the annual reports, has now been included in the policy.
- As well the focused areas of work to reduce inequality for specific groups in Enfield, we are taking action to overcome structural causes of inequality by implementing our [Council Plan 2020-2022](#) to create a lifetime of opportunities for everyone in Enfield. This Plan includes action to improve housing, education, employment and health for people across the borough. We have now made clearer reference to this in the policy, and the positive impact expected by successfully delivering on the Council Plan for people with protected characteristics currently facing disadvantage.
- A new EqlA template and guidance has been developed by the Corporate Strategy Service, which states that an EqlA must be completed and updated throughout the decision-making process. The aim of an EqlA is to identify and remove any potential barriers to fairness and equality in a service provision and take all reasonable steps to advance equality, by considering the impact that a proposed change could have on different groups with protected characteristics. Our approach to EqlAs is now set out more clearly in the policy.
- Within the Council, the Executive Management Team provide visible leadership on equality ensuring it is embedded into policy, strategy and delivery as well as ensuring that the Council is meeting its duty under the Act. The role of the Corporate Equalities Board is to drive the corporate equality, diversity and inclusion improvement programme, which aims to deliver on the principles of a fairer Enfield by building capacity across the organisation to improve the Council's approach. The Board, which is made up of Directors, has oversight of the implementation of the action plan for achieving our equalities objectives and provides challenge, assurance and advice on all matters relating to the delivery of this policy. This has been further emphasised in the policy.

Further suggestions to deliver and improve the policy.

As part of the feedback on the draft policy, we asked participants if they thought anything was missing from the policy which could further improve our approach to tackling inequality and advancing equal opportunities for everyone in Enfield.

One suggestion from a member of the public was to include social mobility as an action throughout the policy. Participants also suggested that the policy and future consultations should be published in an easy read format and were keen for the policy to be widely publicised using a range of methods, including easy read, once published

In their feedback, some participants examined the four core values and others were concerned that 'equal outcomes' was unrealistic and should be replaced with 'equality of opportunities'.

How we have addressed these views in the revised policy:

- An easy read version of the final Fairer Enfield Policy will be published, and the Corporate Strategy service will review our approach to providing easy read versions of future consultation documents. Our new guidance on completing equality impact assessments will include guidance for staff to consider the format in which information should be published, including advice on producing easy read versions where there will be an impact on people affected by learning disabilities.
- While the policy doesn't make explicit reference to the term 'social mobility' our new Council Plan and the principles set out throughout the policy reflect our approach of tackling inequality and promoting equality of opportunities for everyone in Enfield.
- We have updated the policy to make clearer that we understand equality to be about fair and equal treatment but acknowledge the need to move beyond just treating 'everyone the same' to focus on improving outcomes to ensure meaningful and positive change. This may mean responding to individuals or groups differently to meet their needs or address differing levels of disadvantage and discrimination in an unequal society.

Appendix 1

The Fairer Enfield Policy was shared on behalf of the Cabinet Member for Community Safety and Inclusion to all known voluntary and community sector organisations in the borough. To further encourage feedback from community groups, the Corporate Strategy Service called and emailed the following 75 VCS organisations representing minority groups in Enfield to ask their representatives to feedback on the policy.

- Action for Social Inclusion Partnership
- African Families' Positive Disability
- Age UK Enfield
- Alpha Care
- Arberia
- Association of French African Women in Enfield
- Bangladesh Welfare Association of Enfield
- British Alevi Federation
- Bush Hill Park United Reformed Church
- Central African Youth in Enfield
- Citizens Advice Enfield
- Deputy Lieutenant for the London Borough of Enfield
- Edmonton Islamic Centre
- Enfield Bangladeshi Welfare Association (EBWA)
- Enfield Borough Over 50's Forum
- Enfield Carers Centre
- Enfield Caribbean Association
- Enfield Cypriots Association
- Enfield Deaf Image Group & Enfield Disability Action
- Enfield LGBT Network
- Enfield Racial Equality Council
- Enfield Saheli
- Enfield Somali Community Association
- Enfield Voluntary Action
- Enfield Women's Centre
- Gargaar Somali Welfare Association
- Godwin Lawson Foundation
- Gospel Temple Apostolic Church
- Green Towers Luncheon Club
- Healthwatch Enfield
- Hindu Tamil Cultural Association
- Hope and Restoration/trading as H&R Training Professionals
- JCCESK-Edmonton (The Kimbanguist Help and Advice Centre)
- KAC (Kurdish Advice Centre)
- Kirkisrak Community House
- Kongolese Children's Association

- Kurdish Housing Association
- Lefkara Association of Great Britain - Enfield Branch
- London Anglo Tamil Association
- Mind in Enfield
- Naree Shakti (Women's Strength)
- National Autistic Society
- Nene Tereza
- North Enfield Foodbank
- North London Asian Care
- O"-Bay Community Trust
- One to One Enfield
- Over 50 Bangladeshi Society
- Palmers Green & Southgate Synagogue
- Palmers Green Mosque
- Polish Saturday School in Enfield
- Positive Enfield (Umoja)
- Poverty Concern
- ProjectACEi
- Robust Blessing Ministries
- Rumi Mosque
- Samafal Somali Families Association Ltd
- Sanatan Cultural Society
- Shpresa Programme
- Signpost (part of Community Heart London)
- Sisters In Islam - Muslim Youth Club
- Skills & Training Network
- Society of Indian Teachers and Associates
- Southgate Progressive Synagogue;
- Tamil Relief Centre
- The Judah Foundation
- The Kimbanguist Association of London
- The London Merit Association
- The Shane Project
- The Wellbeing Co
- Third Age Challenge Project
- Time to Help UK
- Trinity at Bowes Centre Plus
- Turkish Cypriot Community Association
- Wellbeing Connect Services

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Enfield Equality Impact Assessment (EqIA)

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Fairer Enfield – Equality, Diversity and Inclusion Policy and Objectives
Lead officer(s) name(s) and contact details	Harriet Potemkin, Head of Strategy and Policy (harriet.potemkin@enfield.gov.uk)
Team/ Department	Corporate Strategy Service
Executive Director	Ian Davis, Chief Executive
Cabinet Member	Cllr Nneka Keazor, Cabinet member for Community Safety and Cohesion
Date of EqIA completion	Ongoing

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

What is the proposed decision or change?

The Fairer Enfield policy sets out Enfield Council's approach to equality, diversity and inclusion. It outlines our vision for an equal and socially inclusive borough and describes how implementing good practice on equality, diversity and inclusion helps the Council deliver its wider health, social and economic aims.

The policy explains the expectations on our workforce, as they work together with colleagues to design and deliver services to create a vibrant and inclusive borough. It sets out the Council's role in promoting equality and tackling inequality and discrimination. It impacts on everyone who lives, works and studies in Enfield.

What are the reasons for the decision or change?

The existing “Equal Opportunities Policy” was last updated in 2012. Since 2010, Enfield Council’s central government funding has been cut by 60%, whilst the borough’s population has grown by 13%. With a greater number of vulnerable residents to cater for, and fewer resources to support them, the challenge of effectively tackling inequality in the borough and across the organisation has become even more complex.

The Public Sector Equality Duty requires us to publish one or more specific and measurable equalities objectives every four years that demonstrate areas where we are tackling inequality. If we do not publish and implement a new equalities policy and objectives, we would fail to demonstrate a clear commitment to tackling inequality and discrimination and promoting equality, diversity and inclusion. We would also be failing to adhere to our statutory duty under the Public Sector Equality Duty.

What outcomes are you hoping to achieve from this change?

This policy sets out how we will meet our Public Sector Equality Duty under the Equality Act 2010, which requires us to demonstrate due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it by minimising disadvantage suffered by people due to their protected characteristics
- Foster good relations between people who share a protected characteristic and people who do not share it.

It also includes our equality objectives, required as part of the Public Sector Equality Duty. These objectives, as set out in the policy, are:

- (1) Overcome racism in Enfield.
- (2) Deliver positive interventions to reduce serious youth violence in Enfield.
- (3) Increase the number of people with special educational needs and disabilities (SEND) who are in paid employment.
- (4) Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans community.
- (5) Provide access to support services and networks to reduce social isolation.
- (6) Work with our partners to mitigate the impact of Covid-19 on Children and Young People’s mental health and wellbeing.
- (7) Keep people safe from domestic abuse.
- (8) Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents.

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

Fairer Enfield sets out how Enfield Council will tackle inequality and promote an inclusive workplace and communities, as the borough continues to grow, develop and create new opportunities for everyone in Enfield. This policy applies to all

residents, service users and Council staff, regardless of their protected characteristics.

SECTION 3 – Equality Analysis

Age

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

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

The Fairer Enfield policy will have a positive impact on all ages, as it will encourage staff to consider the impact of their service delivery on people of different ages. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and to work to tackle age discrimination, advance equality of opportunity for people of all ages and foster good relations between people of all ages. It sets out who is accountable for this work and how it is monitored and reviewed.

The actions set out below under the different equalities objectives will impact positively in particular on people as a result of their age:

Overcome racism in Enfield: This objective will support residents, services users and staff of all ages through various actions.

- By working to better understand the overrepresentation of young Black men in mental health in-patient services, this will particularly benefit young Black men and their families by supporting patients to access early intervention and community-based services.
- Older people are disproportionately impacted by Covid-19, by implementing the recommendations from Public Health England, we look to reduce this disproportionate impact.
- By supporting staff to progress to senior leadership roles, this will have a positive impact on staff of all ages, it is particularly important that younger staff on lower pay roles are also supported towards leadership roles.

Deliver positive interventions to reduce serious youth violence in Enfield:

This will particularly benefit young people aged 10-17 living in deprived areas. This will also have a positive impact on family and community members of all ages who are affected by youth violence.

Increase the number of residents affected by SEND who are in paid employment:

This objective will have a positive impact on all people with SEND of working age, as we aim to increase employment through both the supported internship program (which supports people aged 16-24) and equals employment service (which supports 18- 64-year olds). There may be some disparity in the

level of support for service users depending on the programme they are accessing. Young people on the supported internship programme will have more support, and are guaranteed placements, however they will be carrying out a year of unpaid work. Clients using the equals service will have to go through standard interview processes themselves and may not be receive the same level of support as the supported interns.

Improve the wellbeing and celebrate the contribution of our LGBT

Communities: This objective should support LGBT people of all ages who live, learn and work in Enfield to feel included, valued and safe. By creating an LGBT inclusive workplace, policies and promoting LGBT events, this will support LGBT staff and residents of all ages to feel included. This objective includes an action specifically focused on supporting LGBT students and tackling homophobic, biphobic and transphobic bullying. This may require us to examine how we can further support older LGBT residents; however, this support may be achieved through actions in the fifth objective.

Provide access to support services and networks to reduce social isolation:

This should have a particularly positive impact on elderly people who are most at risk of social isolation. It is estimated that 30% of the population aged over 65 are mildly to severely lonely. Enfield's over 65 population is predicted to grow by 23% in the next 10 years and is the component of our population projected to grow fastest. This objective will support older people to socially connect through social prescribing, volunteering and befriending initiatives, employment and through the voluntary and community sector organisations. While this objective will in particular benefit older residents, younger ages experiencing social isolation will also benefit as the initiatives are not exclusively for older people.

Work with our partners to mitigate the impact of Covid-19 on Children and Young People's mental health and wellbeing: The Covid-19 pandemic has had a profound impact on the children and young people's mental health and wellbeing.¹ There are 84,309 children and young people in Enfield, and we have more residents under 20 than London and National averages. There are 57,870 children and young people of school age in the borough. Findings from the Marmot Review show that children in the most deprived areas in UK are 4-6 months further behind their peers because of school closures.² Therefore, we have included an action to work with schools to mitigate, as far as possible, the disproportionate impact of Covid-19 lockdowns on the educational attainment of children and young people in low income families and children and young people affected by special educational needs and disabilities

Keep people safe from domestic abuse: This objective will support residents of all ages to keep safe from domestic abuse, by responding to concerns quickly

¹ <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>

² <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>

through our dedicated multi agency hub and ensuring the safety of vulnerable residents, staff and their children.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: This objective focuses on promoting cohesion for people of all ages and tackling hate crime. This objective has a specific focus on reducing the risk of crime against vulnerable people of all ages with illness, disability and frailty.

Mitigating actions to be taken

The Fairer Enfield Policy will positively impact people of all ages, as it reinforces the Council's commitment to fulfil the Public Sector Equality duty and to work to tackle age discrimination, advance equality of opportunity for people of all ages and foster good relations between people of all ages.

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

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

We estimate that 52,382 people in Enfield have a disability; this is 15.69% of Enfield's population.³

The policy will have a positive impact on people affected by disability as it will encourage staff to consider the impact of their service delivery on people with disabilities. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality Duty and work to tackle discrimination, advance equality of opportunity and foster good relations between people with and without disability.

It sets out who is accountable for this work and how it is monitored and reviewed. The policy also reinforces the Council's duty to provide reasonable adjustments to those with special requirements. It also advises that staff should be able to get remittance from work to attend staff groups, such as the Disability Working Group and Mental Health and Wellbeing Board. It also formally recognises the importance of these groups and the Council's duty to support them.

The development of a sustainable and ethical procurement policy which will reflect this policy will benefit people affected by disability, as it can be used to ask

³ <https://new.enfield.gov.uk/services/your-council/equality-and-diversity-report-2020-your-council.pdf>

services to provide work placements for people affected by disability.

Overcome racism in Enfield: This objective includes a specific action to better understand the overrepresentation of young Black men in mental health in-patient services, this will have a positive impact on patients and their families by reducing the number of compulsory mental health detentions.

Increase the number of people affected by SEND who are in paid employment: There is a disproportionate lack of disabled people in employment in Enfield. 2019 data showed that only 42.6% of disabled persons in Enfield were in employment. This is below the national average, which estimates 53.2% of disabled persons are in employment (Annual Population Survey 2019).⁴ This objective should have a positive impact on people affected by special educational needs and/or disabilities who hope to gain and sustain paid employment. Although the supported internship programme and Equals Employment Service are for people affected by learning difficulties and not people affected by physical disabilities or mental ill-health, action in the policy includes expanding these programmes, and also expanding our schools careers services and apprenticeship programme so that people affected by physical disabilities are also supported into paid employment.

Improve the wellbeing and celebrate the contribution of our LGBT Communities: This objective should have a positive impact on LGBT residents affected by disability.

Provide access to support services and networks to reduce social isolation: This objective should have a positive impact on people who are socially isolated because of their disability. Reducing social isolation can also prevent long term injuries caused by falls.

Work with our partners to mitigate the impact of Covid-19 on Children and Young People's mental health and wellbeing: In 2019, there were 3,271 children and young people with Education, Health and Care Plans (EHCPs) in the borough. The numbers of people with learning disabilities is predicted to increase to more than 1,250 people who will require health, care and support services by 2030 (PANSI 2019). On average students with SEND are 3 years behind their peers at the end of secondary education.⁵ The Disabled Children's Partnership has highlighted significant concerns about the impact of Covid-19 lockdowns on the mental wellbeing of disabled children.⁶ The lack of personalisation of instruction available to many young people affected by SEND, in their online

⁴ Please note that this data comes from the annual population survey data only, and at local authority level the confidence intervals are quite broad due to the relatively small sample sizes.

⁵ <http://www.instituteofhealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>

⁶ <https://disabledchildrenspartnership.org.uk/wp-content/uploads/2020/06/LeftInLockdown-Parent-carers%E2%80%99-experiences-of-lockdown-June-2020.pdf>

lessons and home education, has acted as a barrier to learning during school closures. This objective will have a positive impact on children and young people affected by disabilities, as it will help to address and mitigate, as far as possible, the impact of Covid-19 on their mental health, wellbeing and educational attainment.

Keep people safe from domestic abuse: This objective will have a positive impact by ensuring that vulnerable residents affected by disability are safe from domestic abuse.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: This objective will have a positive impact, by reducing the risk of crime against people affected by disability.

Mitigating actions to be taken

The Fairer Enfield policy will have a positive impact on people affected by disabilities.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

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

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

GIRES (Gender Identity Research and Education Society) estimate that in the UK around 650,000 people, 1% of the population, experience some degree of gender non-conformity. If these numbers are correct, and if Enfield's population of 333,869 were exactly typical of that population, this will equate to 3,339 individuals with some degree of gender non-conformity.

The Fairer Enfield policy will have a positive impact on trans people as it will encourage staff to consider the impact of their service delivery on trans people. The policy encourages staff and residents to value diversity and respect each other. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity and foster good relations between trans and cis gender people.

Increase the number of people affected by SEND who are in paid employment: This will have a positive impact on trans people affected by SEND who want to get into paid employment.

Improve the wellbeing and celebrate the contribution of our LGBT Communities: This objective will have a positive impact on trans people, according

to Stonewall 36% of trans people have experienced discrimination within their community because of different parts of their identity.⁷ By effectively monitoring trans status, we can understand the needs and experiences of trans people in Enfield. Furthermore, by creating a trans inclusive workplace and policies, as well as celebrating LGBT events in Enfield, we can help to ensure trans people will be valued, safe and included. We also know that according to Stonewall, 84% of trans young people have self-harmed and 45% of trans young people have attempted to take their own life.⁸ By working with schools to tackle transphobic bullying and supporting the mental health of trans students, this will have a positive impact on their wellbeing.

Provide access to support services and networks to reduce social isolation:

This should have a positive impact on trans people at risk of social isolation. We must be mindful that this work is not solely focused around elderly people, and that other groups who are vulnerable to social isolation, such as trans people, are also considered in this work.

Overcome racism in Enfield: Any trans people who live, learn or work in Enfield from ethnic minorities should benefit from this initiative.

Keep people safe from domestic abuse: In the 2018 Stonewall Report, 28% of trans respondents had experienced domestic abuse in the last 12 months. This objective will positively impact trans people in Enfield, by ensuring that our work to tackle domestic abuse is inclusive of the needs of Trans communities by including Trans-specific issues in our publicity campaigns and training, we can encourage reporting and intervene where possible to prevent domestic abuse.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: This objective will have a positive impact on trans people, by tackling extreme behaviour, encouraging the reporting of hate crime and ensuring victims are supported through the criminal justice system.

Mitigating actions to be taken

The Fairer Enfield policy will positively impact trans people who live, learn and earn in Enfield.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

⁷ https://www.stonewall.org.uk/sites/default/files/lgbt_in_britain_home_and_communities.pdf

⁸ <https://www.stonewall.org.uk/children-and-young-peoples-services-champions-programme>

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

The policy will have a positive impact on people of all marital statuses as it will encourage staff to consider the impact of their service delivery on different groups. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity of foster good relations between people of different marital status. It sets out who is accountable for this work and how it is monitored and reviewed.

Mitigating actions to be taken

The Fairer Enfield policy will positively impact people regardless of their marital status.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

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

Fairer Enfield will have a positive impact on pregnancy and maternity, as it will encourage staff to consider the impact of their service delivery on people who are pregnant or in the maternity period. Between July 2019 – July 2020, the number of births where Enfield is the usual residence of the mother was 3,356.⁹

The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity and foster good relations. This should empower pregnant staff to highlight if they feel they are being discriminated against based on their pregnancy.

It also formally recognises the Council's staff groups and encourages managers to grant remittance from work to attend these groups, which may be relevant as women into leadership will offer support and guidance for women who have gone through pregnancy. The policy also reinforces their right to reasonable adjustments. It sets out who is accountable for this work and how it is monitored and reviewed.

Mitigating actions to be taken

The Fairer Enfield Policy will positively impact people who are pregnant or in the maternity period.

⁹ ONS 2020

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

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

Enfield is a diverse borough. Based on 2019 Enfield Ethnicity estimates, residents from White British backgrounds make up 35% of Enfield's inhabitants with other White groups at 23%, Other Ethnic Groups at 5%, Mixed Groups at 6%, Asian Groups at 11% and Black groups at 18%. The 'Other White' group is composed largely of Greek and Turkish Cypriots and Turkish ethnicities.

The policy will have a positive impact on people of different races as it will encourage staff to consider the impact of their service delivery on different ethnicities. The policy encourages staff and residents to value diversity and respect each other. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity and foster good relations between different races. The policy also sets out the benefits of having a diverse workforce that represents the community it serves. It also formally recognises the Council's staff groups and encourages managers to grant remittance from work to attend these groups, which may be relevant for people who would like to attend the Ethnic Minority Network meetings.

Overcome racism in Enfield: This objective states the actions that Enfield Council will undertake to overcome racism in Enfield and reduce the inequality that ethnic minorities experience in housing, education, employment, health and criminal justice.

- We will empower our ethnic minority communities by delivering an annual programme of educational, challenging and inspiring events celebrating ethnic minority communities and working with our schools to create a diverse and anti-racist curriculum.
- By working to better understand the overrepresentation of young Black men in mental health in-patient services, this will particularly benefit young Black men and their families by supporting patients to access early intervention services.
- National analysis found that 12-18% of ethnic minority communities were struggling financially before the Covid-19 pandemic.¹⁰ We can act through our work to improve access to benefit and debt advice for all residents and by helping ethnic minority-owned businesses to thrive, through our procurement processes and by providing local support to small and medium (SME) businesses.
- The Public Health Team are implementing recommendations from Public

¹⁰ <https://www.ippr.org/blog/minority-ethnic-groups-face-greater-problem-debt-risk-since-covid-19>

Health England's *Beyond the Data* report, this will positively impact people from ethnic minorities by reducing the disproportional impact of Covid-19.

- The policy will help to reduce the systemic discrimination experienced by Gypsy, Traveller and Roma communities and address inequalities in education and healthcare.
- By increasing the representation of ethnic minorities in leadership roles, this will have a positive impact on ethnic minorities working for the Council and living in the borough, as it will increase their representation in key decision making.

Deliver positive interventions to reduce serious youth violence: Enfield continues to suffer high levels of serious youth violence and there is local evidence that Black young people in particular are over-represented in youth convictions. The actions to support young people to prevent them from being drawn into gangs, will likely involve investing in youth services and programmes. This will particularly benefit Black people aged 10-17 living in deprived areas, as well as their family and community members.

Increase the number of residents affected by SEND who are in paid employment: This objective will positively impact people from ethnic minorities with learning difficulties, who want to gain paid employment.

Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans Communities: This objective will positively impact LGBT people from ethnic minorities.

Work with our partners to mitigate the impact of Covid-19 on Children and Young People's mental health and wellbeing: This objective will positively impact young people from ethnic minorities in Enfield. The Marmot Review shows that the proportion of students estimated to need intensive-catch-up support was higher in schools with higher proportions of students from ethnic minorities, which reflects that a higher proportion of ethnic minorities live in deprived areas.¹¹ We will work with schools to mitigate, as far as possible, the disproportionate impact of the Covid-19 lockdowns on the educational attainment of children and young people in low income families.

Keep people safe from domestic abuse: This objective will support women in isolated communities, including those in Gypsy, Traveller and Roma communities, to access support and services to prevent and tackle domestic abuse, including women's refuges.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: This objective will have a positive impact on ethnic minorities in Enfield, by tackling extreme behaviour, encouraging the reporting of hate crime and ensuring victims are supported through the criminal

¹¹ The National Foundation for Educational Research. The challenges facing schools and pupils in September 2020

justice system. This will reduce the risk of crime against people from ethnic minorities. The objective will benefit Gypsy, Roma and Traveller communities, by promoting good relations between Gypsy, Roma and Traveller communities and the wider community we can reduce harassment and discrimination towards Gypsy, Roma and Traveller communities. The objective also includes an action to work with all Enfield faith communities to promote peace, mutual understanding and respect and to support and encourage others to do likewise, which will positively impact on people from ethnic minorities of all religions.

Mitigating actions to be taken

The Fairer Enfield policy will positively impact people from ethnic minorities in Enfield.

Religion and belief

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

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

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

The Fairer Enfield policy will have a positive impact on people of different religions and beliefs, as it will encourage staff to consider the impact of their service delivery on different religions. The policy encourages staff and residents to value diversity and respect each other, the policy specifically reiterates the importance of freedom of religion. Fairer Enfield also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity and foster good relations between people with different faith systems or beliefs.

Overcome racism in Enfield: This objective includes action to provide support and information to ethnic minorities to help decrease the disproportionate impact of Covid-19. To deliver this action, the Public Health Team have engaged the local Faith Forum with fortnightly public health briefings, education and awareness raising and to understand cultural and religious factors that may influence adherence to government advice. This will help us to ensure that our support positively impacts people of different religions and beliefs.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: There was a 13% increase in the reporting of faith hate crime offences over the 12 months to December 2020.¹² This objective will positively impact people of different religions and beliefs, as we will

¹² <https://www.met.police.uk/sd/stats-and-data/met/hate-crime-dashboard/>

work with Enfield's faith communities to promote peace, mutual understanding and respect and to encourage and support others to do likewise. We will also create community spaces to promote cohesion and cultural celebrations, which will enable us to celebrate the different religions and beliefs of people in Enfield. These actions will help to reduce the risk of hate crimes motivated against religions or beliefs.

Mitigating actions to be taken

The Fairer Enfield policy will positively impact people of different religions and belief in Enfield.

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

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

The Fairer Enfield policy will have a positive impact on men and women as it will encourage staff to consider the impact of their service delivery on different genders. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality Duty and work to tackle discrimination, advance equality of opportunity and foster good relations.

This should empower staff to highlight if they feel they are being discriminated against based on their gender. It also formally recognises the Council's staff groups and encourages managers to grant remittance from work to attend groups, such as the Women into Leadership, which covers topics particularly affecting women and offers support, helping the organisation address longstanding inequality experienced by women in work which is apparent at a national level. Fairer Enfield also sets out who is accountable for this work and how it is monitored and reviewed.

Overcome racism in Enfield: This objective will help to reduce the structural inequality experienced by ethnic minorities of both genders in Enfield. The objective specifically looks at reducing the overrepresentation young Black men in mental health in-patient services. By focusing on early intervention and support, this will positively impact their family members of both genders.

Deliver positive interventions to reduce serious youth violence in Enfield: Research shows that males commit more serious violence than females; 76% of homicides are committed by males and 87% of weapons users are male.¹³ This objective will have a positive impact on male and females, by better supporting young people to prevent them being drawn into gangs, crime and serious violence.

¹³ Government Serious Youth Violence Strategy, 2018

We will prioritise investment in youth services, increase mutual trust between young people, communities and the police and support employment opportunities for young people who are NEET.

Increase the number of residents affected by SEND who are in paid employment: This objective should positively impact both men and women.

Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans Communities: This objective should positively impact LGBT people of both genders. By effectively monitoring gender identity we can understand the needs and experiences of LGBT people in Enfield, so that we can ensure that our policies and services are LGBT inclusive.

Provide access to support services and networks to reduce social isolation: Academic research states that men are more likely to be socially isolated than women. This objective will support people of both genders to socially connect through social prescribing, volunteering and befriending initiatives, employment and through the voluntary and community sector organisations, and may particularly benefit men given that they are more likely to being socially isolated, according to academic research.

Keep people safe from domestic abuse: The objective includes a specific focus on women, through working with our partners to deliver our Violence against Women and Girls Strategy. This is because women are twice as likely to experienced domestic abuse than men. However, this objective will benefit both men and women, by enhancing our quick response to concerns through our dedicated multi-agency domestic abuse to reduce risks and ensure the safety of vulnerable adults and their children. We will also work with our schools to develop our approach on how we educate boys and girls on healthy relationships, consent, gender equality and staying safe online.

Mitigating actions to be taken

The Fairer Enfield policy will positively impact both men and women in Enfield.

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

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

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

The Fairer Enfield policy will have a positive impact on our LGBT communities, as it will encourage staff to consider the impact of their service delivery on residents of different sexual orientations. Fairer Enfield encourages staff and residents to value diversity and respect each other. The policy also reinforces the Council's commitment to fulfil the Public Sector Equality duty and work to tackle discrimination, advance equality of opportunity and foster good relations between people with different sexualities.

Increase the number of residents affected by special educational needs and disabilities (SEND) who are in paid employment: This will have a positive impact on LGBT people with learning difficulties who want to gain and sustain paid employment.

Improve the wellbeing and celebrate the contribution of our Lesbian, Gay, Bi and Trans Communities: This objective specifically focuses on ensuring that LGBT people who live, learn and earn in Enfield feel valued, included and safe. It is estimated that the LGB population in Enfield may be anywhere between around 6,677 and 33,387.

- By monitoring sexual orientation, we can understand the needs and experiences of LGBT people in Enfield to ensure that our services and policies are LGBT inclusive.
- Furthermore, by ensuring that we celebrate LGBT events and developing an LGBT inclusive workplace, we can ensure LGBT people feel value, safe and included.
- The School Report,¹⁴ published by Stonewall in 2017, demonstrated the need to further support LGBT young people to reach their full potential. Nearly half of LGBT pupils are bullied for being LGBT at school. Therefore, by working with schools to tackle homophobic and biphobic bullying and better supporting the mental health of LGBT students, this objective will have a positive impact on their wellbeing.

Provide access to support services and networks to reduce social isolation: This should have a positive impact on LGBT people at risk of social isolation. We must be mindful that this work is not solely focused around elderly people, and that other groups who are vulnerable to social isolation, such as LGBT people, are also considered in this work. Through our commitment to ensure that our policies are LGBT inclusive, this will ensure that any actions to reduce social isolation will consider how to support LGBT people in Enfield.

Keep people safe from domestic abuse: In England, it is estimated that more than 1 in 4 gay men and lesbian women and more than 1 in 3 bi people experience at least one form of domestic abuse since the age of 16.¹⁵ This objective will have a positive impact on LGBT people, we will ensure that our work to tackle domestic violence and abuse is inclusive of the needs of LGBT communities by including LGBT-specific issues as part of our publicity campaigns and through ensuring

¹⁴ <https://www.stonewall.org.uk/school-report-2017>

¹⁵ http://www.galop.org.uk/wp-content/uploads/Galop_RR-v4a.pdf

LGBT-specific issues are considered as part of all training on domestic violence and abuse.

Promote safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents: This objective will have a positive impact on LGBT people. We will tackle extreme behaviour, encourage the reporting of hate crime and ensure that victims are supported through the criminal justice system, this will help reduce the risk of crime against LGBT people.

Mitigating actions to be taken

The Fairer Enfield policy and objectives will have a positive impact on people in Enfield, regardless of their sexual orientation.

Socio-economic deprivation

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

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

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

Although it is not stated in legislation as a protected characteristic, Enfield is going beyond its statutory duties under the 2010 Equality Act by seeking to also implement the Act's socio-economic duty (Part 1 Section). We commit to treating everyone equally regardless of socio-economic status and will work to eliminate discrimination and disadvantage caused by a person's socio-economic status.

In 2019 we set up an independent commission to better understand poverty and inequality in the borough. The Commission, chaired by Baroness Tyler of Enfield, listened to the experiences of local people. The Commission made 27 recommendations for the Council and our partners to act on to make Enfield a fairer place.

As part of the policy we commit to ensuring that we use commissioning and procurement of services as a tool to reduce inequality across the borough, including by encouraging commissioned services to pay the living wage and also by other initiatives which provide social value, such as offering apprenticeships to local people.

Overcome racism in Enfield: Many businesses in Enfield and residents have been financially impacted by the Covid-19 crisis, we want to support ethnic minority owned businesses to thrive, through our procurement processes and by providing local support to small and medium businesses.

Increase the number of residents affected by SEND who are in paid employment: Residents with SEND are disproportionately impacted by unemployment. Enfield's employment rates for people affected by disabilities are lower than the national average. This objective will help to increase the number of people with SEND to gain an sustain paid employment.

Work with our partners to mitigate the impact of Covid-19 on Children and Young People's mental health and wellbeing: This objective will benefit children and young people from low income families, as findings from the Marmot Review show that children in the most deprived areas in UK are 4-6 months further behind their peers because of school closures.¹⁶ Therefore, we have included an action to work with schools to mitigate, as far as possible, the disproportionate impact of Covid-19 lockdowns on young people from low income families' educational experience.

Deliver positive interventions to reduce serious youth violence in Enfield: Poverty is a risk factor for involvement in youth crime, a British Crime survey shows that people on lower incomes are over-represented as both the victims and perpetrators of crime,¹⁷ and in Enfield offences are concentrated in the poorest wards. We will take an early intervention approach to reduce serious youth violence and ensure that young people and families from different backgrounds within our community know how to access support for themselves, and their peers, and seek help when the need it to stop problems escalating and causing distress. Furthermore, young people who are not in education, employment and training are more at risk of being involved in youth crime. We will reduce this risk by encouraging and supporting local businesses and employers to provide training, apprenticeships and employment opportunities to young people who are not in education, training or employment (NEET).

Mitigating actions to be taken.

By recognising socio-economic status as a protected characteristic, Fairer Enfield reaffirms our commitment to treat everyone equally regardless of socio-economic status and we will work to eliminate discrimination and disadvantage caused by a person's socio-economic status.

SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

¹⁶ <http://www.instituteofthehealthequity.org/resources-reports/build-back-fairer-the-covid-19-marmot-review/build-back-fairer-the-covid-19-marmot-review-full-report.pdf>

¹⁷ <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/datasets/crimeinenglandandwalesannualtrendanddemographicstables>

The Fairer Enfield Policy will be periodically reviewed and updated to reflect changing needs, new strategies or organisational restructure. This review will be undertaken by the Corporate Strategy Service and presented to the Corporate Equalities Board for review.

The progress in delivering on our equalities objectives will be assessed annually by the Corporate Equalities Board, supported by the Corporate Strategy Service and the Knowledge and Insight team and updated every four years, in line the Public Sector Equality Duty.

As part of our Public Sector Equality Duty, we publish an annual [Equalities Report](#). This report examines progress on equalities targets; reviews the inequalities which persist across Enfield and demonstrates our commitment to overcoming these challenges. The report includes our workforce review which outlines the makeup of our workforce by ethnicity, age, disability and gender. It also shows how these groups are represented across different pay scales and includes the annual gender pay gap.

Progress against the objectives set out in this policy will be reviewed in this annual Equalities Report, following its approval. A review of progress against the objectives one year on from the policy approval will be contained in the 2021 annual report, scheduled for publication in early 2022.

The Council benchmarks itself against several external resources. As an employer the Stonewall Workplace Equality Index is used to measure progress on Lesbian, Gay, Bi and Trans inclusion. The council is disability confident employer and we also use our staff equality monitoring data to benchmark ourselves against other London Boroughs. As a service provider we compare ourselves against other Local Authorities and use the Equality Framework for Local Government (EFLG) to review and improve performance across key performance areas which include knowing your communities; leadership, partnership and organisational commitment; involving your communities; responsive services and customer care; as well as a skilled and committed workforce.

The policy sets out clear governance arrangements showing accountability for delivery of the policy.



SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments

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London Borough of Enfield *Capital Strategy*

2021/22



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1 Introduction

- 1.1 The requirement to have an annual Capital Strategy approved by Council became mandatory in 2019/20 as part of the update to the Prudential Code. The main purpose of the Capital Strategy is to ensure the Council's investment in capital projects supports the delivery of its corporate objectives.
- 1.2 This Capital Strategy is an overarching document which sets the policy framework for the development, management and monitoring of the Council's capital investment. The Strategy focuses on the core principles that underpin the Council's capital programme. It sets out the key issues and risks that will impact on the delivery of the programme and the governance framework required to ensure the capital programme is delivered and supports the delivery of the Council's Corporate Objectives as detailed in Enfield's Council Plan 2020-2022.
- 1.3 The Capital Strategy aligns with the priorities set out in the Council Plan and other key Council strategies. The Strategy is integrated with the Medium Term Financial Plan (MTFP) and Treasury Management Strategy.
- 1.4 The Ten Year Capital programme, the implications of the programme for Minimum Revenue Provision (MRP) (the notional repayment of principal) and debt financing costs are incorporated into the Medium Term Financial Plan and the Ten Year Treasury Management Strategy.

2 Objectives

- 2.1 The main objectives of the Capital Strategy are as follows:
- 2.2 Provide a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 2.3 To maintain an affordable ten year capital programme and to ensure the revenue implications are fully funded and captured in the MTFP.
- 2.4 To ensure capital investment is aligned with the Council's strategic vision and corporate priorities.
- 2.5 To maximise available resources by actively seeking appropriate external funding and disposal of surplus assets.

3 Governance

- 3.1 There is a requirement for the annual Capital Strategy to be approved by full Council. This takes place as part of the annual approval of the ten year capital programme. Any additions to the approved programme in year require Council approval.
- 3.2 The Capital Finance Board (CFB) is responsible for the overall financial management of the Council's General Fund and Housing Revenue Account (HRA) Capital Programmes, on behalf of the Executive Management Team.
- 3.3 The Board is chaired by the Director of Finance and can approve projects up to £100k, without reference to EMT. The Board acts as the gatekeeper of the capital programme ensuring all affordability and risks are duly considered and mitigated.
- 3.4 The main responsibilities of the board are to:
- i. Review and recommend to EMT all new General Fund capital projects,
 - ii. Ensure capital resources are viewed corporately demonstrating a clear link to corporate objectives,
 - iii. Ensure any revenue costs are identified and considered in the Treasury Management Strategy and the Council's MTFP,
 - iv. Develop a capital strategy which supports the delivery of the Council's corporate objectives,
 - v. Review new capital project requests on behalf of EMT,
 - vi. Provide an extra level of scrutiny on the Council's high risk projects.
- 3.5 The Board, through the chair the Director of Finance has the authority to approve new schemes up to a value of £100k. The Board will be quorate providing the S151 officer or nominated deputy is at the meeting.
- 3.6 The Board supports/drives/coordinates the development of the rolling Ten Year Capital Programme. All approved programmes were presented to the Board. Programme managers were required to present their updated appraisal template to the Board. Each programme is evaluated against financial and non-financial criteria. Projects agreed by CFB are presented to EMT for review prior to being considered by Cabinet and presented to full Council for approval before being added to the approved Capital Programme.
- 3.7 The approval to add a project to the capital programme, approves the budget envelope only. This does not give the right to spend. The right to spend the budget envelope is only granted following the production and authorisation of a separate report, which provides the authorised decision to spend the funds allocated in the approved capital programme. The governance to approve such reports is set out in the Council's Constitution (Part 4) and will depend on whether it is classed as an operational or portfolio decision.
- 3.8 In addition to projects recommended for inclusion in the approved programme, there are a number of projects which have been classified as 'pipeline projects'. Pipeline projects are projects where further work is required to complete the business case requesting investment. Where indicative figures are known they have been included for the purpose of calculating capital financing costs for treasury and medium term financial planning purposes. These projects are not part of the approved capital programme and are subject to the governance process described above.

- 3.9 During 2020/21, the Finance department developed a Development and Investment Financial Framework (DIFF). The framework was developed in recognition that the capital programme, in light of the Council's regeneration ambitions, is becoming increasingly complex.
- 3.10 The DIFF will strengthen the current process regarding the addition of new projects to the programme through the introduction of a two phase approval process. Phase One will be an initial project compliance check. This is a high-level checklist which will ensure the project owner has considered the fundamental information required to appraise and scrutinise a potential project.
- 3.11 Phase Two will comprise of the completion of an updated and expanded Project Financial appraisal template. The current template will be reviewed and updated in light of the DIFF. The revised formal project financial appraisal is more comprehensive than the existing template and will allow greater scrutiny of new proposals in line with the four pillars within the framework:
- i. project viability,
 - ii. project affordability,
 - iii. operational considerations, and
 - iv. routes to delivery.
- 3.12 Under each pillar a set of criteria exist against which qualitative and quantitative assessments will be made.

4 Monitoring

- 4.1 Once a capital project is approved, it forms part of the Council's approved capital programme which is monitored on a quarterly basis and is reported through to Cabinet. However, some of the more complex projects are monitored on a monthly basis.
- 4.2 Individual project managers or budget holders are responsible for the detailed quarterly budget monitoring. Individual returns are consolidated before being reviewed at Departmental Management Teams (DMT) meetings. These approved forecasts form the basis of the quarterly monitoring report. This report is reviewed at Capital Finance Board and discussed at the Council's Executive Management Team, before being presented to Cabinet and Council to approve any amendments to the approved programme.
- 4.3 The Finance team act the 'critical friend' during the monitoring cycle, by working with services to provide forecasts that are as accurate as possible, but also scrutinising and challenging unrealistic financial forecasts and requests for budget slippage.
- 4.4 In addition to the quarterly monitoring regime, high risk projects are subject to a review at least once a year at Capital Finance Board, where responsible officers present a high-level project overview regarding the project finances, delivery and any risks.
- 4.5 Cabinet receives quarterly capital monitoring reports which includes financial information regarding actual spend and year end forecasts as well as details of projects delivery, risks and where relevant information relating to additional grants received or funding requests.

5 Preparing and approving the capital programme

- 5.1 Each year as part of the budget setting process; directorates will put forward proposals for new projects that are required to meet the needs of their services, for consideration at Board and to be added to the Capital Programme. Requests for new capital projects outside of the annual budget setting cycle follow the same approval process.
- 5.2 Any new requests for capital expenditure are subject to an initial review and recommendation by the Capital Finance Board, prior to EMT approval and Cabinet/Full Council approval of the budget envelope.
- 5.3 The approval process starts with the completion of a Project Appraisal Template, which is presented to the Capital Finance Board.
- 5.4 The Capital Finance Board will assess new projects based on the financial and non-financial information included in the Project Appraisal Template. The information included in the template includes financial viability and affordability metrics. It also presents information on how the proposed project will support the delivery of the Council's corporate objectives. From 2021/22, the evaluation process will be changed in light of the recently completed Development and Investment Financial Framework, described in paragraphs 3.10 and 3.11 above.
- 5.5 As a minimum, all proposed schemes requiring capital investment must complete a project appraisal template. Larger, more complex projects will also have separate business cases and financial models. The project appraisal template includes the following information:
 - i. Project description
 - ii. The estimated financial implications, both one off capital and ongoing revenue budget considerations
 - iii. Financial metrics including Net Present Value, Internal Rate of Return and payback period
 - iv. The expected outputs, outcomes and contribution to the Council's corporate objectives
 - v. Risk assessment and appraisal with potential mitigations
 - vi. Any urgency considerations (e.g. statutory requirements or health and safety issues).

6 Enfield Council Plan 2020-2022

- 6.1 The capital strategy will support the Enfield Council Plan, which focuses on three strategic outcomes and four cross cutting themes.

Strategic Outcomes		Objectives
1	Good Homes in Well Connected Neighbourhoods	<ul style="list-style-type: none"> a. Build more and better homes for residents b. Invest in and improve our council homes c. Deliver housebuilding and regeneration programmes with our residents d. Drive investment to deliver good growth for London
2	Safe, Healthy and Confident Communities	<ul style="list-style-type: none"> a. Keep communities free from crime b. Inspire and empower young Enfield to reach their full potential c. Deliver essential services to protect and support vulnerable residents d. Create healthy streets, parks and community spaces
3	An Economy That Works for Everyone	<ul style="list-style-type: none"> a. Create more high-quality employment b. Enhance skills and connect local people to opportunities c. Develop town centres that are vibrant, safe and inclusive d. Craft a cultural offer for Enfield to support London's status as a world class city

Cross cutting themes		Objectives
1	A Modern Council	<ul style="list-style-type: none"> a. An empowered, responsive and happy workforce b. Accessible and efficient c. Financial Resilience and good governance d. Working in partnership
2	Climate Action	<ul style="list-style-type: none"> a. To become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040
3	Fairer Enfield	<ul style="list-style-type: none"> a. Equal outcomes b. Dignity and Respect c. Diversity d. Inclusion
4	Early Help	<ul style="list-style-type: none"> a. Develop a prevention based approach

- 6.2 The current ten year programme is designed to support the Council's delivery of its corporate objectives and ensure the required infrastructure is in place to work efficiently with the Council's residents.
- 6.3 Table 1 below provides a summary of the ten year Capital Programme by corporate objective, followed by an overview of the key projects supporting the delivery of each objective.

Table 1 – Proposed ten-year Capital programme by corporate objective

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Good homes in well-connected neighbourhoods	449,253	254,778	297,060	194,499	206,337	932,247	2,334,174
An economy that works for everyone	88,733	48,334	25,678	20,646	12,139	44,379	239,908
Safe, healthy and confident communities	50,394	32,326	24,511	22,368	25,395	82,673	237,667
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,299	2,811,749
External Grants & Contributions	170,956	79,470	117,726	108,033	115,826	175,633	767,644
Revenue Contributions	348	0	0	0	0	0	348
Capital Receipts	12,105	9,459	6,213	7,234	7,492	8,664	51,167
Major Allowance Repairs	11,068	11,257	11,474	5,103	13,287	77,284	129,473
Earmarked Reserves	69,221	22,216	42,294	61,780	45,294	260,441	501,245
Borrowing	324,682	213,036	169,542	55,363	61,972	537,277	1,361,872
TOTAL	588,380	335,438	347,249	237,513	243,871	1,059,299	2,811,749

6.4 Good homes in well connected neighbourhoods – £2.334bn over 10 years

- 6.5 The Council has an ambitious estate renewal and regeneration programme with proposed investment over the 10 year period of £1.917bn, split £967.1m funded by the HRA and £950.1m funded by the General fund. The General fund budget includes £135m which is an indicative amount for the General fund portion of Joyce and Snells regeneration programme. The HRA budget includes an indicative budget of £510.7m for the project. The actual final budget allocation will be subject to separate Council approval following the completion of all relevant activities including an approved business plan and financial model. There have been 298 starts on site since April 2020.
- 6.6 The Council has spent £329m as at the end of December 2020 on Meridian Water acquiring land, remediation works, building the new train station, securing planning consents and professional fees. The Council has entered into a grant agreement for £170m from the Housing Infrastructure Fund, to build new roads, parks and train infrastructure across the site; and the Department for Transport has approved the Outline Business Case for increased train frequency. Meridian Water is now in the delivery phase with a partner progressing Meridian One for the first 950 homes, due to start construction shortly. The procurement exercise to appoint a partner for Meridian Two, to deliver 250 affordable units, is now complete and the development agreement is being finalised. A strategy to deliver the next phase has been agreed and the professional team is being appointed to commence design.

6.7 Safe, healthy and confident communities – £237.7m over 10 years

- 6.8 To meet the Council's healthy living vision for the Borough, transport services will continue the annual Highways and Street Scene programme which invests in upgrading our streets. The local transport implementation plan sets out how the Council will invest to encourage walking, cycling and the use of public transport to increase levels of active travel and to improve the health of residents. Each year the Council receives grant funding from Transport for London to assist in achieving the above.
- 6.9 The Council has also been successful in securing grant funding to support flood management and climate change mitigation by naturalising a river and planting thousands of trees.

6.10 An economy that works for everyone – £239.9m over 10 years

- 6.11 The Strategic Asset Management Plan provides a framework for how the Council will use its property holdings to support the local economy. The Montagu Estate redevelopment, undertaken in a joint venture with Henry Boot, has commenced phase one and consultation on the design of future phases is underway. This project will bring new jobs and better businesses to Edmonton.
- 6.12 The new offices for Metaswitch/Microsoft on Genotin Road in the town centre are on time and on budget, and due to be practically complete before financial year end.
- 6.13 Education services has an ambitious capital programme to carry out expansion works on Enfield's schools to meet increasing demand for school Special Education Needs places. It continues to undertake the necessary maintenance works to ensure school buildings continue to meet the required standards. This is funded by Government Capital Grants and Developer Contributions.

7 Asset Management

- 7.1 The Council has a substantial corporate property portfolio and given the challenging financial position facing all local authorities, the Council must optimise use of those assets while ensuring that all Health and Safety responsibilities are properly managed.
- 7.2 The Council has approved a Corporate Landlord Policy which centralises the premises functions under the Director of Property & Economy. It improves strategic decision making and provides more certainty on statutory compliance. All corporate premises are managed by Strategic Property Services with support from a combined Construction, Maintenance & Facilities Management service.
- 7.3 The Council's Strategic Asset Management Plan (SAMP) was approved in June 2019 and describes the Council's approach to management of its assets and provides links to the operational and technical details that underpin the overall strategy. The SAMP provides the framework for decision-making across the estate and for individual buildings, and shape delivery of a resource at the heart of the Council's current and future offer to residents.
- 7.4 The Council's assets are the means by which service delivery takes place. They have a significant, and growing, value and represent a robust way to drive investment and resources despite the significant pressures on public finances. Good asset management requires an accompanying capital investment strategy. This was initiated in 2019/20 in the form of a Corporate Property Investment Programme (CPIP) for the Council. This long term capital programme will invest capital in the property portfolio, to achieve increased financial return, cost efficiencies as well as equality for all staff and customers in terms of standards, condition and safety.
- 7.5 This will be supported by the Corporate Condition Programme; previously known as the Buildings' Improvement Programme (BIP), which is a capital funded, planned property maintenance programme that is driven from building condition survey data.

8 Treasury Management

- 8.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short term as revenue income is received before it is spent, but cash poor in the long term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 8.2 The Council currently (as at 31 December 2020) has £916m borrowing at an average interest rate of 2.79% and £50m treasury investments at an average rate of 0.29%.

9 Borrowing Strategy

- 9.1 The Council's main objectives when borrowing is to achieve a low but certain cost of finance and to retain flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short term loans (currently available at around 0.25%) and long term fixed rate loans where the future cost is known but higher (currently 1.42% to 1.78%).
- 9.2 Projected levels of the Council's total outstanding borrowing (which comprises external borrowing, PFI liabilities, leases) are shown in Table 2 below, compared with the capital financing requirement.

Table 2 – **Prudential Indicator: Gross Debt and the Capital Financing Requirement**

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31
	£m	£m	£m	£m	£m	£m	£m
Capital Financing Requirement	1,201	1,451	1,624	1,749	1,762	1,776	9,980
PFI & Finance Leases	41	40	38	36	34	33	135
Total Capital Debt Requirement	1,242	1,491	1,662	1,785	1,796	1,809	10,115
External Borrowing	1,028	1,328	1,503	1,631	1,644	1,658	9,386
Other Long-Term Liabilities	41	40	38	36	34	33	135
Total Capital Debt Requirement	1,069	1,368	1,541	1,667	1,678	1,691	9,521

10 Investment Strategy

- 10.1 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 10.2 The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the Government, other local authorities or selected highly rated banks, to minimise the risk of loss. Money that will be held for longer term is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near term and longer term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy and the Council may request its money back at short notice.
- 10.3 Near term investments are anticipated to be circa £15m across the full ten years of the Programme, as set out in the following table.

Table 3 – **Treasury Management Investments**

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27- 2030/31
	£000	£000	£000	£000	£000	£000	£000
Near-term Investments	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Longer-term Investments	0	0	0	0	0	0	0
Total Investments	25,000	25,000	25,000	25,000	25,000	25,000	25,000

11 Commercial activities

- 11.1 The Council is minded to consider commercial capital investment opportunities where they meet wider council priorities (not purely for yield). The Council has agreed to undertake commercial projects using wholly owned Council companies to acquire assets for housing and regeneration that can fund the necessary borrowing, either by selling acquired assets at a profit or using annual income flows to meet capital financing costs such as interest and provision for borrowing repayment.
- 11.2 All proposed commercial investment activities will have regard to the CIPFA prudential code and the Statutory Guidance on Local Authority investment. This is particularly pertinent because capital investments will require the Council to borrow. Integral to the Council's approach to capital investment is the preparation of a project appraisal or business case as appropriate for review and recommendation by the Capital Finance Board to EMT, prior to Council approval. The Development and Investment Financial Framework (DIFF) will be used which considers not only the project financial viability (e.g. Net Present Value, Internal Rate of return), overall affordability (e.g. impact on revenue budget and borrowing ceiling), but also operational considerations and social value.
- 11.3 As set out in paragraph 10.2, the key objective of the Council's investment strategy is to 'minimise risk rather than maximise returns', which ensures the Council's funds are not exposed unnecessary risks. The Council's treasury management policy provides further details on how Council ensures borrowing remains affordable.
- 11.4 The Council currently has three wholly owned subsidiaries: Housing Gateway Limited (HGL), Lea Valley Heat Network (LVHN) and Enfield Innovations Limited (EIL), which are funded through Council loans.
- 11.5 The Council is also in a joint venture with Henry Boot Limited, which was established in July 2017 to redevelop Montagu Industrial Estate, with an original budget of £15m to fund land acquisition, of which £3.5m has been spent at December 2020. £33.36m was approved during 2020/21 and the project is progressing with the redevelopment of the Montagu Industrial estate. A key aspect of the joint venture is the fact that the Council is guaranteed to continue to receive circa £1m guaranteed rental income during the period of redevelopment.
- 11.6 HGL was established in April 2014 to acquire and manage properties in the private rented sector, to be used by the Council to discharge its statutory homeless duties. The actual loan drawdown as at November 2020 was £125.597m, at which point 555 properties had been purchased. The Company is repaying its loans.
- 11.7 LVHN was established in August 2015 to provide low carbon energy from waste to Enfield residents, through developing, owning and operating a series of community energy networks across Enfield. The company is funded through Council loans, with £45m approved to date. Actual loan drawdown as at the end November 2020 is £13.208m. It currently has 615 connections across the heat network 328 at the Alma Estate & Electric Quarter, 175 at Ladderswood and 112 at New Avenue.
- 11.8 EIL was established in October 2014 to develop, own and manage a portfolio of properties made available for private rent. It has a current Portfolio of 57 private homes and is part of the Small Sites Housing project phase 1 Enfield. Changes to the Small housing sites project (approved at July 2017 Cabinet) mean EIL will sell all 57 properties, to enable the repayment of outstanding borrowing, capped at £17.3m, at the end of 2019/20. All properties have now been sold and the loan repayment complete. The Council has taken the decision to wind up the company in November 2020's Cabinet meeting and the work required to do so has started.

12 Revenue budget implications

- 12.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants. Table 4 sets out the of the financing ratio.

Table 4 – **Prudential Indicator: Ratio of financing costs to net revenue**

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27- 2030/31
	£000	£000	£000	£000	£000	£000	£000
General Fund (GF)							
Financing Costs	18,231	25,255	31,638	34,533	32,329	35,228	174,254
<i>Proportion of Net Revenue Stream</i>	7.7%	10.5%	12.9%	13.8%	12.7%	13.6%	12.8%
Housing Revenue Account (HRA)							
Financing Costs	8,663	10,448	12,549	13,944	14,694	14,804	96,332
<i>Proportion of Net Revenue Stream</i>	13.5%	16.1%	18.0%	18.7%	19.1%	17.6%	21.1%

13 Sustainability

- 13.1 Historically, the approach has been to prepare a capital programme that spans four years, however, with effect from 2020/21 the programme was extended to a ten year period. This supports long term thinking and is particularly important in identifying future financing and borrowing risks which will impact on the Council's revenue position. This aligns with the treasury management strategy which is also over a ten year period. Due to the very long term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 25 years into the future.
- 13.2 The addition of new projects to the Capital Programme is subject to the Council's approval process as detailed in the governance section of the Strategy. The Capital Finance Board has been set up to strengthen the strategic financial management of the Capital Programme and to ensure the programme remains sustainable and affordable in the long term. Reporting over a longer time period will improve longer term planning and ensure the implications of capital investment decisions including impact on revenue budgets is understood.

14 Risks and Mitigation

- 14.1 Covid-19 has had a significant impact of the delivery of projects in 2020/21, due to the restrictions placed on the economy. These restrictions have resulted in project delays because of the impact on construction, supply chain delays and the impact of social distancing even when lock down was eased. This led to circa 50% of 2020/21 project budgets being reprofiled to the current year. Project budgets will be subject to greater scrutiny in 2021/22 to ensure they are linked to realistic project delivery timetables.
- 14.2 Grant risk has grown since the pandemic has started with Government funding being withdrawn or reduced. In some cases, grants which were previously agreed for three to five years but in many instances they are now only being agreed on an annual basis. All grant funded projects will be kept under close review and options for other funding sources continually investigated.

15 Revenue cost of borrowing

- 15.1 The economic uncertainty is heightened from the UK leaving the EU and could lead to increases in interest rates. This would increase the Council's financing costs, therefore placing further pressure on delivering the capital strategy. To mitigate this and in conjunction with information from treasury management advisers, the Council has used interest rate forecasts which include a prudent provision against interest rate rises. The Council has also set up an interest rate equalisation reserve to mitigate the impact of potential rises.
- 15.2 Moreover, the Council assumes to borrow at interest rates of 3.5%, whether to re-finance borrowing or for borrowing in relation to growth in the capital programme. However, the effect of the current Pandemic has meant that interest rates remain low.

16 Programme deliverability and monitoring

- 16.1 Financial forecasts for all capital projects are reviewed and updated on a quarterly basis identifying areas subject to the risk of overspending, underspending or to be delayed. The finance team are continuously working with service departments to improve the quality of the forecasts.

17 Knowledge and Skills

- 17.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council supports staff to study towards relevant professional qualifications including CIPFA, as well as supporting attendance at Continuing Professional Development events to increase general understanding of construction, project appraisal methods, as well as on the job coaching etc.
- 17.2 When necessary, for example when specific skills are required, use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 17.3 Further details on staff training can be found [here](#) on the Council's website.

Thank you for reading our Capital Strategy 2020/21.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

➤ new.enfield.gov.uk/services/your-council/our-vision-aims-and-values

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London Borough of Enfield

Full Council meeting: 2 March 2021

Subject: Early Help For All Strategy 2021-2025
Cabinet Member: Cllr Rick Jewell, Children's Services
Executive Director: Tony Theodoulou, Executive Director, People
Project Sponsor: Anne Stoker, Director, Children and Families Services

Key Decision: N/A

Purpose of Report

1. This report presents our new Early Help For All strategy 2021-2025 and considers its implications on various sectors across the council.

Proposal

2. It is proposed that the new Early Help For All Strategy is agreed and adopted by Full Council.

Reason for proposal

3. The new Early Help For All Strategy 2021-2025 replaces our previous Family Resilience Strategy. It is our overarching strategy to further join up services across the Council and work with our partners to enhance resident's access to a range of co-ordinated prevention-based services.
4. There is a strong moral and economic case for effective prevention and early help for children, young people, families and individuals to tackle challenges early and prevent potential harm. The consequences of not intervening early are far-reaching and profound, as unresolved challenges can adversely affect people's health and happiness and lead to requiring intrusive and costly specialist services.
5. Our new Early Help For All 2021-2025 strategy sets out our approach to deliver effective early help for children, young people, families and vulnerable adults to support them to identify and address emerging issues and build resilience for the future. We recognise that many residents may initially turn to their immediate community for help. Therefore, this strategy also includes community empowerment and recognises the need to provide and support communities with the required knowledge and support to enable them to help themselves and one another

Relevance to the Council Plan

6. Early help is one of the cross-cutting themes of the refreshed Council Plan 2020-22, which renews our commitment to consider early help as our main approach to service delivery.
7. The Early Help For All Strategy sets out how we will join up services and enhance collaboration across the Council and our partners. This will help make every contact count, prevent service duplication and give timely advice and support to help our residents to become resilient and able to identify and address any future concerns at the outset.

Background

8. The new Early Help For All Strategy 2021-2025 replaces our previous Family Resilience/Early Help Strategy. This strategy sets out our approach to deliver effective early help to children, young people, families and vulnerable adults to build resilience and identify and address any concerns early.
9. It also sets out how we will join up services across the Council and work with our partners and the community to enhance resident's access to a range of co-ordinated prevention-based services.
10. Since the launch of the Family Resilience Strategy in 2016 we have achieved several successes for children and families in Enfield, embedding early help as an essential part of how we deliver services across children and educational services. This new strategy will build on these achievements and present a broader remit to deliver early help and prevention for everyone in Enfield joining up efforts across Children and Families and Adults' Services.

Main Considerations for the Council

11. Early help is one of the cross-cutting themes of the refreshed Council Plan 2020-22. Our key approach is to make early help a focus area across the Council services and the broader partnership to prevent issues from escalating and to reduce the demand for specialist services.
12. Early help is about providing support as early as possible to prevent problems escalating and causing distress; and giving people the help, they need to do more for themselves. This strategy sets out our vision **to work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.** To deliver on this vision, the strategy is focussing on three priorities:

Priority one: Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.

Priority two: Empower communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.

Priority three: Establish an effective early help system

There will be a whole-system approach to early help with strong leadership, a confident workforce and commitment to join-up and integrate resources and services.

Each of these priorities have supporting action areas and are linked with a few outcome measures for regular monitoring and review of implementation progress.

- **Developing the strategy**

13. Our Early Help for All Strategy has been developed using extensive research, engagement and consultation with partners, individuals and parents/carers through deliberative workshops, group discussions, focus groups and online survey. We have also considered the results of a recent engagement carried out with over 900 children and young people in Enfield to help us identify young people's priorities for how to make Enfield an even better place. The Enfield Poverty and Inequality Commission report have been taken into consideration to identify the best way forward to ensure equality of opportunities for everyone to access early help.
14. Furthermore, the Corporate Strategy Service have worked with colleagues including Councillors from across the council Directorates during the development process of this strategy. This approach has ensured that we have captured and assessed all the relevant issues and have gained strong support for this strategy to be an overarching approach to provide early help to all residents.
15. This strategy has also been presented and discussed at the Children, Young People and Education Scrutiny Panel. The Panel reaffirmed the importance and relevance of early help and preventative approach as one of the most morally and financially justifiable approach to service delivery. They also provided helpful and constructive feedback which has been addressed in further discussions with relevant services.

- **Governance and monitoring arrangements**

16. The Early Help Strategic Board (redesigned specifically to support the early help strategy from the previous Family Resilience Board) will oversee the successful delivery of this strategy. This board will be accountable for implementing the strategy's action plan and reviewing progress on a quarterly basis. There will also be a small task group formed from the members of the Early Help Strategic Board to develop a detailed operational plan to deliver on each priority of the strategy.
17. The board will review the outcome measures set out in the strategy on an annual basis and report progress updates to the Safeguarding Children Partnership and Safeguarding Adults Board. The annual review of the strategy will also include refreshing the strategy if deemed necessary based on changes in circumstances and lessons learnt.

Safeguarding Implications

18. The concept of early help reflects the widespread recognition that it is better to identify and deal with problems early rather than to respond when difficulties accumulate and demand specialist services. Early help includes universal and targeted services designed to reduce needs or prevent small problems from becoming entrenched and difficult to address. This will improve outcomes for vulnerable children, young people, families and adults and avoid costly statutory interventions.
19. Similarly, strong and effective universal and additional early help services can help people to 'step down' from higher levels of need where they would require specialist services. This means that vulnerable adults and children receiving our care are more likely to achieve their full potential and experience positive outcomes independently or with less intervention from professionals.

Public Health Implications

20. Delivering effective early help will contribute to improving outcomes for children and adults including in relation to their mental health and wellbeing. Early help is not the responsibility of one service or partner, it is about everyone having the required knowledge and motivation to support one another. Therefore, this strategy focuses on community empowerment as an efficient and sustainable way of seeking and delivering help at the earliest opportunity. To do this, it reflects the principles of Making Every Contact Count (MECC), which is about using routine and daily contacts with the residents to take positive steps to improve their own health and wellbeing.

This strategy is also strongly linked to the Joint Health and Wellbeing Strategy and our ambition to deliver Health in All Policies (HiAP). Furthermore, it considers the impact of public health crisis caused by COVID-19 pandemic, setting out how we will adapt services to continue to deliver early help despite the restrictions imposed by this crisis.

Equalities Impact of the Proposal

21. The strategy sets out our approach to make sure that all Enfield residents have equal access to early help services that respond to their needs, regardless of their protected characteristics, socio-economic status or location within the borough. This strategy considers the recommendations of the independent report 'All Things Being Equal: Report of the Enfield Poverty and Inequality Commission' (Jan 2020). Furthermore, we have ensured that this strategy is in line with our new Fairer Enfield Policy (in progress) and supports the delivery of our equalities objectives enshrined in this policy.
22. During the development process of this strategy we have engaged with groups of people with a specific protected characteristic such as age and religion. Regarding religion, for example, we have engaged with residents belonging to different faiths through our Faith Forum and through an online survey. We have gathered their views about how to foster better relations between those with and without a faith. As a result, we have identified a number of key actions in the strategy to provide accessible information, advice and support through enhancing partnership with different community groups and networks.
23. To further analyse the impact of this strategy on various groups in the borough, we have completed a robust Equalities Impact Assessment (EqIA) enclosed with this report as appendix 2. This assessment has confirmed that this strategy will not have any adverse impacts on any groups listed under the protected characteristics. The EqIA also demonstrates that early help is in fact one of the main approaches to ensure access to services is equitable and need based resulting in equal outcomes for all residents. This means that if we are able to identify individuals and families who face challenges early on we will prevent them experiencing difficult life circumstances and enjoy fulfilling lives as the rest of their peers in their protected group and community.

Environmental and Climate Change Considerations

24. The strategy will not lead to an increase or decrease in energy consumption. It will not have any adverse impacts on the environment.

Risks that may arise if the proposed decision and related work is not taken

25. If early help is not offered, there is a very real risk that some people will experience significant harm that sometimes can be irreversible. In the case of children, their physical, cognitive, social and emotional development may be impaired affecting their life chances and futures. The consequences of not intervening early are far-reaching and profound, as unresolved challenges can adversely affect people's health and happiness. Adults will encounter distressing health and wellbeing issues that would require specialist services -

they will experience social isolation/loneliness and will be in need of premature specialist care and support.

26. In addition to these human costs, a lack of early help provision will add financial strain on the Council and our partners.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

27. There is a risk that the financial pressure on the council will lead to cuts in preventative or early help services which are mostly non-statutory. To mitigate against this, the strategy has envisaged enhancing partnership with communities and helping them make the best use of what Enfield has to offer and function without much reliance on additional professional support.

28. Furthermore, the Early Help Strategic Board will retain oversight and actively drive the delivery of this strategy. The board will assess progress and identify any implementation issues and advocate to leverage support from all relevant partners. This will include identifying new funding opportunities to not only maintain the current level of early help provision but also develop further capacity to be able to respond to the needs of the residents.

Financial Implications

29. There are no specific financial implications resulting from this policy which will be delivered with existing resources. If any additional resources are required in the future, then these would need to be brought forward for a future decision. However, it is noted that with the continuing demand for Adult & Children's Social Care and Housing Services, early help and early intervention will help prevent and manage future demand and the corresponding financial pressure, all of which are a key element of the Council's Medium -Term Financial Strategy.

Legal Implications

30. Unusually adding nothing under Legal Implications. The "commitment to consider early help as our main approach to service delivery" cannot replace or detract from all existing statutory obligations and the Strategy's underlying overall approach of 'prevention being better than cure' has significant potential to contribute to the aims outlined.

Workforce Implications

31. One of the three priorities of the strategy is to help establish an effective early help system with confident workforce who have the capacity to offer effective early help. To help achieve this priority we will make sure that all practitioners across the council and partner agencies have access to the right training, information, guidance and supervision and support at the right time which

equips them for taking an effective early help approach to working with families and individuals.

32. For effective sharing of information between practitioners and local organisations and agencies is essential for early identification of needs, assessment and coordinated service provision. We will work towards establishing a single assessment framework to ensure that all relevant partners can access and use the information they need to do their jobs in a timely and coordinated manner. So, this strategy will have implications on capacity building of staff across the relevant services to help improve effectiveness of our early help offer.

Property Implications

33. No implications

Other Implications

34. None

Options Considered

35. No other options have been considered as the previous Family Resilience/ Early help strategy came to an end and this strategy replaces that.

Conclusions

36. The new Early Help strategy replaces our previous Family Resilience strategy and sets out a clear commitment and framework to collectively deliver effective early help for children, young people, families and vulnerable adults to support them to identify and address emerging issues and build resilience for the future. This strategy is presented to be agreed and adopted by Full Council.

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Date of report

15 February 2021

Appendices

Appendix 1 – Early Help For All Strategy
Appendix 2 – Equality Impact Assessment report

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Enfield Early Help For All Strategy 2021-2025



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Scope	This strategy sets out our approach to deliver effective early help to children, young people, families and vulnerable adults to build resilience and identify and address any concerns early. It replaces our Family Resilience Strategy, launched in 2016, with a broader remit to focus on early help and prevention for everyone in Enfield.
Approved by	Full Council
Approval date	Full Council, Scheduled on 2 March 2021
Document Author	Corporate Strategy Service
Governance Board	The Early Help Strategic Board will oversee the delivery of this strategy and will report to the Enfield Safeguarding Children Partnership and Safeguarding Adults Board on an annual basis, based on the outcome measures set out in the strategy.

Foreword

Early help is about providing support as early as possible to prevent problems escalating and causing distress. We are determined to work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.

There is a strong moral and economic case for effective prevention and early help for children, young people, families and individuals to tackle challenges earlier and prevent future costs. The consequences of not intervening early are far-reaching and profound, as unresolved challenges can adversely affect people's health and happiness.

The Early Intervention Foundation estimates that nearly £17 billion per year – equivalent to £287 per person – is spent in England and Wales by public services on the cost of late intervention. Local authorities bear the largest share at £6.4 billion, followed by the NHS with £3.7 billion and the Department for Work and Pensions with £2.7 billion. We understand that for some people, providing a statutory response is the only option and we cannot bring this expenditure down to zero, but we can reduce the cost significantly if we provide effective and timely early help.

Early help isn't just about providing support for children and young people. If we intervene early to support adults who are struggling with a particular issue, we can prevent health problems developing and the need for more intrusive and more costly intervention. The 'Centre for Aging Better' discusses the importance of good quality housing on health and wellbeing of older age people, for example. In a new report,¹ they assert that 'every £1 spent on improving warmth in homes occupied by vulnerable households can result in £4 of health benefits, while £1 spent on home improvement services to reduce falls is estimated to lead to savings of £7.50 to the health and care sector.'

The COVID-19 crisis has confirmed the significant role of communities in supporting one another; and the incredible impact we can have as a local partnership by working collaboratively. During a time where resources are reducing and demand for specialist services is increasing, we will work together and pool our resources to ensure people in our communities get the right support, at the right time, in the right place to tackle problems early. This ambitious strategy sets out how we will work with our communities and our partners so that no one in Enfield is left behind.



Cllr Nesil Caliskan
Leader, Enfield Council



Cllr Rick Jewell
Cabinet Member, Children's Services

¹ [Homes-health and COVID-19 report](#)

Our vision

To work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.

We will achieve our vision by focussing on the following three priorities:



Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.



Empower communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.



Establish an effective early help system

There will be a whole-system approach to early help with strong leadership, a confident workforce and commitment to join-up and integrate resources and services.

These priorities and our approach to deliver on them have been identified based on national evidence of best practice; a review of effective approaches in Enfield and local performance and outcomes; and engagement and consultation with partners; parents/carers and children and young people through deliberative workshops, group discussions and online surveys. Our strategy has also been informed by the [Enfield Poverty and Inequality Commission](#), an independently delivered and time-limited commission, established by the Council in May 2019 to better understand the forces driving poverty and inequality in the borough and to point the way to potential local solutions.

What is early help?

Early help means providing support as early as possible to prevent problems escalating and causing distress. The approach requires us to change culture from an often-late reaction and re-focussing our response along with our resources on the root causes of problems. By doing so, outcomes for children, young people, families and vulnerable adults improve and costly statutory interventions are avoided.

Central to our early help approach is the early identification of children, young people, families and individuals who would benefit from early help and a co-ordinated early assessment and response to help improve their outcomes.

The concept of early help reflects the widespread recognition that it is better to identify and deal with problems early rather than to respond when difficulties accumulate and demand specialist services. Early help includes universal and targeted services designed to reduce needs or prevent small problems from becoming entrenched and difficult to address.

There is substantial evidence that early help can make a difference in improving outcomes. If early help is not offered, there is a very real risk that some people will experience significant harm that sometimes can be irreversible. In the case of children, their physical, cognitive, social and emotional development may be impaired affecting their life chances and futures. Adults will encounter distressing health and wellbeing issues that would require specialist services – they will experience social isolation/loneliness and will be in need of premature specialist care and support.

Early help may occur at any point in an individual's life and can involve interventions early on in life as well as interventions early in the development of a problem. To get the best possible start in life, a baby's mother needs to be healthy before and during pregnancy and childbirth. There is compelling evidence that a child's experiences in the early years (0-4) has a major impact on their health and life chances, as children and adults. For adults, early help is the most effective and efficient approach to ensure they lead independent and fulfilling lives. With some level of support, adults will be able to maintain or build social networks and tackle their loneliness and social isolation.

Early help is not the responsibility of one service or organisation – it is everyone's business. For example, the housing sector has an important role to play to help ensure that families who would benefit from support early on, at the onset of issues, are enabled to do so. They are well placed to be among the first to spot signs of difficulties with debt, antisocial behaviour, domestic violence and social isolation.

Our early help and prevention work involves support and intervention to tackle the following issues:

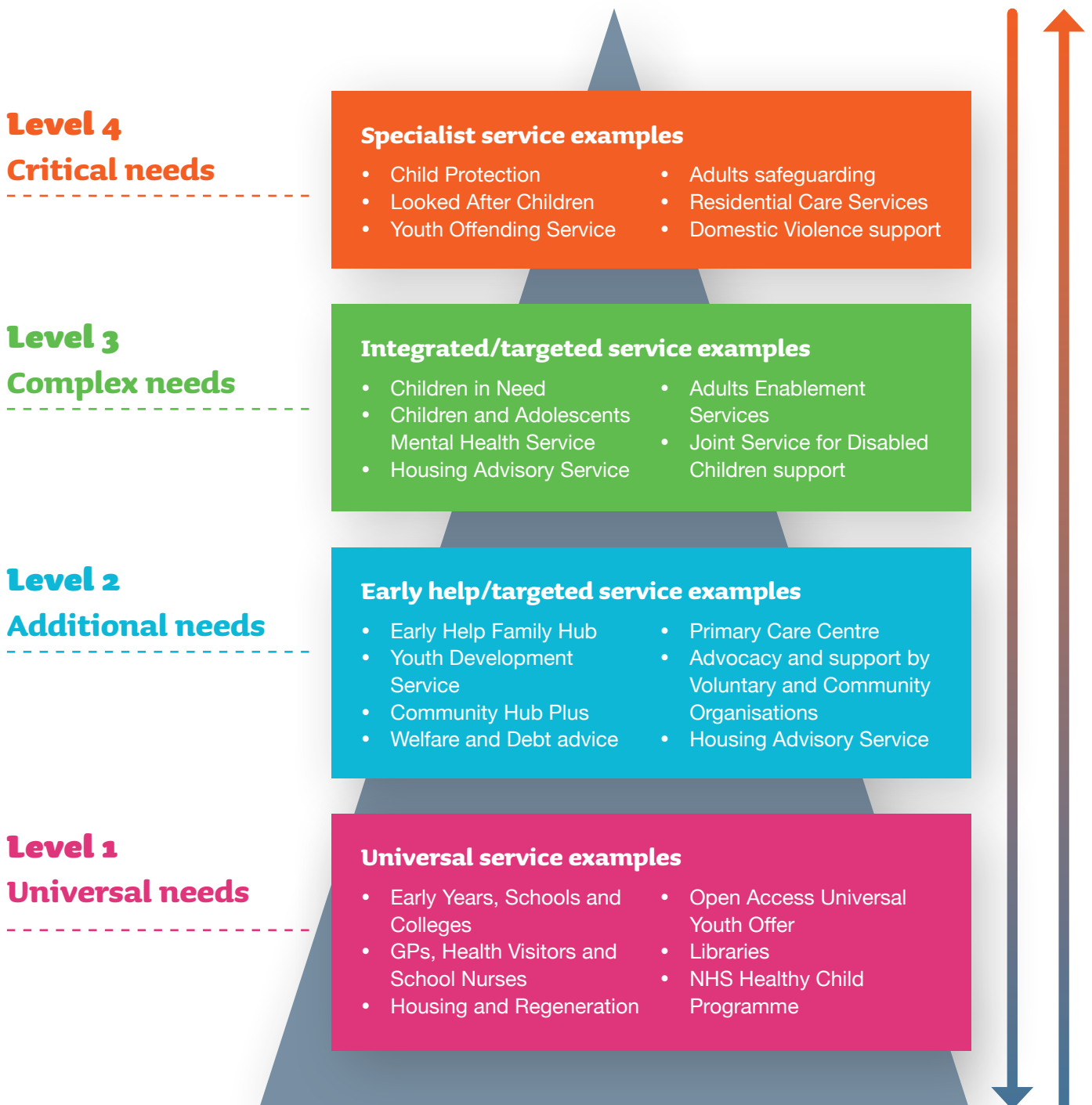
- Domestic Abuse
- Social isolation and loneliness
- Worklessness
- FGM practice
- Substance misuse
- Early Years (Speech and Language issues)
- Youth violence
- Anti-social behaviour
- Crime
- Relationship breakdown
- Child neglect and abuse
- Children at risk of exclusion from school or excluded from school
- Housing and welfare issues
- Emotional and mental health issues
- Self-neglect and hoarding
- Poor money management
- Young people Not in Education, Employment or Training (NEET)
- Children with Special Education Need and Disability (SEND)
- Health and wellbeing issues

There is a broad range of legislation that underpins the work of Early Help. The statutory framework and guidance that sets out how services and partners, regardless of the sector, must work together to support vulnerable children, young people and their families at the earliest opportunity. This framework includes, but is not limited to:

- The Children Act 1989 and 2004
- Care Act 2014
- Working Together to Safeguard Children 2018
- Keeping children safe in education for schools and colleges 2018
- The Children and Families Act 2014
- The Special Educational Needs and Disability Code of Practice 0-25 2014

The four levels of need

We define the different levels of need that people may have as universal, additional, complex and critical. If early help is effectively provided to everyone who has universal or additional needs, then any challenges they have are less likely to escalate up the pyramid to distressing and costly interventions at the 'complex' and 'critical' levels. Similarly, strong and effective universal and additional services can help people to 'step down' from those higher levels of need, making it more likely that they will achieve their full potential and experience positive outcomes independently.



Level 1 > Universal needs

This level refers to children, young people, families and individuals whose needs can be met through mainstream universal services. This includes early support from agencies, where a person begins to show signs of additional needs, which can be met through a single universal service.

The following services respond to this level of needs:

- Early Years, Schools and Colleges
- GPs, Health Visitors and School Nurses
- Housing and Regeneration
- Open Access Universal Youth Offer
- Libraries
- NHS Healthy Child Programme

Level 2 > Additional needs

People at this level of needs require coordinated early help intervention with targeted services. Their needs cannot be met by a universal service/setting alone but can be met by an additional single service or a group of additional single services using the Early Help Assessment process.

To respond to this level of needs, the following services may become involved:

- Early Help Family Hub
- Youth Development Service
- Community Hub Plus
- Welfare and Debt advice
- Primary Care Centre
- Advocacy and support by Voluntary and Community Organisations
- Housing Advisory Service

Level 3 > Complex needs

This level represents complex problems, which will require an integrated and co-ordinated response. People with this level of needs are unlikely to reach or maintain the expected level of health and wellbeing, or they have special educational needs or disabilities which mean they require additional help and support.

To respond to this level of needs, the following services may become involved:

- Children in Need
- Children and Adolescents Mental Health Service
- Housing Advisory Service
- Adults Enablement Services
- Joint Service for Disabled Children

Level 4 > Critical needs

People at this level will be at risk of harm. In the case of children, they may be subject to child protection enquiries, taken into the care of the local authority or need specialist mental health intervention.

To respond to this level of needs, the following services may become involved:

- Child Protection
- Looked After Children
- Youth Offending Service
- Adults safeguarding
- Residential Care Services
- Domestic Violence support

The following directories provide further information about available services and activities targeted at various age groups:

- [My Life](#)
- [Children's Portal](#)
- [Local SEND Offer](#)
- [Simply Connect Enfield](#)

The case for early help in Enfield

There are proportionately more children and young people under 20 in Enfield than in both London and England overall. A total of 22.6% of all dependent children in Enfield live in low-income families. Although, the rates of first-time entrants into the youth justice system has been decreasing year on year, we still have one of the highest numbers of serious youth violence victims in London. We are also above the national average when it comes to the obesity levels of children in reception and in year 6.

There are increasing numbers of referrals to children's social care since the establishment of Single Point of Entry in Enfield (now called Multi-Agency Safeguarding Hub MASH) in 2012 although we are performing better than our statistical neighbours in regard to the level of this increase. Recorded number of domestic abuse incidents is also increasing year on year. This has exacerbated in the wake of COVID-19 crisis.

In Enfield, 85% of our state funded primary schools and 90% of our state funded secondary schools were rated Good or Outstanding by Ofsted in 2018/19. However, the percentage of children achieving a good level of development at the end of foundation stage is still lower than the England average; and we still have too many children and young people being permanently excluded from school – although the numbers are decreasing as a result of targeted work with families and schools. 4% of 16-17 year olds are Not in Education Employment or Training (NEET), which is higher than both our statistical neighbours and the England average.²

As a result of school closures due to the COVID-19 outbreak, some children have missed a substantial amount of learning and there is evidence that this will disproportionately impact on children from poorer socio-economic backgrounds. The concern is that some children's life chances could be seriously impacted on by their loss of learning and we will need to continue to strengthen and adapt our early help strategies to prevent this from happening.

Many families and individuals are also facing complex challenges to maintain safe housing and welfare. Since 2011/12, homelessness has increased by 246% in the borough. In February 2020, Enfield had 3,433 households in temporary accommodation, a 74% rise since 2012. This makes us the second highest provider of temporary accommodation in England. Data from the last census shows that one in ten households (10.8%) in Enfield are single occupied households (33,359 households). This indicates that these people are at the risk of suffering from social isolation and loneliness.

Income deprivation among people above the age of 60 is at 23% with stark ward level variation (13% in Grange and 43% in Edmonton Green). As of November 2018, 2.8% of working-age adults in Enfield (5,995 people) were claiming either Job Seekers Allowance JSA or were unemployed and claiming Universal Credit UC.

Eviction from private rented accommodation continues to be the highest cause of homelessness in Enfield. These challenges increase the risk for people escalating up the continuum of need. We will implement a joined-up approach to prevent and end homelessness in Enfield. We will do this through investing in a Housing Advisory Service model and actively enable those at risk of homelessness to secure sustainable housing solutions.

We can only shift these outcomes by bringing services together and maximising the use of what Enfield has to offer as a borough. Our vast and diverse VCS sector is full of potential to help understand local needs and deliver effective early help to address issues as early as possible. We have clear example of how residents come forward to offer help to one another when needed. During the COVID-19 lockdown our call for volunteers generated an overwhelming response with huge numbers of local people registering to help provide support to vulnerable people during the crisis. We will capitalise on this huge pool of capacity and motivation, to ensure nobody is left behind when it comes to accessing help and advice.

In February 2020, Enfield had 3,433 households in temporary accommodation, a 74% rise since 2012. This makes us the second highest provider of temporary accommodation in England.



² Enfield Borough Profile 2019

Case study 1

Adam and his two teenage sons move to Enfield from another city due to gang threats where they were previously living. The family have to move urgently and decide to stay with a family friend in Enfield. Adam terminates his employment and removes both children from education. He is struggling to manage his sons' challenging behaviour.

The family is referred to Change and Challenge team by their GP from their previous hometown. Adam starts receiving support from Jo (Change and Challenge worker) and manages to be accepted on the Home Finder's scheme. It doesn't take Adam long to move to a privately rented accommodation. Jo also helps Adam and his sons to register with a local GP and Dentist in Enfield. With the help of the Adam and Jo the children get on the school roll in Enfield as a matter of urgency.

Adam also works with an Employment Support Adviser and receives information about work and training opportunities as well as CV writing. Adam is proactive in terms of seeking help. He tells Jo that he needs emotional support and counselling to maintain good mental health despite the challenges he is going through. Jo makes sure that he sees a counsellor on need basis which Jo is quite happy about.

With the advice and support that Adam receives he manages to settle in Enfield smoothly with his sons. He is now working as a part time carer and also receives Universal Credit. He reports a positive relationship with the boys who have now built positive friendship groups in the area and are not affiliated with any past or current gang members.³

Case study 2

Maggie is struggling to pay her rent and is really worried about how to cope. She regularly uses Enfield Town Library and decides to talk to Fatema, one of the Community Hub advisers at the library, about her rent arrears. Fatema listens to Maggie talk about the challenges she's facing. She asks her questions to find out more about what's been happening, what resources or support is already available for her and what she would like to do next.

Maggie tells Fatema about how she has been unwell and that she suffers from panic attacks and has recently felt suicidal. Fatema helps Maggie to complete a request for support from the Housing Advisory Service and also puts her in touch with the welfare and benefits team so that they can help Maggie to manage her finances and make sure she's getting all the benefits she's entitled to.

She gives Maggie the contact details for the urgent mental health team, which Maggie didn't have – although her GP has made a referral, this might help speed up access to mental health support. Fatema also tells Maggie about a reading group at the library, which Maggie feels she might be interested in joining to meet other local people and help to re-establish a local support network.

³ Case studies are based upon real cases but names and details have been changed.

Key achievements

This strategy replaces our 2016 Family Resilience Strategy. Since the launch of that strategy, we have achieved a number of successes for children and families in Enfield, embedding early help as an essential part of how we deliver services across children and educational services, and now further embedding this across the whole organisation.

Early help is progressively becoming an overarching approach in Enfield to empower residents to do more for themselves and one another without relying on or needing specialist services. We have enhanced partnership and joint working to provide effective and inclusive early help. One example of this collaborative working is the development of a strong Family Resilience/Early Help Board which oversees early help services and interventions across the borough and develops new and better ways of working. It is a platform where we hold each other to account for effective delivery of our early help offer. We have also developed a SEND Partnership Board to strengthen the strategic overview of children with special education needs and/or disabilities. Another important development is our quarterly collaboration events where we discuss the status of our partnership working in early help and identify ways for further improvement of this offer in Enfield.

At an operational level, we launched our new Early Help Family Hub in September 2018 with a dedicated triage system, managed by a qualified social worker, with a clear early help offer. The Early Help Family Hub is made up of the Change and Challenge Service, Parenting Support Service and Children's Centres. We ensure that the needs of the families are responded to collaboratively with professionals working as part of a Team Around the Family (TAF). Between 01 April 2019 and 31 March 2020, a total of 1,652 referral assessments were accepted by the Early Help Family Hub. This represents a 33% increase on the previous year. The percentage of families making an improvement because of Early Help interventions remains high, with 100% seeing some improvement and an average improvement in more than half of the areas supported.

We are now effectively monitoring evidence of success for families with outcome tracking tools, Signs of Safety and Family Star, to guide our work with families and evidence improved outcomes. We have put in place a strong step-up and step-down process of collaborative work between Social Care and Early Help to review and agree step down cases.



To enhance the accessibility of available services, we launched our Children's Portal⁴ and My Life⁵ directory in 2019. This is a streamlined electronic referral system and information portal which reduces bureaucracy, simplifies processes and puts all information, advice and guidance into one place.

We have developed the Supported Internship Programme which is being run by West Lea School to support young people who have a Statement of Special Educational Needs or an Education Health and Care Plan to get into employment. At the end of the programme's first year, nine young people aged 19+ were successful in getting paid employment and there are currently 25 young people on this year's scheme.

Enfield Council are successfully delivering targeted community outreach sessions in the areas of the borough where youth violence and behaviour are causing concerns. From September 2019 to March 2020 our outreach team has engaged with 389 young people. From April 2020 to September 2020, we continued to deliver proactive and effective outreach during the COVID-19 restrictions, making contact with 173 young people during this period.

We are working closely with four primary schools on a number of preventative measures. This includes a new initiative Supporting Families Towards Safer Transition (SFTST) to provide vulnerable children in years 5 and 6 with direct, targeted support to prevent behaviour escalating into serious violence and crime that can happen at the transition to secondary school. The project includes an extensive police education programme as well as support to parents and carers, siblings, friends and the school community.

A new Mental Health Support Team is now operating in schools to offer low level interventions. The team is intended to deliver evidence-based interventions for mild to moderate mental health and emotional wellbeing needs; providing advice to staff in education settings; and liaising with external specialist services.

We launched our new Housing Advisory Service in September 2020, which is allowing us to work with tenants and landlords at the earliest opportunity to support people at risk in the private rented sector to sustain their tenancies. Our newly designed service is helping us work better with partners and with the community to respond to links between poor housing, low income and poor health to help residents to build resilience against future challenges.

A more recent example of our joint success is our response to the challenges brought about by the COVID-19 crisis. Our Enfield Stands Together initiative provided vital support to residents, businesses and our workforce to help them address issues and stay well during this difficult time. The initiative was a great testament of how communities can be supported to help one another and prevent issues from affecting their lives.

When I received your call, I couldn't believe it was someone who wanted to just talk to me about small things that matter the most to me – gardening. I do need food but equally important to that is having someone to talk to.

An elderly befriending service user during COVID-19 lockdown

We still regularly reference the resources and strategies the worker shared with our son and I also shared them with his school in order to support them to help him better.

The changes we have made in our family have been as a direct result of the advice and support the worker gave us and they have resulted in positive changes at home.

Participants from a Parenting Training Programme

4 The Children's Portal can be accessed [here](#)

5 The My Life website can be accessed [here](#)

Priority 1

Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.

We want all Enfield residents to have access to the services that respond to their particular needs. Information on services will be accurate, up to date and easily accessible, so that people have all the information they need to access help, support and positive activities independently.

We will provide services in a coordinated way by making every contact really count. This means that families and individuals only have to tell us their story once and that support pathways are accessible and clear. This will enable them to get the right and timely support regardless of which service they first make contact with.

For example, our new Housing Advisory Service, which launched in September 2020, has been designed to allow us to better support tenants at risk of homelessness, to tackle the multiple risk factors for homelessness, helping to negotiate with landlords, tackle debt issues and provide employment support in a more coordinated way.

As a result of the social distancing requirements due to COVID-19 we have adapted our services to provide virtual and digital support programmes. Our experience so far has shown that people are willing to take part in one-to-one interventions over the phone using Skype, Teams and WhatsApp. We will continue to maximise the use of digital facilities to reach those in need of help. To do this, we will listen to people using our services, and their carers and adapt how we provide help based on their views and wishes.

We as parent champions have received a great deal of training that has equipped us with knowledge and skills. We want to utilise this to help other parents deal with family issues.

Focus Group Discussion, Parent Engagement Network

I use an iPad and an Android phone and find them extremely useful. Life is much easier buying things online. The only challenging thing is my lack of dexterity about my arthritic hands, so I have to be strict with myself about the time spent on these devices. Any voice activated technology would be great to trial.

Safeguarding with smart tech consultation

To deliver on this priority we will:

- Provide easy access to universal services that support resilience, enable independence and self-care, and prevent or delay the escalation of need.
 - Work in partnership with our voluntary and community sector to further develop and promote the Children's Portal, My Life directory, Local Send Offer, Simply Connect Enfield and other information sharing platforms so that everyone in the borough uses them to access services, support and positive activities easily and quickly.
 - Ensure that all information provided online is easy to access and understand. This means that it is written in plain English, meets readability guidelines and the website displays an accessibility statement.
 - Increase and enhance the early help offer delivered from our community-facing venues, including our libraries, community centres, children's centres and council housing halls. We will provide joined-up services in settings that are welcoming and inclusive.
 - Publicise the new domestic abuse hub free helpline across all communities and in particular to people who are most at risk from domestic abuse and those who may be worried about someone who might be at risk.
- Increase access to mental health support both online and face to face for those in schools. This will be done in close partnership with children, young people, adults and mental health practitioners.
- In partnership with families, design and provide online parenting programmes as an alternative to face-to-face training. This will include Parental Conflict e-learning training.
- Support people to access the right volunteering role for them, ensuring they have the information and training they need to fulfil their role and prepare them for employment.
- Increase the use of assistive technology to help residents live independently at home, stay safe, improve their wellbeing and help them to stay socially connected.
- Provide and commission support for carers so that they have access to resources that help them develop and maintain social connection.



Priority 2

Empower communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.

We will empower community groups and networks to build capacity and resilience, enabling them to do more for themselves. With the right support, communities will be able to deal with issues before they become more severe or complicated; and be independent and resilient enough to support themselves in the longer term, appropriate to their particular needs.

Given the continuing demand pressure on children and adult social care services, combined with the impact of funding cuts, funding new and innovative ways of establishing sustainable partnership with communities is more important than ever. Addressing this challenge is an opportunity to meet people's desire for more influence over their lives.⁶ Giving the community a greater sense of ownership of local assets such as libraries, community hubs, children's centres or council housing halls encourages the community to be inventive and resourceful.

We will provide opportunities for the community to take control and improve outcomes for their children, young people and themselves, building more cohesive communities in the process. To do this we will use public-facing communication to reinforce the message that effective early help starts in communities. As we empower communities and they take the lead in delivering initiatives, our role will progressively become more supportive and facilitative.

One significant step to develop how we work in partnership with communities is to encourage community commissioning. Research shows that the community often have a fine-grained understanding of local needs and they are keen to build their capability through their commissioned services.⁷ Community-led commissioning has also been shown to increase community cohesion and wellbeing, which contributes to prevention.

As part of our shift to greater community participation in decision making, we will review and reform our commissioning and procurement processes so that service users and communities participate and have influence on these processes. The review will guide us to take further steps in community commissioning and handing power to communities.

The thing I least like about Enfield is the lack of community get-togethers.

Consultation with Primary School children, Children and Young People's Plan Engagement

We should capitalise on health champions and enhance Enfield social prescribing approaches. This can be done through more coordination and collaboration among community organisations and data sharing.

Consultation with Early Help practitioners

⁶ Community Paradigm, NLGN, 2019

⁷ Community Commissioning, NLGN, 2019

To deliver on this priority we will:

- Identify and map all recognised Early Help providers in Enfield to aid referral processes and partnership working.
- Empower Voluntary and Community Sector organisations and groups through capacity building, advice and support to help them continue to deliver community focussed projects in an inclusive and sustainable manner.
- Continue to support and empower the Parent Engagement Network and Parent Champions so that we provide services in partnership with parents and carers, and deliver family-focussed, holistic and inclusive services informed by the experiences and views of our communities.
- Work with our partners to support volunteering and establish a lasting legacy from our 'Enfield Stands Together' Programme, to enable communities to help and support one another into the longer term.
- Take every opportunity to raise awareness about the importance of seeking or providing early help for anyone experiencing difficulties.
- Develop our libraries into community hubs for everyone in Enfield to access help, support and inspiration to achieve the very best outcomes.
- Explore opportunities for adopting a community commissioning model as an approach to empower communities through an analysis of our commissioning and procurement process.

The 3-conversation model

This is a strength-based approach that helps people recognise their needs and identify the best workable approach to help improve their life outcomes.

Conversation 1 is about listening hard to people to understand what's important for them and working with them to make connections and build relationships in order to help them get on with their life independently.

Conversation 2 is about meeting and talking to people who need something to happen urgently to help them regain stability and control in their life, we use Conversation 2 to understand what's causing the crisis, put together an 'emergency plan' and stick with the person to make sure that the changes happen quickly, and that the plan works for them.

Conversation 3 is undertaken to establish a plan for long-term support in building a good life. It is to understand what this good life looks like to them and their family and helping them to get the support organised so they can live the best life possible.



Priority 3

Establish an effective early help system

There is a whole-system approach to early help with strong leadership, confident workforce and commitment to join resources and services.

Early help is a cross cutting theme in our Council Plan, demonstrating our commitment to take this approach in everything we do; the high priority this is given across the Council and our understanding of the impact of early help on achieving all the priorities set out in our overarching Plan for Enfield.

As well as strong leadership and commitment to early help, we are equipping our workforce across the Council with the skills and knowledge to work with local people in a way which is empowering and helps communities to be strong and resilient. Practitioners across all services will have access to the right training, information, guidance, supervision and support at the right time which equips them for taking an effective early help approach to working with families and individuals. This is because we know that we will only turn around the lives of people needing support and facing complex and multiple disadvantages if front line staff have the competencies and tools to work with them effectively.

Positive relationships between residents and practitioners are vital, to achieve positive outcomes through early help. We will give frontline staff the time to build these kinds of relationships and support them to develop the soft skills they need to do this. As part of building strong relationships and trust, there needs to be the time and space for reflection on the early help services we provide. This includes both self-assessment by practitioners and services and by children, young people and their families as well as individuals. We will make sure that everyone is able to assess the service they receive on a regular basis and feed this back in an impactful way.

Focusing on building relationships and communicating effectively across the board enables each one of us to understand the impact of our individual work and how we fit in the context of the whole early help offer in Enfield. This will allow us to play a more complementary role and avoid duplication.

We know that effective sharing of information between practitioners and local organisations and agencies is essential for early identification of needs, assessment and coordinated service provision. We will work towards establishing a single assessment framework to ensure that all relevant partners can access and use the information they need to do their jobs in a timely and coordinated manner.

There is huge benefit to early intervention and prevention, delivered through a range of early help services. But in the face of funding cuts, resources for these services is challenging to maintain. As such, we will take a more proactive approach in identifying funding opportunities and leveraging other support to not only continue to provide the current level of early help services but also to develop further capacity in this area.

We as the network of early help offer work together to support families in the best possible way. We are very good in sharing best practice and supporting one another.

Consultation with Early Help practitioners

To deliver on this priority we will:

- Continue to improve our early help offer by implementing the Troubled Families Service Transformation Maturity Model.
- Promote the benefits of early help and prevention and share best practice on effective approaches across the whole Council workforce and with our partners.
- Seek alternative funding streams and collaborate in leveraging financial resources to sustain and increase our early help offer and increase the response capacity of our workforce. This will include identifying funding for rolling out Trauma-informed Practice for schools.
- Work in partnership to provide a comprehensive training offer to help all staff in community settings and services to provide effective early help, including training on social prescribing and making every contact count.
- Create a single data collection, management and reporting dashboard to establish a better understanding of our local needs and enhance the effectiveness of our early help offer in the context of COVID-19 and beyond.
- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.

Trauma Informed Practice in Schools (TIPS)

Trauma Informed Practice in Schools is a whole system approach aimed at promoting the emotional wellbeing of every child and young person. The approach helps us recognise the signs and symptoms of trauma in children, young people, families, staff and others working across the system and address mental health problems.

It is essentially a training and implementation programme designed based on evidence-based knowledge and practice. It will help schools and the wider education settings to integrate this approach into their policies and everyday practices. It will help empower and enable key staff in schools to be able to respond effectively to mild to moderate mental health problems and actively prevent re-traumatisation.

Once implemented, this programme will help inform every interaction, action and decision relating to every child/young person in all schools in Enfield.



Governance

The Early Help Strategic Board (redesigned specifically for the early help offer from the previous Family Resilience board) have been identified as the appropriate board for overseeing the successful delivery of this strategy. Its new membership is representative of the partners delivering early help (cross directorate, health, police, voluntary sector and community) enabling it to resolve strategic and directional issues and to actively drive the delivery of this strategy.

This board will be accountable for implementing the strategy's action plan and reviewing progress on quarterly basis. There will be a small task and finish group formed from the members of the Early Help Strategic Board to develop a detailed operational plan to deliver on each priority of the strategy.

The board will review the outcome measures set out in the strategy on annual basis and report progress update to Safeguarding Children Partnership and Safeguarding Adults Board. The annual review of the strategy will also include refreshing the strategy if deemed necessary based on the changes in circumstances and lessons learnt.



Monitoring progress and measuring outcomes

We will use and analyse a broad range of outcomes and performance indicators, to understand the impact of our early help offer.

These will include:

1. Monitor the level of take-up of universal and targeted support (tier 1 and tier 2)
2. Monitor the level of demand for statutory services (tier 3 and 4)
3. Monitor long term outcomes and their trend

We recognise, that as this strategy becomes embedded, future work will be needed to make sure we capture the success of the emerging partnerships, recognise community empowerment and fully evaluate both access to and the impact of our Early Help offer.

1. Level of uptake of universal and targeted services (tier 1 and tier 2)

By providing easy access to universal (tier 1) and Early Help (tier 2) services as detailed in Priority 1, we hope to see an increase in take up from our residents and have identified this as an outcome measure of success. This measure will be further supported by gaining users feedback to understand the effectiveness of our early help offer. as to the awareness of opportunities/services, ease of access and suggestions for improvement. A successful Tier 2 Early Help service will help the individual/family address the problem and working with them to identify and utilise their own strengths and existing support networks. Its effectiveness will result in individuals/families demonstrating change and moving from Tier 2 to Tier 1.

Measures for the level of take up by universal and early help services	Source of data	Baseline 2020	Target 2025
Number of referrals to the Early Help Family Hub on annual basis	iCases/EHM	1,652	1,750
Number of contacts to the early help triage	iCases	1,295	Track trend
% of people achieving an improvement in at least 3 outcome areas after receiving early help offer	iCases/EHM	86%	90%
Percent of 2-year-old children benefitting from funded education places	DfE	53%	65%
Percent of 3 and 4-year-old children benefitting from education places	DfE	85%	93%
Parents accessing parenting programmes	iCases/EHM	342	Sustain
Apprenticeships for 16-19 year olds	DfE	3%	4%
Provision of Enhanced Learning Activities Through Community Hub Aligned with the School Curriculum	New indicator	To be set at the end of 2021	
Number of referrals to Behaviour Support Service (BSS)	Service data from BSS	112	Track trend

Measures for the level of take up by universal and early help services	Source of data	Baseline 2020	Target 2025
Proportion of women who receive a new birth visit within 14 days of discharge	Pentana	99%	Sustain
Number of Community Hubs visits/calls	Visits Log	12,552 ⁸	To be set at the end of 2021
Number of people supported through Housing Advisory Service	New indicator	To be set at the end of 2021	
Number of referrals for Financial Hardship	Pentana	2,028	Track trend
% of flu vaccination uptake for 65+	EMIS	66.2	75%
Number of ASB calls satisfactorily resolved	New indicator	To be set at the end of 2021	
Extent of partnership working with community groups, local businesses and voluntary sector	Partnership register	To be set at the end of 2021	

2. Demand for statutory or specialist services (tier 3 and tier 4)

By intervening early and using a strengths-based approach, we want to reduce the need for statutory services needing to get involved in people's lives. Therefore, one of the shared measurable outcomes of success is a **gradual decrease of referrals to Tier 3 and 4 services.**

Demand indicator for specialist services	Source of data	Baseline 2020	Target 2025
Number of Children in Need per 10,000 children	DfE	318 per 10,000	Per 10,000
Number of step-up referrals to Children Social care services	iCases/EHM	38	35
Number of step-down referrals from tier 3 to Early Help	iCases/EHM	541	675
Number of households in temporary accommodation	Borough Profile	3,557	Track trend
Children and Adolescents Mental Health Service (CAMHS)	Service data from BEHMHT	2,124	Track trend
Number of permanent school exclusions	DfE	21 as of 2018/19	Sustain downward trend

⁸ This service has recently gone through major development and is now working from new premises. The urgent figures have been heavily influenced by COVID-19 and service change. Therefore, the figures given are estimations based upon limited current data and local benchmarking.

3. Long-term outcomes and their trend

By intervening early and using a strengths-based approach, we want to reduce the need for statutory services needing to get involved in people's lives. Therefore, one of the shared measurable outcomes of success is a **gradual decrease of referrals to Tier 3 and 4 services.**

Long-term outcome measures	Source of data	Baseline 2020	Target 2025
% of children who are obese or overweight (year six)	JSNA	42.6%	Halt the increase
% of children who are obese or overweight (Reception)	JSNA	23.9%	Halt the increase
16-18 year olds who are NEET	DfE	5.3%	4.45%
School readiness (% of children achieving a good level of development at the end of reception)	DfE	69.7%	75%
Domestic abuse incidents	MOPAC	3,976	Track trend
Serious youth violence incidents	Pentana	493	Track trend
Percentage of homelessness prevented	New indicator	To be set at the end of 2021	

Connected strategies and policies

Early Help is a crosscutting theme in our Council Plan. There are a number of focused strategies which set out how we are applying early help to achieve a lifetime of opportunities for everyone in Enfield. These are set out below, under each of the three priorities from our Plan.



Good homes in well connected neighbourhoods

- Homelessness Prevention Strategy 2019
- Housing and Growth Strategy 2019



Safe, healthy and confident communities

- Children and Young People's Plan 2020 (*under development*)
- Joint Health and Wellbeing Strategy 2020-2023
- Safeguarding Adolescents From Exploitation Strategy 2019
- Healthy Weight Strategy 2019-2023
- CAMHS Transformation Plan
- North area violence reduction plan
- SEND Strategy 2018-2021
- Digital Enfield Plan: Digital access for all in Enfield (*under development*)



An economy that works for everyone

- Employment and Skills Strategy (*under development*)
- Midterm Financial Plan
- Fair Debt and Income Strategy

Climate Action Plan

Fairer Enfield – Equality, Diversity and Inclusion Policy

Enfield Poverty and Inequality Commission 2020

Glossary

BEHMHT	Barnet, Enfield, Haringey Mental Health Trust	MOPAC	The Mayor's Office for Policing and Crime
BSS	Behaviour Support Service	NEET	Not in Education, Employment or Training refers to a young person who is no longer in the education system and who is not working or being trained for work.
CAMHS	Child and Adolescent Mental Health Services are services that support children and young people with their mental health.	SEND	Special Educational Needs and Disabilities – a person with this level of need will require special health and education support.
CiN	Children in Need are defined in law as children who are aged under 18 and: <ul style="list-style-type: none"> • need local authority services to achieve or maintain a reasonable standard of health or development • need local authority services to prevent significant or further harm to health or development • are disabled 	SFTST	The Supporting Families Towards Safer Transition initiative provides vulnerable children in years 5 and 6 with direct, targeted support to prevent behaviour escalating into serious violence and crime that can happen at the transition to secondary school.
DfE	The Department for Education	TAF	The Team Around the Family ensures that the needs of families are responded to collaboratively by professionals working together to help families move forward.
EHM	The Early Help Module is designed to act as a general case management tool for children outside of Social Care.	TIPS	Trauma Informed Practice in Schools is a whole system approach aimed at promoting the emotional wellbeing of every child and young person.
GP	A General Practitioner is your family doctor and is the main point of contact for general health care for NHS patients.	UC	Universal Credit is a benefit for working-age people to help with living costs. It replaces six benefits and merges them into one payment. The old ones are: income support, income-based jobseeker's allowance (except for some people with severe disabilities) income-related employment and support allowance.
JSA	Jobseeker's Allowance is an unemployment benefit you can claim while you are looking for work.	VCS	The Voluntary and Community Sector or third sector includes a diverse range of organisations, such as faith groups, voluntary organisations, community groups, and housing associations.
JSNA	The Joint Strategic Needs Assessment is a process by which local authorities and Clinical Commissioning Groups assess the current and future health, care and wellbeing needs of the local community to inform local decision making.		
KPI	Key Performance Indicators are the critical indicators of progress towards an intended result.		
LAC	Looked After Child refers to a child who has been in the care of their local authority for more than 24 hours.		
MASH	The Multi-Agency Safeguarding Hub is the single point of contact for all safeguarding concerns regarding children, young people, families and vulnerable adults.		

Thank you for taking the time to read our Enfield Early Help For All Strategy 2020-2025; we hope you found it interesting. If you have any questions or comments, please get in touch as we value your feedback.

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SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Early Help for All Strategy 2021-2025
Lead officer(s) name(s) and contact details	Helen Baeckstroem, Strategy & Policy Team Manager, helen.baeckstroem@enfield.gov.uk Arzhang Yusefi, Strategy & Policy Manager, arzhang.yusefi@enfield.gov.uk
Team/ Department	Corporate Strategy Service
Executive Director	Tony Theodoulou, Executive Director of People
Cabinet Member	Cllr Rick Jewell, Cabinet Member, Children's Services
Date of EqIA completion	Ongoing

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?

What are the reasons for the decision or change?

What outcomes are you hoping to achieve from this change?

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

The Early Help For All (EHFA) Strategy is our new cross cutting and multi partnership strategy with an aim to help everyone in Enfield to be resilient, overcome challenges and improve their lives. The strategy sets out our approach to deliver effective early help to children, young people, families and vulnerable

adults prevent issues from escalating and reduce the demand for specialist and costly services. To help achieve this, we will make early help a focus area across Council services and the broader partnership inline with our new Council Plan where early help has been set out as an important cross-cutting theme. Our vision is to work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives.

We will achieve our vision by focussing on the following 3 priorities:

Priority one: Provide clear information, advice and support

Every individual in Enfield will have the knowledge of and access to the right support, at the right time, in the right place to tackle problems early.

Priority two: Empowering Communities

People will be motivated and empowered to take advantage of every opportunity the borough has to offer, to help themselves and their communities to make Enfield an even better place.

Priority three: Establish an Effective Early Help System

There will be a whole system approach to early help with strong leadership, confident workforce and commitment to join and integrate resources and services.

Each of these priorities have supporting action areas and are linked with a number of outcome measures for regular monitoring and review of implementation progress.

Our EHFA Strategy has been developed using extensive research, engagement and consultation with partners, individuals and parents/carers through deliberative workshops, group discussions, focus groups and online survey. We have also considered the results of a recent engagement carried out with over 900 children and young people in Enfield to help us identify young people's priorities for how to make Enfield an even better place. The Enfield Poverty and Inequality Commission report have been taken into consideration to identify the best way forward to ensure equality of opportunities for everyone to access early help.

The case for early help

The new EHFA Strategy 2021-2025 replaces our previous Family Resilience Strategy, launched in 2016, with a broader remit to focus on early help and prevention for everyone in Enfield. It is our overarching strategy to further join up services across the Council and work with our partners to enhance resident's access to a range of co-ordinated prevention-based services.

The concept of early help reflects the widespread recognition that it is better to identify and deal with problems early rather than to respond when difficulties accumulate and demand specialist services. Early help includes universal and targeted services designed to reduce needs or prevent small problems from becoming entrenched and difficult to address.

There is a strong moral and economic case for effective prevention and early help for children, young people, families and individuals to tackle challenges early and prevent potential harm. The consequences of not intervening early are far-reaching and profound, as unresolved challenges can adversely affect people's health and happiness and lead to requiring intrusive and costly specialist services.

If early help is not offered, there is a very real risk that some people will experience significant harm that sometimes can be irreversible. In the case of children, their physical, cognitive, social and emotional development may be impaired affecting their life chances and futures. Adults will encounter distressing health and wellbeing issues that would require specialist services - they will experience social isolation/loneliness and will need premature specialist care and support.

At the heart of this strategy is working with our communities and exploring new ways with them to address their needs as soon as they emerge. We will take an equity-based approach in our work with the community. This means that we will focus on the communities and community-based organisations who reside in the most deprived parts of the borough and experience challenges disproportionately. This will ensure that every child, young person, their families and individuals have the same access to opportunities and that extra support is given to residents who are marginalised and underrepresented to address disparity in outcomes and life chances of residents.

This strategy not only applies to all residents of different protected characteristics but also to staff and professionals working with the Council and our partners.

This EQIA document assesses how we will provide equitable support to children, young people, their families and individuals of all protected characteristics to be resilient, overcome challenges and improve their lives.

SECTION 3 – Equality Analysis

Age

This can refer to people of a specific age or age range.

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

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

This strategy seeks to provide early help to all age groups across the life course as we know that the need for early help may occur at any point in an individual's life. In view of this, we have analysed local demographic data and the level of need present in different age categories to provide evidence-based response.

According to the latest available data Enfield's total population is estimated to be 333,869 (as at mid-2018). There are 84,309 children and young people in Enfield, and we have more residents under 20 than London and National averages. There are 57,870 children and young people of school age in the borough.

Enfield has a higher proportion of adults aged 20 to 44 years (34.86%) than the England average, but a significantly lower proportion than in London on average (40.35%). Whilst, the percentage of over 65s in Enfield is increasing (13.35%), this proportion is still lower in Enfield than in England overall (18.39%). However, Enfield's over 65 population is predicted to grow by 23% in the next 10 years and is the component of our population projected to grow fastest.

The percentage of children achieving a good level of development at the end of foundation stage is still lower than the England average; and we still have too many children and young people being permanently excluded from school – although the numbers are decreasing because of targeted work with families and schools. 4% of 16-17year olds are not in Education Employment or Training (NEET), which is higher than both our statistical neighbours and the England average.

Income deprivation among people above the age of 60 is at 23% with clear ward level variation (13% in Grange and 43% in Edmonton Green). As of November 2018, 2.8% of working-age adults in Enfield (5,995 people) were claiming either Job Seekers Allowance JSA or were unemployed and claiming Universal Credit UC.

There is a strong evidence that giving every child the best start in life is crucial to reducing health inequalities across the life course. To help get the best possible start in life, we will ensure that all parents receive the required knowledge and advice in a timely manner. Therefore, the strategy sets out a number of interventions targeting young children and their parents. Some examples of interventions that will contribute to deliver best start in life include:

- In partnership with families, design and provide online parenting programmes as an alternative to face-to-face training. This will include Parental Conflict e-learning training.
- Continue to support and empower the Parent Engagement Network and Parent Champions so that we provide services in partnership with parents and carers, and deliver family-focused, holistic and inclusive services informed by the experiences and views of our communities.

Although research shows that the most impact can be made during a child's early years, early help is not just for young children, as problems may emerge at any point in life. For adults, early help is the most effective and efficient approach to ensure they lead independent and fulfilling lives. With some level of support, adults will be able to maintain or build social networks and tackle their loneliness and social isolation.

Some examples of interventions that will contribute to improving outcome for adults and elderly include:

- Increase the use of assistive technology to help residents live independently at home, stay safe, improve their wellbeing and help them to stay socially connected.
- Support people to access the right volunteering role for them, ensuring they have the information and training they need to fulfil their role and benefit from it by developing their skills, experience, health and wellbeing.

Mitigating actions to be taken

The EHFA strategy will positively impact on people of all ages. It will not have any adverse impact on any age groups as the needs of the individuals determines as assessment is based on needs not presenting age..

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

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

This strategy seeks to provide effective early help based on the level of needs present in individuals. People with special or additional needs are particularly at the centre of our early help offer. According to the latest available data¹, we estimate² that there are 52,382 people with disability in Enfield; this is 15.69% of Enfield's population.

In 2019, there were 3,271 children and young people with Education, Health and Care Plans (EHCPs) in the borough. The numbers of people with learning disabilities is predicted to increase to more than 1,250 people who will require health, care and support services by 2030 (PANSI 2019).

There is a disproportionate lack of disabled people in employment in Enfield. 2019 data showed that only 42.6% of disabled persons in Enfield were in employment, compared to 92.2% of non-disabled persons. This is lower than the national average, which estimates 53.2% of disabled persons are in employment (Annual Population Survey 2019).³

The EHFA strategy sets out how we will make sure that people with different types and levels of disabilities have access to early help, advice and support to prevent problems from escalating and causing distress. This includes ensuring physical access to services that are building based and considering transportation access if relocating or setting up new services.

Some examples of interventions that will help improve outcome for people with disability and their carers include:

¹ The most reliable data to quantify the level of the disabled population in Enfield is from the 2011 census

² This estimate is produced by applying the rates of disability by age to the latest population projections (ONS mid-2019).

³ Please note that this data comes from the annual population survey data only, and at local authority level the confidence intervals are quite broad due to the relatively small sample sizes.

- Work in partnership with Adults Services, VCS and PEN to further develop and promote the Children's Portal, My Life directory, Local SEND Offer and other information sharing platforms so that everyone in the borough use them as a first port of call to access services. Ensure that all information provided online is easy to access and understand. This means that it is written in plain English, meets readability guidelines and the website displays an accessibility statement and works towards compatible with screen readers such as JAWS, NVDA and Voice Over.
- Increase mental health support both online and face to face within schools and the broader context in close partnership with children, young people, adults and mental health practitioners through the Mental Health Support Team (MHST) and KOOOTH projects.
- Provide and commission support for carers so that they have access to resources that help them develop and maintain social connection.

These actions will be implemented in coordination with interventions enshrined in our new CYPP and Fairer Enfield Policy.

Mitigating actions to be taken

The EHFA strategy will positively impact people affected by disability, as we are confident that by providing early support to them, we will prevent problems escalating and causing distress. We do not anticipate any adverse impact on any disabled person as a result of implementing this strategy.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

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

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

EHFA strategy reaffirms our commitment to equality and delivering fairer Enfield by providing the right early help to all vulnerable people in the borough. Trans people are more likely to experience poverty, discrimination, and mental health problems. This makes them a priority group who we would like to seek to help proactively. We understand that there is a gap in our knowledge about this part of the population both nationally and locally in Enfield. Despite this limitation, we can draw some

estimates about the number of people who identify themselves as trans.

GIRES (Gender Identity Research and Education Society) estimate that in the UK around 650,000 people, 1% of the population, experience some degree of gender non-conformity. If these numbers are correct, and if Enfield's population of 333,869 were exactly typical of that population, this will equate to 3,339 individuals with some degree of gender non-conformity.

The 2018 Stonewall study found that more than 28% of trans respondents who were in a relationship in the last year had been subject to domestic abuse and 25% had experienced homelessness at some point in their lives.

We also know that according to Stonewall, 84% of trans young people have self-harmed. 45% of trans young people have attempted to take their own life.⁴ In the National LGBT Survey in 2018, trans people were less likely to have had a paid job in the 12 months preceding the survey (65% of trans women and 57% of trans men had one.⁵ Furthermore, more than a third of trans people (36%) have experienced discrimination within their community because of different parts of their identities.⁶

These insights highlight the importance of our focus to improve the wellbeing of our trans community and to effectively understand the needs of trans people in Enfield.

Some examples of key actions that will help improve outcome for trans people include:

- Publicise the new domestic abuse hub free helpline to the wider community, targeting to people who are most at risk from domestic abuse and those who may be worried about someone who might be at risk.
- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.
- Increase mental health support both online and face to face within schools and the broader context in close partnership with children, young people, adults and mental health practitioners. (Mental Health Support Team, MHST project, KOOTH).
- Seek alternative funding streams and collaborate in leveraging financial resources to sustain and increase our early help offer and increase the response capacity of our workforce. This will include identifying funding for

⁴ <https://www.stonewall.org.uk/children-and-young-peoples-services-champions-programme>

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722314/GEO-LGBT-Survey-Report.pdf

⁶ https://www.stonewall.org.uk/sites/default/files/lgbt_in_britain_home_and_communities.pdf

rolling out Trauma-informed Practice for schools.

Mitigating actions to be taken

The EHFA strategy will positively impact trans individuals, as by providing support as early as possible we will help resolve problems and prevent distress.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

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

All residents will be supported by early help interventions regardless of whether they are married or have formed a civil partnership. The strategy recognises that while most Enfield families, couples and individuals are thriving, many residents are facing complex challenges. This includes residents who are married or in civil partnerships.

EHFA strategy reemphasises on our commitment to working with our communities to address specific areas of concern and develop solutions together. For meaningful participation of communities, we will provide them with access to information, advice and support. Our community empowerment interventions will be extended to all residents and resident networks which will include married people or those in civil partnership.

The residents will also be involved in the co-production of training programmes for families and individuals to ensure that they responsive to their needs.

Mitigating actions to be taken

We do not anticipate this strategy to have any negative differential impacts on those who are in a marriage or civil partnership.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity

discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

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

This strategy seeks to improve outcomes for pregnant women and their babies whose needs are not met by universal services by providing targeted early interventions. We acknowledge that to get the best possible start in life, a baby's mother needs to be healthy before and during pregnancy and childbirth. There is compelling evidence that a child's experiences in the early years (0–4) has a major impact on their health and life chances, as children and adults.

Our effective universal health service and wellbeing advice from pregnancy and birth onwards has yield significant outcomes. In Enfield, the infant mortality rate for 2018 was 2.6 per 1000 live births, which is lower than the London-wide mortality rate of 3.2 per thousand and the England average of 3.9.

EHFA strategy outline key actions to increase access to both universal and early help services to continually achieve remarkable results for women, children and families.

In a bid to provide clear information, advice and support to pregnant women, we will deliver on the following actions:

- Work in partnership with to further develop and promote the Children's Portal, My Life directory, Local Send Offer and other information sharing platforms so that everyone in the borough use them as a first port of call to access services.
- Continue to support and empower the Parent Engagement Network and Parent Champions so that we can provide services in partnership with parents and carers, and deliver family-focussed, holistic and inclusive services informed by the views of our communities.
- Increase and enhance the early help offer delivered from our community-facing venues, including our libraries, community centres, children's centres and council housing halls. We will provide joined-up services in settings that are welcoming and inclusive.

Mitigating actions to be taken

We do not anticipate any negative impact for any pregnant individual or individual on maternity.

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

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

At the heart of EHFA strategy is community empowerment and through that reducing disparity of outcomes among the diverse population of Enfield (White British 35%, Other White groups 23%, Other Ethnic Groups at 5%, Mixed Groups 6%, Asian Groups 11% and Black groups at 18%).⁷

There is plethora of evidence that demonstrate that people from certain race and ethnic backgrounds experience inequality in their access to different public service sectors. Black, Asian and Minority Ethnic groups experience inequality in housing, education, employment, health and criminal justice. This inequality has been evidenced by the disproportionate impact of Covid-19 nationally and locally.⁸ It is also evidenced in national research that people who identify as Black, Asian, Mixed or 'Other' ethnicities are more at risk of becoming involved in crime;⁹ and in local data which shows Black people are over-represented in youth convictions and compulsory mental health detentions.

The Lammy Review 2017 highlights that the BAME proportion of young people offending for the first time rose from 11% in the year ending March 2006, to 19% in the year ending March 2016.¹⁰ There is also local evidence that Black people in Enfield are over-represented in youth convictions.

⁷ Enfield Ethnicity Estimate 2019

⁸ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf

⁹ Youth Justice Statistics 2018-2019:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862078/youth-justice-statistics-bulletin-march-2019.pdf

The Lammy Review 2017:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

¹⁰ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/643001/lammy-review-final-report.pdf

2019 temporary accommodation data shows that 41.02% of people in temporary accommodation are Black. 2018 Ethnicity estimates suggest 17.9 % of Enfield's population are Black. Black residents are therefore overrepresented in this category. Temporary Accommodation data is sourced from Northgate via Power BI. All data is refreshed overnight from live applications. The ethnicity estimates use data from the 2001 and 2011 Censuses and the 2018 School Census conducted by the local education authority (LEA).

In view of these evidences, this strategy sets out a number of key actions to provide targeted early help to people of different race and background including:

- Provide easy access to universal services that support resilience, enable independence and self-care, and prevent or delay the escalation of need.
- Ensure that all information provided online is easy to access and understand by residents despite their language needs. This means that it is written in plain English, meets readability guidelines and the website displays an accessibility statement.
- Increase mental health support both online and face to face within schools and the broader context in close partnership with children, young people, adults and mental health practitioners. (Mental Health Support Team, MHST project, KOOTH).
- In partnership with families, design and provide online parenting programmes as an alternative to face-to-face training.
- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.

Mitigating actions to be taken

The EHFA strategy will positively impact all residents in Enfield by providing support as early as possible realising that people's needs are different. We do not anticipate any negative impact on individuals of a certain race.

Religion and belief

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

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

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

Residents will be supported by early help interventions regardless of their protected characteristics, the strategy recognises that whilst most Enfield families and individuals are thriving, many residents are facing complex challenges. This includes residents who have a religion or belief.

According to the 2018 survey compiled by the ONS, Enfield has high proportions in some of the main non-Christian religions compared to national averages including Hinduism, Islam as well as other religions. Enfield has a slightly larger Muslim (14.7%) and Christian population (55.2%), compared to the London average of (14.2%) and (44.5%) respectively. Those of no religion make up 22.1% of the population in Enfield, which is below the London (29.4%) and national averages (39.4%).

During the development process of this strategy we have engaged with peoples of different faith groups through our Faith Forum and online survey. We have gathered their views about how to foster better relations among the people of different religions and those with no religion. As a result, we have identified a number of key actions to provide effective early help and prevent issues from escalating. These include:

- Provide a comprehensive training, information, guidance, supervision and support to practitioners and frontline staff. These measures will help to ensure that service users are treated with respect and dignity

Furthermore, to achieve an inclusive and empowered community, we will enhance our partnership with VCS organisations who directly work with people of different beliefs. Our service users will be encouraged and supported to recognise their needs and identify the best workable approach to help improve their life outcomes. Service users will also be involved in the co-production of our community-based programmes.

Finally, we will develop and promote information sharing platforms so that everyone in the borough uses them to access services, support and positive activities easily and quickly. This will include individuals and families who have a religion or belief.

Mitigating actions to be taken

We do not anticipate any negative differential impacts on those who follow a religion or belief and those who do not.

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

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

EHFA strategy will benefit all residents by providing the right help at the right time to whoever who might need it including girls, boys, men and women. In Enfield, over 51% of overall population is female. However, there are more males than females in Enfield in all ages up to 25 years. After this point, women outnumber men in virtually all age bands. The preponderance of women is particularly marked in the over 85s where this age group is made up of 63% women and 37% men. There are proportionately more women within both the working age (16-64) and retirement age (65+) than men.

Men and women can experience different outcomes based on their possible differential needs. Our Joint Health and Wellbeing strategy is geared towards reducing disparity in healthy life expectancy among women and men. Our Violence Against Women and Girls strategy is aimed at eliminating domestic abuse and violence incidents among women and girls.

We know that while domestic abuse can affect anyone, women are around twice as likely to have experienced domestic abuse than men.¹¹ Over the 12 months to August 2020, Enfield recorded 6,361 incidents of domestic abuse and during the Covid-19 Lockdown, Enfield recorded the third highest level of domestic violence with injury in London.

This strategy will ensure that people of both sexes do benefit from the various services available for them to achieve their full potential and experience positive outcomes independently.

¹¹<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018#understanding-domestic-abuse>

There are a number of actions enshrined within this strategy to improve access to services including:

- Publicise the new domestic abuse hub free helpline to the wider community, targeting to people who are most at risk from domestic abuse and those who may be worried about someone who might be at risk.
- Work in partnership with our voluntary and community sector to further develop and promote the Children's Portal, My Life directory, Local Send Offer, Simply Connect Enfield and other information sharing platforms so that everyone in the borough uses them to access services, support and positive activities easily and quickly.

Mitigating actions to be taken

The EHFA strategy will positively impact men and women in Enfield and will not have any adverse impact on either men or women and girls and boys.

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

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

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

EHFA strategy will benefit all residents by providing the right help at the right time to whoever who might need it including people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual. Despite this the strategy realises that LGBT people are more prone to experience discrimination and bullying.

Stonewall have produced a report based on YouGov research with 5000 lesbian, gay, bi and trans people across Britain.¹² The study shows that 52% of LGBT people had experienced depression in the last 12 months. 1 in 8 LGBT people aged 18-24 (13%) said they've attempted to take their own life in the last year and almost 1 in 4 LGBT people (23%) have witnessed discriminatory or negative

¹² <https://www.stonewall.org.uk/lgbt-britain-health>

remarks against LGBT people by healthcare staff and 1 in 7 LGBT people (14%) have avoided treatment for fear of discrimination because they are LGBT.

The School Report,¹³ published by Stonewall in 2017, demonstrated the need to further support LGBT young people to reach their full potential. Nearly half of LGBT pupils are bullied for being LGBT at school. Whilst just 40% of LGBT young people have an adult that they can talk to about being LGBT.

In terms of support for LGBT people we will ensure that they can access universal healthcare services without discrimination. Furthermore, we will support LGBT people with additional, complex and critical needs to access services when required, including mental health support.

There are a number of actions enshrined within this strategy to provide early help to LGBT group as part of the boarder community including:

- Increase mental health support both online and face to face within schools and the broader context in close partnership with children, young people, adults and mental health practitioners. (Mental Health Support Team, MHST project, KOOTH).
- Support people to access the right volunteering role for them, ensuring they have the information and training they need to fulfil their role and prepare them for employment.
- Work in partnership to provide a comprehensive training offer to help all staff in community settings and services to provide effective early help, including training on social prescribing and making every contact count.
- Create a single data collection, management and reporting dashboard to establish a better understanding of our local needs and enhance the effectiveness of our early help offer in the context of Covid-19 and beyond.
- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.

Mitigating actions to be taken

We do not anticipate that the Early Help For Strategy will have any negative differential impact on LGBT community or individuals.

¹³ <https://www.stonewall.org.uk/school-report-2017>

Socio-economic deprivation

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

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

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

Helping people who are socio-economically disadvantaged is our top priority.

This strategy seeks to apply an equity-based approach to prioritise early help for the most deprived parts of the borough.

Enfield is a low-income borough with a high proportion of Housing Benefit claimants. Enfield's median household income is £34,900 which is the 12th lowest in London and 15.6% of households in Enfield have an annual gross income under £15,000 – this percentage is higher than London and outer London average. As of February 2020, there were 26,205 resident households in the borough receiving Housing Benefit, 59% of which are paid to households living in the Private Rented Sector. Life expectancy is 8.8 years lower for men and 5.7 years lower for women in the most deprived areas of Enfield than in the least deprived areas. The rate of employment (aged 16-64) is worse than the England average. In Enfield, 18% of all children under 16 live in relative low-income families and this is the same as the national proportion of children in low income families.

Many families and individuals are also facing complex challenges to maintain safe housing and welfare. Since 2011/12, homelessness has increased by 246% in the borough. In February 2020, Enfield had 3,433 households in temporary accommodation, a 74% rise since 2012. This makes us the second highest provider of temporary accommodation in England.

Income deprivation among people above the age of 60 is at 23% with stark ward level variation (13% in Grange and 43% in Edmonton Green). As of November 2018, 2.8% of working-age adults in Enfield (5,995 people) were claiming either Job Seekers Allowance JSA or were unemployed and claiming Universal Credit UC.

Eviction from private rented accommodation continues to be the highest cause of homelessness in Enfield. These challenges increase the risk for people escalating up the continuum of need. We will implement a joined-up approach to prevent and end homelessness in Enfield. We will do this through investing in a Housing

Advisory Service model and actively enable those at risk of homelessness to secure sustainable housing solutions.

As a result of school closures due to the Covid-19 outbreak, some children have missed a substantial amount of learning and there is evidence that this will disproportionately impact on children from poorer socio-economic backgrounds. The concern is that some children's life chances could be seriously impacted by their loss of learning and we will need to continue to strength and adapt our early help strategies to prevent this from happening.

In 2019 we set up an independent commission to better understand poverty and inequality in the borough. The Commission made 27 recommendations for the Council and our partners to act on to make Enfield a fairer place. These recommendations have been taken into consideration to identify the best way forward to ensure equality of opportunities for everyone to access early help.

This strategy makes it clear that early help is not the responsibility of one service or organisation – it is every one's business. Therefore, we have established Early Help Strategic Board which is representative of all sector and partners to ensure we provide holistic early help package particularly to those are experiencing challenges due to their socio-economic circumstances, For example, housing has been brought on board to help ensure that families who are able to receive and benefit from support early on in the onset of issues are enabled to do so. They are well placed to be among the first to spot signs of difficulties with debt and finances.

Effective early support means that financial problems are less likely to escalate to distressing levels. To help prevent financial problems affect residents this strategy outlines a number of actions including:

- Work in partnership with Adults Services, VCS and PEN to further develop and promote the Children's Portal, My Life directory, Local Send Offer and other information sharing platforms so that everyone in the borough use them as a first port of call to access services.
- Ensure that all information provided online is easy to access and understand. This means that it is written in plain English, meets readability guidelines and the website displays an accessibility statement.
- Support people to access the right volunteering role for them, ensuring they have the information and training they need to fulfil their role and prepare them for employment.
- Work with our partners to support volunteering and establish a lasting legacy from our 'Enfield Stands Together' Programme, to enable

communities to help and support one another into the longer term.

- Further develop the new Housing Advisory Service to proactively identify residents/households with a risk of homelessness, help them access the relevant services across the council to prevent homelessness and address underlying issues.

Mitigating actions to be taken.

We do not anticipate any negative impact on children, young people, their families and individuals who are socio-economically disadvantaged.

SECTION 4 – Monitoring and Review

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
<p>How do you intend to monitor and review the effects of this proposal?</p> <p>Who will be responsible for assessing the effects of this proposal?</p>					
<p>There is a broad range of legislation that underpins the work of Early Help. The statutory framework and guidance that sets out how services and partners, regardless of the sector, must work together to support vulnerable children, young people and their families at the earliest opportunity. This framework includes, but is not limited to:</p> <ul style="list-style-type: none"> • <i>The Children Act (1989 & 2004)</i> • <i>Care Act (2014)</i> • <i>Working Together to Safeguard Children (2018)</i> • <i>Keeping Children Safe in Education for Schools & Colleges (2018)</i> • <i>The Children & Families Act (2014)</i> • <i>The Special Educational Needs & Disability Code of Practice 0-25 (2014)</i> <p>The Early Help Strategic Board (revamped specifically for early help offer from the previous Family Resilience board) have been identified as the appropriate board for overseeing the successful delivery of this strategy. This board will be accountable for implementing the strategy's action plan and reviewing progress on quarterly basis. There will be a small task and finish group formed from the members of the Early Help Strategic Board to develop a detailed operational plan to deliver on each priority of the strategy.</p> <p>The board will review the outcome measures set out in the strategy on annual basis and report progress update to Safeguarding Children Partnership and Safeguarding Adults Board. The annual review of the strategy will also include refreshing the strategy if deemed necessary based on the changes in circumstances and lessons learnt.</p>					

SECTION 5 – Action Plan for Mitigating Actions.

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London Borough of Enfield**Committee Name: Full Council****Meeting Date: 2 March 2021**

Subject: Review & Adoption of a Statutory Pay Policy Statement
Cabinet Member: Cllr Nesil Caliskan/Cllr Mary Maguire
Executive Director: Ian Davis/Tinu Olowe

Key Decision: No

Purpose of Report

1. The Localism Act 2011 requires all Councils to review and adopt a Pay Policy Statement each financial year. This report proposes the amendments detailed in paragraph 8 below to the Council's policy agreed in 2020 for adoption in the financial year 2021/22.

Proposal(s)

2. The Council agrees the amendments to the statutory Pay Policy Statement attached as Appendix 1 of this report.

Reason for Proposal(s)

3. Sections 38 to 43 of The Localism Act 2011 required all Councils to formally adopt a pay policy statement by 31 March 2012. The Council also has a duty to have regard to statutory guidance issued pursuant to s.40 of the Act. The Council has had regard to relevant guidance as referred to in the pay policy at Appendix 1. The Act requires that a policy statement is adopted annually by a vote of the Council and once adopted, can only be varied by a vote of the Council.

Relevance to the Council Plan

4. Enfield Council is a large and diverse organisation providing a range of statutory and other services to a local community with a population of c333,000. It is responsible for managing an annual revenue budget of £1.1bn and a 10-year capital budget of £2.3bn. To ensure such a large and complex organisation is effectively led and efficiently managed, the Council needs to be able to attract and retain a range of high calibre and skilled managers and leaders. In a competitive job market, the value and composition of the remuneration package offered to senior managers, i.e. Director and above is a key factor enabling the Council to attract, recruit, motivate and retain staff with the skills sets required to deliver the Council's vision, objectives and aspirations, which in turn, have a significant impact on the lives of local residents.

Background

5. Sections 38 to 43 of The Localism Act 2011 required all Councils to formally adopt a pay policy statement by 31 March 2012. The Council also has a duty to have regard to statutory guidance issued pursuant to s.40 of the Act. The Council has had regard to relevant guidance as referred to in the pay policy at Appendix 1. The Act requires that a policy statement is adopted annually by a vote of the Council and once adopted, can only be varied by a vote of the Council.
6. In broad terms, the Act requires that the Statutory Pay Policy Statement includes:
 - a. A local authority's policy on the level and elements of remuneration for each chief officer
 - b. A local authority's policy on the remuneration of its lowest paid employees (together with its definition of 'lowest paid employees' and its reasons for adopting that definition)
 - c. A local authority's policy on the relationship between the remuneration of its chief officers and other officers
 - d. A local authority's policy on other specific aspects of chief officers' remuneration; remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.
7. The pay and remuneration of schools-based staff is not covered by the Act.

Main Considerations for the Council

8. After a review of the operation of the pay policy for the financial year 2019/20 the Staff Appeals, Appointments & Remuneration Sub-Committee has agreed to put forward the amendments listed below for recommendation. The only significant change over the past year is the introduction of the Restriction of Public Sector Exit Payments Regulations 2020 (the Public Sector Exit Payment Regulations 2020) that came into force on 4 November 2020 and the provisions therein are outlined in the Council's Public Sector Exit Payments Regulations 2020 Remuneration Report (Appendix 2). Under the new Regulations a cap of £95,000 (Exit Payment Cap) is imposed on all payments made on termination of employment as set out under bullet point 'p' below and section 3.14.9 of the Pay Policy Statement (Appendix 1). The restrictions set out in the Public Sector Exit Payments Regulations 2020 have been incorporated in the Pay Policy Statement. Otherwise, there have not been any significant changes over the past 12 months.
 - a. Paragraph 1 has been updated to reflect the annual revenue budget and capital budget for 2020/21.
 - b. Paragraph 3.1 has been updated to reflect the revised name of the Staff Appeals, Appointments & Remuneration Sub-Committee.
 - c. Paragraph 3.3 has been updated to remove narrative of the senior manager's performance related pay progression that was replaced with the current pay structure of progression through experience in 2018.
 - d. Paragraph 3.5.1. has been updated to reflect the current number of senior manager posts (608) and the starting salary range for middle manager posts (£38,946).
 - e. Paragraph 3.6 has been updated to reflect the 2020 Joint National Council (JNC) pay deal for middle and senior managers of 2.75% from April 2020.
 - f. Paragraph 3.6.1 has been updated to reflect the salary range for the Chief Executive, £175,674 - £208,746.
 - g. Paragraph 3.6.2 has been updated to reflect the salary range for Executive Directors, £126,882 - £164,196.
 - h. Paragraph 3.6.4 has been updated to reflect the salary range for Directors, £102,570 - £125,244.

- i. Paragraph 3.6.5. has been updated to reflect the correct name of the Staff Appeals, Appointments & Remuneration Sub-Committee.
- j. Paragraph 3.8 has been updated to reflect the 2020 National Joint Council (NJC) pay deal of 2.75% for all staff graded PO2 and below from April 2020.
- k. Paragraph 3.9.3. has been updated to reflect there is more than one opposition party.
- l. Paragraph 3.10 has been updated to reflect the London Living Wage hourly rate of £10.85 that was set on 9 November 2020. Following the implementation of the 2020 NJC pay award the bottom point of the NJC pay scale for London remains above the London Living Wage.
- m. Paragraph 3.14.2. has been updated to state three members of staff were retired flexibly in the period 1 January to 31 December 2020.
- n. Paragraph 3.14.3. has been updated to state no employees left on the basis of voluntary severance in the period 1 January to 31 December 2020.
- o. Paragraph 3.14.4. has been updated to state no employees retired early in the interests of the efficiency of the service in the period 1 January to 31 December 2020.
- p. In line with the Government's long-term commitment to ensure that Public Sector exit payments are fair and proportionate to employers, employees and taxpayers, The Restriction of Public Sector Exit Payments Regulations 2020 ("the Regulations") came into force on 4th November 2020. The legislation set a £95,000 cap on exit payments ("the cap") for public sector authorities. The requirements of this legislation had been incorporated into the draft pay policy 2020/21.
- q. After extensive review of the application of the Cap, the Government has concluded that the Cap may have had unintended consequences and the Regulations should be revoked. HMT Directions have been published that disapply the Cap until the Regulations have been revoked. As a consequence of this decision to revoke the Legislation, further updates to the draft Pay Policy have been made to remove references to the now disappplied legislation.
- r. Paragraph 3.15 has been updated to state seven members of staff have been retired on grounds of permanent ill health in the period 1 January to 31 December 2020.
- s. Paragraph 3.18.2. has been updated to state the gross pay of the Chief Executive was 6.7 times the median pay for the whole of the Council's non-schools workforce in 2019/20 (previously 6.4 times).
- t. Paragraph 3.20. has been updated to reflect the current position regarding staff who transferred from the NHS public health function in 2013. One member of staff now remains on NHS terms.

Safeguarding Implications

- 9. No safeguarding implications have been identified.

Public Health Implications

- 10. Detailed in paragraph 3.20 of the Pay Policy

Equalities Impact of the Proposal

- 11. The production of a statutory pay policy statement is a legislative requirement which will only impact on a very small number of senior staff.

Environmental and Climate Change Considerations

12. There are no environmental and climate change considerations.

Risks that may arise if the proposed decision and related work is not taken

13. The Council would not be compliant with Sections 38 to 43 of The Localism Act 2011.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

14. The Council would be compliant with Sections 38 to 43 of The Localism Act 2011 and no further risks have been identified.

Financial Implications

15. No financial implications arise from the adoption of the proposed Pay Policy Statement.

Legal Implications

16. The Council is required under sections 38-43 of the Localism Act 2011 (the Act) to adopt a pay policy statement for every financial year. The pay policy statement for 2020/21 must be adopted by 31 March 2021. The pay policy statement must be adopted by full Council and can only be varied by full Council. Once it has been adopted, all determinations on pay, conditions and remuneration of chief officers (broadly, the chief executive, directors and assistant directors) for that year must be in accordance with the policy.

17. The Council pay policy statement is required to comply with all relevant employment legislation and is bound by any collective agreements and contractual arrangements in place which cannot be unilaterally altered.

18. Relevant legislation includes, but is not limited to, the Employment Rights Act 1996, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Transfer of Undertakings (Protection of Employment) Regulations 2006, as amended. The Council is required to ensure there is no discrimination within its pay structures and that all pay differentials can be objectively justified.

19. The Council is required to respond to legislative and regulatory changes affecting the workforce including any impact on its pay policy and is required to make any necessary arrangements to comply with any legislative and regulatory changes. The Restriction of Public Sector Exit Payments Regulations 2020 (the Public Sector Exit Payments Regulations 2020) which came into force on 4 November 2020 impacts the council pay policy statement. The Council has a mandatory duty to comply the regulations and cap exit payments at £95,000. The Council's Public Sector Exit Payments Regulations 2020 Remuneration Report (Appendix 2) outlines the requirements incumbent on the Council and highlights the conflict between the Public Sector Exit Payment Regulations 2020 and the current LGPS Regulations. The LGPS Regulations are under review and pending updating in the Spring of 2021. There are a number of legal challenges to the Public Sector Exit Payments Regulations 2020 pending. Notwithstanding, the pending outcomes of the LGPS review and legal challenges, the Council is currently required to comply with the

Public Sector Exit Payments Regulations 2020 and cap exit payments at £95,000. The Council's Statutory Pay Policy 2021 is required to incorporate the requirements of the Public Sector Exit Payments Regulations 2020 (see Appendix 1 paragraph 3.14.9-3.14.15). The Council's Statutory Pay Policy 2021 will require to be reviewed pending the outcomes of the LGPS Regulations Review and the legal challenges.

20. The Public Sector Exit Payments Regulations 2020 came into force on 4 November 2020. The legislation set a cap of £95,000 on public sector exit payments for the public sector. After an extensive review of the application of the Cap, the Government has concluded that the Cap may have had unintended consequences and the 2020 Regulations should be revoked. Treasury Directions have been published that disapply the Cap until the Regulations have been revoked. Please see Restriction of Public Sector Exit Payments: Guidance on the 2020 Regulations published February 2021.

Workforce Implications

21. The Council should ensure the approved Pay Policy Statement for 2020/21 is published on the Council's website and internal Intranet site. All decisions relating to payments to staff must be compliant with the Pay Policy Statement.

Property Implications

22. No Property implications have been identified.

Other Implications

23. None identified

Options Considered

24. The review and adoption of a Statutory Pay Policy Statement each financial year is a statutory requirement.

Conclusions

25. Under sections 38-43 of the Localism Act 2011 the Council is required to adopt a pay policy statement for every financial year. This report provides details of all changes made to the previous pay policy statement for 2019/20 and a draft revised pay policy statement is included in Appendix 1.
26. The Council agrees the amendments to the statutory Pay Policy Statement attached as Appendix 1 of this report.

Report Author: Julie Mimmagh
Head of HR Operations
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02081320022

Date of report: 29 December 2020

Appendices

Appendix 1 – The Council's Statutory Pay Policy 2020/21

Appendix 2 – The Council's Public Sector Exit Payments Regulations 2020

Remuneration Committee Report (attached)
Appendix 3 – Restriction of Public Sector Exit Payments_Guidances on the 2020
Regulations (February 2021)

Background Papers

[Hutton Review of Fair Pay](#)

The Council's Statutory Pay Policy 2020/21

1. Enfield Council is a large and diverse organisation providing a range of statutory and other services to a local community with a population of c333,000. It is responsible for managing an annual revenue budget of £1.1bn and a 10-year capital budget of £2.3bn. To ensure such a large and complex organisation is effectively led and efficiently managed, the Council needs to be able to attract and retain a range of high calibre and skilled managers and leaders. In a competitive job market, the value and composition of the remuneration package offered to senior managers, i.e. Director and above is a key factor enabling the Council to attract, recruit, motivate and retain staff with the skills sets required to deliver the Council's vision, objectives and aspirations, which in turn, have a significant impact on the lives of local residents.
2. This statement has been drawn up primarily to meet the requirements of Section 38(1) of the Localism Act 2011. The full details of the remuneration of both senior managers and other groups of staff employed by the Council will be published on the Council's website as required by the Code of Recommended Practice for Local Authorities on Data Transparency. The details of the remuneration received by individual senior managers in each financial year will be published in the annual statement of accounts.

3. Pay Provisions

- 3.1. The implementation of the Council's pay and remuneration strategy for senior managers is overseen by the Staff Appeals, Appointments & Remuneration Sub-Committee.
- 3.2. The key features of the Council's remuneration package for senior managers includes a competitive salary structure that is aligned with benefits packages offered by other benchmark public sector organisations providing a similar range of services, such as other London boroughs.
- 3.3. The Council adopted a pay structure of progression through experience from 1 July 2018. The Council believes that adopting this approach promotes greater transparency and is consistent with the pay progression for other Council staff. This model of pay progression through experience will apply to all posts at middle management and above.
- 3.4. As part of its commitment to ensuring equal value in pay matters, the Council determines the relative grades of the vast majority of jobs in the organisation through the application of recognised analytical job evaluation schemes. For the majority of staff, the job evaluation scheme used is that developed by the Greater London Provincial Council published in 2000. For middle and senior management jobs, the Hay Job Evaluation Scheme developed by Hay Management Consultants (now Korn Ferry) is used.

- 3.5. The Council determined the pay ranges for Heads of Service, Directors, Executive Directors and the Chief Executive in 2006, with advice from Hay Management Consultants (Korn Ferry), using benchmarking data drawn from the Chief Officers Pay and Benefits Survey independently compiled by London Councils.
- 3.5.1. In 2018 the Council's middle and senior managers' pay ranges were consolidated into six points. Under the six-point scale it will take up to six years to progress to the top of the pay range, but all payments are guaranteed once progression is granted. In all, the Council has eight such middle and senior manager salary ranges covering 608 posts with salary ranges starting at or above £38,946 p.a.
- 3.6. The pay ranges for middle and senior managers are increased in line with National Pay Agreements determined by the Joint National Council (JNC) for Chief Officers. The latest increase in JNC pay rates was 2.75% effective from April 2020;
- 3.6.1. the salary range for the Chief Executive is £175,674 - £208,746;
- 3.6.2. the salary range for the Executive Directors of People, Place, Resources is £126,882 - £164,196;
- 3.6.3. the actual levels of pay received by the Chief Executive and each Executive Director are published annually in the Council's statement of accounts;
- 3.6.4. the salary range for all Directors is £102,570 - £125,244;
- 3.6.5. the contracts of employment of all senior managers only allow them to undertake additional duties and responsibilities with the recorded agreement of the Leader of the Council, in the case of the Chief Executive and the Chief Executive in the case of an Executive Director and Director. Where these additional duties attract the payment of a fee, the Staff Appeals, Appointments & Remuneration Sub-Committee will determine the proportion of that fee that is received by the individual senior manager and that received by the Council. In the specific case of fees for local and other election duties, the Council allows any fees received to be retained by the Chief Officers' fulfilling these roles.
- 3.7. The Council has the discretion to exceptionally make additional one-off payments to staff at any level, including senior staff, in recognition of work undertaken in addition to that of their substantive role. Any such additional payments will be authorised by the Chief Executive, in the case of a payment being made to an Executive Director, Director and the Leader of the Council, in the case of discretionary payment being made to the Chief Executive. An objective justification for each such payment will be recorded on the employee's file. Any such additional payments made will be reflected in the relevant statements of earnings published in the annual statement of accounts. The Council has no provision to make a bonus payment to any member of staff.

3.8. The pay rates of other staff in the Council are based on a pay spine negotiated by the National Joint Council (NJC) for Local Government Services and supplemented to reflect regional differences arising from agreements made by the Greater London Provincial Council (GLPC). The last increase in the NJC pay spine was 2.75% effective from April 2020. This pay deal brings the lowest pay point above the London Living Wage and ensures a pay differential between lower pay grades. All pay progression through the grade range is consolidated. Typically, the pay range for each grade comprises of between two and five incremental pay points with staff progressing to the next pay point after specified periods of time in the post.

3.8.1. The Council will consider paying an appropriate market supplement, in addition to the job evaluated grade range where it can be objectively demonstrated that the Council is experiencing difficulties in recruiting and retaining suitably skilled and qualified staff to provide safe, efficient and effective high quality services and that the level of pay offered is the primary reason for this.

3.9. **Pay on appointment**

3.9.1. Under the terms of the Council's Constitution, all permanent appointments to posts graded Director, Executive Director and Chief Executive are made by the Appointments' Panel. Staff will normally be appointed at the minimum point of the grade unless there is an objectively justifiable reason for appointing to a higher salary and this is a) recorded and b) approved by the chair of the Appointments' Panel that made the appointment and c) reported to the next Council in the case of the appointment of an Executive Director. (Note the Council's Constitution already requires the appointment of the Chief Executive to be ratified by the full Council). The composition of the Appointments' Panel for appointments to posts at Director, Executive Director and Chief Executive is set out in the Council's Constitution.

3.9.2. The 2012 and 2013 government guidance on pay policy statements recommends that full Council should have the opportunity to vote before large salary packages are offered in respect of a new appointment and propose £100,000 as an appropriate threshold. Supplementary guidance does not have the force of law, but the council is required to have regard to it.

3.9.3. In Enfield, all appointments at Director level and above are made by a sub-committee of the staff appeals, appointment and remuneration committee comprising elected members of all main political groups; and the adopted pay policy already requires a report to be made to Council where it is proposed to offer the appointment at a salary other than the minimum of the appropriate salary range.

The Council's Constitution already requires the appointment of a new Chief Executive to be ratified by full Council, and such an approval could be explicit as to the salary to be offered; so this

leaves only Director and Executive Director level posts where the salary offered on appointment could exceed the £100,000 threshold. The salary range for Directors and Executive Directors is fixed (see paragraph 3.6 above) and is binding on the council by virtue of the pay policy statement. If there is a decision to pay an Executive Director at a higher point, it must be reported to the next full Council meeting. If the matter is reported to full Council, it would be open to a member to move a motion on the matter which could be the subject of a vote. The Council therefore believes that the requirements of openness and accountability and the principles of transparency are met by existing procedures. Set against this, the potential delays in waiting for a full Council meeting before being able to offer a job, or having to renegotiate the salary, risk losing good candidates and increasing recruitment costs.

- 3.9.4. On this basis, the council is satisfied that its existing mechanism for senior appointments allows for an appropriate level of accountability, openness and oversight by members.
- 3.9.5. Appointments to posts at all other levels in the Council will be made at the minimum point of the relevant grade unless agreed by the Director of HR & OD or as specified in the approved scheme of delegation. Where appointments are made to salary levels above the minimum of the scale, the objectively justifiable reasons for this will be recorded on the relevant personnel file. The Council does not make any additional payments to prospective senior managers to encourage them to join the Council's workforce. Relocation expenses can be paid in approved cases where these are agreed by the Chair of Appointments' Panel that made the appointment.
- 3.9.6. From time to time, to meet unforeseen temporary business needs, it may be necessary for the Council to engage specialists' contractors/agency workers to cover elements of the roles of senior manager posts. In such cases, the engagement of such workers and the rates of payment and conditions of engagement will be approved by the Cabinet Member for Finance & Procurement which will not necessarily be in line with the Council's general terms and conditions for staff engaged under a permanent contract of employment.
- 3.9.7. The Council would not normally consider appointing a person to a permanent senior management post other than under a normal employment contract.

3.10. **Low pay**

In March 2011, the Cabinet determined that irrespective of the grade of a job as determined by the application of an analytical job evaluation process, the minimum level of pay received by any employee would be the level of the London Living Wage as set/amended from time to time by the Greater London Authority. The Council will determine the lowest paid by reference to the contractual hourly rate of pay of the employee. For these purposes Apprentices are considered to be engaged under training rather than employment contracts. The London Living Wage is currently £10.85 per hour

(from 9 November 2020) i.e. £20,365.88 per annum for a full-time worker (i.e. working 36 hours per week). Where appropriate, basic levels of pay that are on or below the GLPC pay spine from the April following any increase to the London Living Wage are enhanced by the payment of a pay appropriate supplement to ensure that every member of staff receives a level of pay that is equivalent to the level of the London Living Wage. With effect from 1 April 2020 the bottom point of the GLPC pay spine is currently above the previous London Living Wage hourly rate of £10.75 (agreed November 2019) and the bottom point of the new GLPC pay spine from 1 April 2021 is expected to remain above the current London Living Wage. Any subsequent increase in the London Living Wage will be implemented within six months of the increase in the level of London Living Wage being announced. Where the London Living Wage rises above the minimum pay point the Council will not adjust the basic wage levels of staff that are above the London Living Wage for the purpose of maintaining grade/pay differentials. An explanation of the Council's reasons for adopting the London Living Wage as the low pay benchmark are set out in report 207 considered by the Cabinet on 9 March 2011.

3.11. Working hours

3.11.1. Middle and senior managers in the Council do not have a specified working week and are required to work the hours necessary for the effective performance of their duties. It is not unusual for senior managers in the organisation i.e. Directors, Executive Directors and Chief Executive to regularly work above a 48 hour working week without any compensatory time off or additional payments being made.

3.11.2. Staff other than middle and senior managers work a basic 36-hour week and are entitled to time off in lieu or additional payments in respect of any hours worked in excess of an average of 36 hours per week calculated over specified periods. Enhanced payments are made to staffs who are contractually required to work at night, at weekends and on bank holidays.

3.12. Other non-pay benefits

3.12.1. Holiday entitlement

In addition to paid time off in respect of public/bank holidays, the paid annual leave entitlement for all staff is set out in the following table:-

Directors and Assistant Directors	Completed Years of Continuous Service as at 31 March	
	0 - 4 years	5 + years
Chief Executive & Executive Directors	32 days	35 days
Directors	29 days	32 days

--	--	--

Other Staff	Completed Years of Continuous Service as at 31 March	
	0 - 4 years	5 + years
Grade and pay spine	0 - 4 years	5 + years
Up to and including Scale 4 (scp 1-21)	24 days	29 days
Scales 5-6 (scp 22-28)	25 days	30 days
SO1 to PO2 (from scp 29)	26 days	31 days
MM1 to HOS3	29 days	31 days

3.12.2. Sick pay

While unable to work because of illness, staff at all levels receive:

During 1 st year of service	1 month's full pay and (after completing 4 months' service) 2 months' half pay
During 2 nd year of service	2 months' full pay and 2 months' half pay
During 3 rd year of service	4 months' full pay and 4 months' half pay
During 4 th and 5 th year of service	5 months' full pay and 5 months' half pay
After 5 years' service	6 months' full pay and 6 months' half pay

This provision mirrors the national terms and conditions for local authorities' staff.

3.13. Other general terms and conditions of service

Other general terms and conditions of service for senior staff are as determined by the Joint National Council for Chief Officers and for other staff by the National Joint Council for Local Government Services.

3.14. Termination payments

3.14.1. In 2010, the Cabinet adopted a revised policy in respect of the level of discretionary payments made to staff who were made redundant.

Under the terms of this policy, which applies to staff at all levels including senior managers, on being made redundant, staff who are immediately able to access their occupational pension payments will receive a redundancy payment which is calculated using the statutory table for the calculation of redundancy payments with the payment being based on an actual week's pay i.e. salary ÷ 52.14 weeks, rather than a statutory week's pay. In all cases of redundancy of staff at all levels the Council automatically waives any actuarial reduction in pension payments that would otherwise arise. Staff who are not able to access an occupational pension for any reason receive a supplementary additional discretionary payment calculated on half a week's actual pay for every year of local government service. The Council's redundancy payments scheme is located at [Discretionary Redundancy Compensation Provision](#).

- 3.14.2.** The Council's flexible retirement policy, adopted in 2011, enables eligible staff to receive their occupational pension and continue working, for a maximum period of up to two years, provided they either reduce their contractual hours by at least 50% or reduce the grade of their job by two grades. Three staff were retired flexibly in the period 1 January to 31 December 2020.
- 3.14.3. On 21 March 2012, the Council adopted a severance policy under which staff at all levels in the Council could be allowed to leave the Council's employment with a discretionary severance payment. Details of this scheme are set out in the relevant Cabinet report. No employees left on the basis of voluntary severance in the period 1 January to 31 December 2020.
- 3.14.4.** The Council has the discretion to agree the early retirement of a member of staff aged 55 to 60, where this is in the best interests of the efficiency of the service. In such cases, the Council considers each case on its merit and in the light of this determines a) whether to agree the request and b) where applicable, whether to waive any actuarial reduction that may arise. No employees retired early in the interests of the efficiency of the service in the period 1 January to 31 December 2020.
- 3.14.5. While under the specific circumstances set out in this statement, the Council may waive the actuarial reduction that would otherwise arise as a consequence of the early payment of an employee's occupational pension; the Council does not enhance the pension provision of any staff.
- 3.14.6. The Council would not normally consider re-engaging in any capacity any senior member of staff who had left the Council with a discretionary compensatory payment or via a settlement agreement within two years of his/her recorded last day of service. Any proposal to do so would be subject to the agreement of an appropriately constituted Appointments' Panel.

- 3.14.7. The Council has no provision to make any other termination payments to staff at any level in the organisation other than in settlement of a potential or actual legal claim against the Council. Any such payment to a senior member of staff would be agreed by the Chief Executive or appropriate Executive Director, in consultation with the Leader of the Council, under the terms of an appropriate Compromise Agreement following receipt of written legal advice.
- 3.14.8. As a matter of principle, the Council expects all staff to work any contractual periods of notice unless it is considered this would not be in the best interests of the Council.
- 3.14.9. Where the Council proposes to exercise its discretion to make a severance payment of £100,000 or more, under paragraphs 3.14.2 (flexible retirement), 3.14.3 (severance) or 3.14.4 (early retirement in the interests of efficiency), the proposal shall be referred to full Council for decision.
- 3.14.10. Where the Council proposes to make an officer redundant which will involve costs of £100,000 or more and which is in excess of the provisions detailed in paragraph 3.14.1, the proposal should be referred to full Council for decision.
- 3.14.11. Where the Council has incurred costs in relation to the redundancy of an officer in excess of £100,000 but which consists exclusively of payments made in accordance with the Council's redundancy scheme detailed in paragraph 3.14.1, the payment will be reported to the Staff Appeals, Appointment and Remuneration Committee for information.

3.15. Retirement on medical grounds

Decisions to retire staff on grounds of permanent ill health are medical decisions over which the Council has little influence or discretion. In such cases, the Council will meet any additional costs that arise as specified in Regulation 20 of the Local Government Pension Scheme Regulations. Seven staff have been retired on grounds of permanent ill health in the period 1 January to 31 December 2020.

3.16. Other payment/reimbursement of expenses/accommodation costs

- 3.16.1. Middle and senior managers engaged on grades MM2 and above are not reimbursed for any additional expenses incurred in the course of carrying out their duties within the borough boundaries. Reimbursement of actual costs incurred is made in respect of additional costs incurred in travelling outside the borough on production of an appropriate receipt. Where Council business necessitates an overnight stay and it has not been possible for the Council to directly pay for accommodation and/or meals in advance, all staff including senior managers are reimbursed all reasonable costs as set out in the Council's policy on subsistence allowances and overnight stays as approved by the appropriate Executive

Director for Directors, Director for HOS, and, the Chief Executive for Executive Directors and the Leader of the Council for the Chief Executive.

- 3.16.2. All other staff are reimbursed for additional expenses incurred in the course of undertaking their duties irrespective as to whether this work is undertaken within or outside the borough boundaries. Reimbursements of expenses for other staff are authorised in accordance with the Council's Scheme of Delegation.

3.17. Occupational pension provisions

- 3.17.1. All staff are eligible to join the Local Government Pension Scheme. Approximately 86% of the workforce are currently members of the Pension Scheme. The level of contributions made by staff is determined by Regulations. In addition, the Council makes a contribution to the Local Government Pension Scheme in respect of each member of staff who is a member of the scheme.
- 3.17.2. The level of pension contribution made by the Council is based on actuarial calculations approved by the Council's Pension Board from time to time.
- 3.17.3. In the light of recent changes in general taxation legislation and particularly in respect of the annual and lifetime pension allowances, there is an increasing likelihood that in the medium term, a number of senior managers will choose to cease to be members of the Local Government Pension Scheme. In such cases, the Council would not make any compensatory payment to a senior manager to maintain the overall value of the individual's remuneration package.

3.18. Relationship between the remuneration of the Chief Executive and that of the overall workforce

- 3.18.1. Section 38(2) of the Localism Act 2011 requires the Council to set out policies on the relationship between the remuneration of its chief officers and that of other staff. The Code of Recommended Practice for Local Authorities on Data Transparency defines the "pay multiple as the ratio between the highest paid salary and the median average salary of the whole of the authorities' workforce".
- 3.18.2. The report on Fair Pay in the Public Sector highlights that in general terms, the multiple indicating the relationship between the pay of the Chief Executive and the pay of the general workforce in a local authority is significantly lower than for organisations of similar size, turnover and complexity in the private sector. The report indicates that typically the pay of the Chief Executive of a London Borough is approximately eight times that of the median pay of all staff (chart 2A, page 33, Fair Pay in the Public Sector). In 2019/20, the gross pay of the Chief Executive was 6.7 times the median pay for the

whole of the Council's non-schools' workforce. –The multiple for 2019/20 will be published in the annual accounts.

- 3.18.3. To ensure the Council continues to offer a competitive remuneration package to staff at all levels in the organisation, the Council periodically undertakes a benchmarking exercise to ensure that potential pay levels remain aligned with the median pay of other London Boroughs.

3.19. Shared services

Where the Council agrees to share the services of a senior manager with one or more other councils, then the remuneration and terms of conditions of employment will be determined by the primary employer with the secondary employer reimbursing the primary employer an agreed sum.

3.20. Public Health Team

On 1 April 2013, the NHS public health function was transferred to local councils. The transfer was actioned under a statutory transfer scheme and transferred staff have been protected on their NHS pay, pensions and conditions of service. At present, there is one member of staff on NHS terms and conditions. The terms of the transfer agreement protect councils from equal pay challenges until April 2015. However, from this date, councils will need to review the pay arrangements to ensure that any differentials are objectively justified. The numbers of public health staff on NHS conditions has steadily decreased since 1 April 2013 through natural wastage.

London Borough of Enfield

Committee Name: Staff Appeals, Appointments & Remuneration Committee

Meeting Date: 12 January 2021

Subject: Public Sector Exit Payments Regulations 2020

Cabinet Member: Cllr Nesil Caliskan/Cllr Mary Maguire

Executive Director: Ian Davis/Tinu Olowe/Jeremy Chambers

Key Decision: No

Purpose of Report

1. To provide an overview of the Restriction of Public Sector Exit Payments Regulations 2020 (the Public Sector Exit Payments Regulations 2020) that came into force on 4 November 2020 and the impact on Council employees who are dismissed due to redundancy or efficiency. At the point of writing this report, there is a conflict between the current LGPS Regulations and the new Public Sector Exit Payments Regulations 2020. This report recommends the interim options available pending publication of the revised LGPS Regulations.

Proposal(s)

2. There are limited options available, therefore this report is for noting, pending any clarity provided following publication of the revised LGPS Regulations.

Reason for Proposal(s)

3. To ensure the Council is compliant with its statutory obligations.

Relevance to the Council Plan

4. There are limited options available to ensure the Council is compliant with its statutory obligations. However, by implementing the restrictions imposed by Public Sector Exit Payments Regulations 2020, along with the uncertainty until there is clarity in the legislation there is the potential that these Regulations may inhibit the Councils ability to progress with service redesign and reform and may result in an increased number of legal challenges.

Background

5. The Public Sector Exit Payments Regulations 2020 came into force on 4 November 2020.
6. From 4 November 2020, an exit payment made to an employee in the public sector must not total more than £95,000 (Exit Payment Cap) save limited exceptions as outlined at paragraph 8 below.
7. The Exit Payment Cap will apply to most payments made on termination of employment, including:

- a. redundancy pay (including voluntary redundancy)
 - b. payments made to prevent reduction of a pension on early retirement (including payments made to the scheme)
 - c. payments made under a settlement or conciliation agreement and compensation awarded under the ACAS arbitration scheme (although the cap will be waived for payments to settle whistleblowing, discrimination and health and safety detriment complaints)
 - d. severance payments and ex gratia payments
 - e. contractual payments in lieu of notice (except where the payment does not exceed a quarter of the employee's salary)
 - f. compensation for the termination of a fixed-term contract
 - g. any other payment, contractual or otherwise, in consequence of termination of employment or loss of office.
8. The Exit Payment Cap restriction does not apply to payments made:
- a. in respect of death in service
 - b. in respect of incapacity as a result of accident, injury or illness
 - c. in respect of accrued annual leave
 - d. in compliance with an order of any court or tribunal
 - e. in lieu of notice under the contract that do not exceed a quarter of the employee's salary.
9. The LGPS Regulations have not changed and currently act in conflict with the Public Sector Exit Payments Regulations 2020.
10. The LGPS Regulations are currently under review and pending updating in the Spring of 2021 following the Department for Regional Growth and Local Government consultation concerning proposed changes to the LGPS Regulations, which ended on 18 December 2020.
11. On 28 October 2020 Luke Hall MP, Minister for Regional Growth and Local Government wrote to Chief Executives of Councils and LGPS Administering Authorities. This letter made it clear that LA's should be mindful that the 2020 Regulations reflect Parliament's intention to limit total public section exit payments to no more than £95k. The Department is going through a policy consultation in relation to the LGPS that will remove any remaining ambiguity in the legal position. In the meantime, an administering authority should act consistently with its legal duties that the provisions of Regulation 30(7) are subject to the cap.
12. The lawfulness of the Public Sector Exit Payments Regulations 2020 are currently subject to a number of judicial review challenges.
13. The Council, as employer and pension fund administrator, has quasi-fiduciary duties in respect of public funds, and therefore is advised to proceed on the basis that the effect of the Public Sector Exit Payments Regulations 2020 is to include PSP in the calculation of capped payments.
14. The rules of the LGPS do not currently allow for part payment of the PSP or employer augmentation contributions and therefore cannot currently offer a 'partly reduced pension.
15. Under the current 2013 LGPS Regulations entitlements are:
- a. Regulation 30(7)
Where an active member who has attained the age of 55 or over is dismissed from an employment by reason of redundancy or business efficiency, or

whose employment is terminated by mutual consent on grounds of business efficiency, that member is entitled to, and must take immediate payment of:

- i. retirement pension relating to that employment payable under regulation 16 (additional pension contributions), adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State; and
- ii. any other retirement pension relating to that active member's pension account payable under these Regulations, without reduction.

16. Whereas the Public Sector Exit Payments Regulations 2020 state:

a. Regulation 8

Where these Regulations prevent a relevant authority from making an exit payment of the type described in regulation 5(2)(b) which exceeds the exit payment cap in respect of a person, the relevant authority must, as an alternative, make to that person or in respect of that person to another person, a payment of an amount not exceeding the amount of that exit payment

17. Points of conflict:

- a. The Public Sector Exit Payments Regulations 2020 prohibit the Council from making a payment to the LGPS in relation to the pension strain cost to provide an unreduced pension, where the total exit payments exceed £95k.
- b. The current LGPS Regulations do not allow part payment of an employer pension strain cost and do not allow for a partially reduced pension.
- c. The Public Sector Exit Payments Regulations 2020 do not clearly set out any priority of exit payments but do imply a statutory redundancy payment must be paid (this is lower than current [Council Redundancy Compensation Provisions](#)).

18. Revised LGPS Regulations

a. The revised LGPS Regulations are expected to be published in spring and come into force in April 2021. It is hoped that the revised LGPS Regulations will provide clarity in relation to pension entitlements that are aligned with the Public Sector Exit Payments Regulations 2020. It is hoped that the additional options that will become available under the revised LGPS Regulations will include:

- i. Ability for the employer to make a part payment towards the pension strain cost.
- ii. Ability for the LGPS to provide a 'partially' reduced pension based on the pension strain contribution the employer can afford without breaching the £95k cap.
- iii. The option for the employee to make a payment into the pension scheme towards the pension strain cost so they can receive an unreduced early pension.

19. However, until the legislation is clear and there is clarity regarding the legal position in relation to pension entitlements under the Public Sector Exit Payments Regulations 2020, the Council is obliged to restrict payments as if the full Exit Payment Cap does apply. Once clarity has been provided, and if this changes the position regarding any entitlements due, the Council should make good any shortfall in payment, plus interest (based on standard Bank of England lending rates).

20. Discretionary exercise of the power

As a local authority Full Council have the authority to relax the restrictions subject to Treasury consent, where the business case to relax the restrictions meets one of the following criteria:

- a. that not exercising the power would cause undue hardship;

- b. that not exercising the power would significantly inhibit workforce reform
- c. that a written agreement to exit was made before the coming into force date of the Regulations;
 - i. that it was the intention of both parties that the exit would occur before that date; and
 - ii. that any delay to the date of exit was not attributable to the employee or office holder as applicable.

Pursuant to regulations 10 (b), 10 (c) or 10 (d), the Decision Maker must seek consent of HM Treasury before exercising the power.

21. Mandatory exercise of the power to relax

The Council must exercise the power to relax the restriction imposed by the Public Sector Exit Payments Regulations 2020 on payments described in regulation 5(2), and detailed in HM Treasury Directions, which are made in consequence of a relevant public sector exit including the following circumstances:

- a. Transfer of Undertakings (TUPE)
- b. Employment tribunal claims: health & safety, whistleblowing and discrimination.

Main Considerations for the Council

22. Based on the information currently available employees who are at risk of redundancy can be offered the following interim payments and entitlements where the total value of entitlements exceeds the £95k Exit Payment Cap:

- a. Statutory redundancy payment (SRP) (Appendix 1)
- b. Enfield enhanced Redundancy compensation, and/or
 - i. Early retirement reduced pension, or
 - ii. Deferred pension payable from 'normal pension age'.

23. As the above are interim options the following information should also be provided:

- a. Once there is clarity in the legislation it is hoped the following additional options can be provided:
 - i. The Council can make a part payment towards the pension strain cost of the Exit Payment Cap of £95,000 less the cost of SRP and any enhanced redundancy compensation already paid. This can be used to provide early retirement pension benefits that are partially reduced (based on the actuarial valuation of the employer payment),
 - ii. The employee can pay an amount towards the pension strain cost, up to the full pension strain cost. This can be used to provide early retirement pension benefits that are unreduced or still partially reduced based on the amount paid (again subject to the actuarial valuation of the employer and employee payment),
 - iii. The employer can make an additional one-off cash payment into the pension plan of the difference between the Exit Payment Cap of £95,000 less the cost of SRP and any enhanced redundancy compensation already paid, to provide additional deferred pension benefits.
- b. Based on the above the employee will need to decide whether they take SRP or enhanced redundancy compensation at the point of their redundancy.

Safeguarding Implications

24. No safeguarding implications have been identified as a result of the new Regulations.

Public Health Implications

25. No public health implications have been identified as a result of the new Regulations.

Equalities Impact of the Proposal

26. The Public Sector Exit Payments Regulations 2020 will potentially have a negative impact on older employees as the cap is more likely to restrict early retirement benefits for employees aged 55 or over.
27. The Public Sector Exit Payments Regulations 2020 will potentially have a negative impact on female employees as the overall gender split of the Council's workforce favours women.

Environmental and Climate Change Considerations

28. No environmental and climate change implications have been identified as a result of the new Regulations.

Risks that may arise if the proposed decision and related work is not taken

29. The Council would not be compliant with its mandatory statutory obligations and duties.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

30. The Council will be compliant but there may be an increased risk of legal challenge.

Financial Implications

31. The intention behind the cap is to strike a better balance between treating individuals and the taxpayer fairly. The ability to determine exit arrangements has been restricted for both Enfield Pension Fund and Enfield Council as an employer and this will result in an additional burden of work in calculating and implementing an exit payment. Although there is a positive budgetary impact to the General Fund as the strain cost is limited to £95k. The cost of administering the LGPS is chargeable to the Pension Fund.

Legal Implications

32. The Council is required under sections 38-43 of the Localism Act 2011 (the Act) to adopt a pay policy statement by 31 March for every financial year. Once adopted all determinations on pay, conditions and remuneration of chief officers (broadly, the chief executive, directors and assistant directors) for that year must be in accordance with the policy.
33. The Council pay policy statement is required to comply with all relevant employment legislation and is bound by any collective agreements and contractual arrangements in place which cannot be unilaterally altered.

34. The Council is required to respond to legislative and regulatory changes affecting the workforce including any impact on its pay policy and is required to make any necessary arrangements to comply with any legislative and regulatory changes. The Restriction of Public Sector Exit Payments Regulations 2020 (the Public Sector Exit Payments Regulations 2020) which came into force on 4 November 2020 impacts the council pay policy statement. The Council has a mandatory duty to comply the regulations and cap exit payments at £95,000. This Report outlines the requirements incumbent on the Council and highlights the conflict between the Public Sector Exit Payment Regulations 2020 and the current LGPS Regulations. The LGPS Regulations are under review and pending updating in the Spring of 2021. There are a number of legal challenges to the Public Sector Exit Payments Regulations 2020 pending. Notwithstanding, the pending outcomes of the LGPS review and legal challenges, the Council is currently required to comply with the Public Sector Exit Payments Regulations 2020 and cap exit payments at £95,000. The Council's Statutory Pay Policy 2021 is required to incorporate the requirements of the Public Sector Exit Payments Regulations 2020 (see Appendix 2 paragraph 3.14.9-3.14.15). This will require to be reviewed pending the outcomes of the LGPS Regulations Review and the legal challenges.

Workforce Implications

35. The Council must ensure it is compliant with the new Public Sector Exit Payments Regulations 2020 and subsequently restrict exit payments where the total cost exceeds the £95,000 Exit Payment Cap.
36. Employees at risk of redundancy should be offered reduced benefits outlined in paragraph 22 above and the additional information detailed in paragraph 23 above.
37. There is a risk of increased legal challenge and it is therefore important that the Council is clear and transparent with all information provided whilst ensuring it is compliant with the new Public Sector Exit Payments Regulations 2020.
38. As soon as the revised LGPS Regulations are available all staff affected by the interim measures should be contacted and provided with their revised options.
39. The Council should work closely with the recognised trade unions.

Property Implications

40. No property implications have been identified as a result of the new Regulations.

Other Implications

41. None identified

Options Considered

42. Not to implement the Public Sector Exit Payments Regulations 2020, however, the Council would not meet its mandatory statutory obligations.

Conclusions

43. The Council is legally obliged to comply with the Public Sector Exit Payments Regulations 2020 and restrict overall exit payments where the total value exceeds the £95,000 Exit Payment Cap. The Council ensure all employees affected by the new Public Sector Exit Payments Regulations 2020 are fully informed of all interim entitlements and updated with actual entitlements as soon as clarity is provided in

pending review and updates to the LGPS Regulations which are anticipated in the Spring of 2021.

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Date of report: 31 December 2020

Appendices:

Appendix 1 – Statutory Redundancy Provisions

Appendix 2 – Statutory Pay Policy 2021

Background Papers

The following documents have been relied on in the preparation of this report:

[The Restriction of Public Sector Exit Payments Regulations 2020](#)

[The Local Government Pension Scheme Regulations 2013](#)

[LGA Exit Cap Information for LGPS Administering Authorities](#)

[Redundancy Compensation Provisions.docx](#)

[Restriction of Public Sector Exit Payments HM Treasury Directions.pdf](#)

Statutory Redundancy Calculator

Appendix 1

Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	1	1½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	1	1½	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	1	1½	2	2½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	1	1½	2	2½	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22	1	1½	2	2½	3	3½	-	-	-	-	-	-	-	-	-	-	-	-	-
23	1½	2	2½	3	3½	4	4½	-	-	-	-	-	-	-	-	-	-	-	-
24	2	2½	3	3½	4	4½	5	5½	-	-	-	-	-	-	-	-	-	-	-
25	2	3	3½	4	4½	5	5½	6	6½	-	-	-	-	-	-	-	-	-	-
26	2	3	4	4½	5	5½	6	6½	7	7½	-	-	-	-	-	-	-	-	-
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-	-	-	-	-	-	-	-
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-	-	-	-	-	-	-
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-	-	-	-	-	-
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-	-	-	-	-
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-	-	-	-
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-	-	-
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	-
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Statutory redundancy pay is based on a multiplier of weeks based on age and length of service and average weekly pay.

- Weekly pay is capped at £538 (2020/21)
- Weeks paid based on age and length of service is capped at 20 weeks and is calculated using the following multiplier:
 - 0.5 week's pay for each full year worked under age 22

- 1 week's pay for each full year worked between the age of 22 and 41
- 1.5 week's pay for each full year worked aged 41 or older

The Council's Statutory Pay Policy 2020/21

1. Enfield Council is a large and diverse organisation providing a range of statutory and other services to a local community with a population of c333,000. It is responsible for managing an annual revenue budget of £1.1bn and a 10-year capital budget of £2.3bn. To ensure such a large and complex organisation is effectively led and efficiently managed, the Council needs to be able to attract and retain a range of high calibre and skilled managers and leaders. In a competitive job market, the value and composition of the remuneration package offered to senior managers, i.e. Director and above is a key factor enabling the Council to attract, recruit, motivate and retain staff with the skills sets required to deliver the Council's vision, objectives and aspirations, which in turn, have a significant impact on the lives of local residents.
2. This statement has been drawn up primarily to meet the requirements of Section 38(1) of the Localism Act 2011. The full details of the remuneration of both senior managers and other groups of staff employed by the Council will be published on the Council's website as required by the Code of Recommended Practice for Local Authorities on Data Transparency. The details of the remuneration received by individual senior managers in each financial year will be published in the annual statement of accounts.

3. Pay Provisions

- 3.1. The implementation of the Council's pay and remuneration strategy for senior managers is overseen by the Staff Appeals, Appointments & Remuneration Sub-Committee.
- 3.2. The key features of the Council's remuneration package for senior managers includes a competitive salary structure that is aligned with benefits packages offered by other benchmark public sector organisations providing a similar range of services i.e. primarily other London boroughs.
- 3.3. The Council adopted a pay structure of progression through experience from 1 July 2018. The Council believes that adopting this approach promotes greater transparency and is consistent with the pay progression for other Council staff. This model of pay progression through experience will apply to all posts at middle management and above.
- 3.4. As part of its commitment to ensuring equal value in pay matters, the Council determines the relative grades of the vast majority of jobs in the organisation through the application of recognised analytical job evaluation schemes. For the majority of staff, the job evaluation scheme used is that developed by the Greater London Provincial Council published in 2000. For middle and senior management jobs, the Hay Job Evaluation Scheme developed by Hay Management Consultants (now Korn Ferry) is used.

- 3.5. The Council determined the pay ranges for Heads of Service, Directors, Executive Directors and the Chief Executive in 2006, with advice from Hay Management Consultants (Korn Ferry), using benchmarking data drawn from the Chief Officers Pay and Benefits Survey independently compiled by London Councils.
 - 3.5.1. In 2018 the Council's middle and senior managers' pay ranges were consolidated into six points. Under the six-point scale it will take up to six years to progress to the top of the pay range, but all payments are guaranteed once progression is granted. In all, the Council has eight such middle and senior manager salary ranges covering 608 posts with salary ranges starting at or above £38,946 p.a.

- 3.6. The pay ranges for middle and senior managers are increased in line with National Pay Agreements determined by the Joint National Council (JNC) for Chief Officers. The latest increase in JNC pay rates was 2.75% effective from April 2020;
 - 3.6.1. the salary range for the Chief Executive is £175,674 - £208,746;
 - 3.6.2. the salary range for the Executive Directors of People, Place, Resources is £126,882 - £164,196;
 - 3.6.3. the actual levels of pay received by the Chief Executive and each Executive Director are published annually in the Council's statement of accounts;
 - 3.6.4. the salary range for all Directors is £102,570 - £125,244;
 - 3.6.5. the contracts of employment of all senior managers only allow them to undertake additional duties and responsibilities with the recorded agreement of the Leader of the Council, in the case of the Chief Executive and the Chief Executive in the case of an Executive Director and Director. Where these additional duties attract the payment of a fee, the Staff Appeals, Appointments & Remuneration Sub-Committee will determine the proportion of that fee that is received by the individual senior manager and that received by the Council. In the specific case of fees for local and other election duties, the Council allows any fees received to be retained by the Chief Officers' fulfilling these roles.

- 3.7. The Council has the discretion to exceptionally make additional one-off payments to staff at any level, including senior staff, in recognition of work undertaken in addition to that of their substantive role. Any such additional payments will be authorised by the Chief Executive, in the case of a payment being made to an Executive Director, Director and the Leader of the Council, in the case of discretionary payment being made to the Chief Executive. An objective justification for each such payment will be recorded on the employee's file. Any such additional payments made will be reflected in the relevant statements of earnings published in the annual statement of

accounts. The Council has no provision to make a bonus payment to any member of staff.

3.8. The pay rates of other staff in the Council are based on a pay spine negotiated by the National Joint Council (NJC) for Local Government Services and supplemented to reflect regional differences arising from agreements made by the Greater London Provincial Council (GLPC). The last increase in the NJC pay spine was 2.75% effective from April 2020. This pay deal brings the lowest pay point above the London Living Wage and ensures a pay differential between lower pay grades. All pay progression through the grade range is consolidated. Typically, the pay range for each grade comprises of between two and five incremental pay points with staff progressing to the next pay point after specified periods of time in the post.

3.8.1. The Council will consider paying an appropriate market supplement, in addition to the job evaluated grade range where it can be objectively demonstrated that the Council is experiencing difficulties in recruiting and retaining suitably skilled and qualified staff to provide safe, efficient and effective high quality services and that the level of pay offered is the primary reason for this.

3.9. **Pay on appointment**

3.9.1. Under the terms of the Council's Constitution, all permanent appointments to posts graded Director, Executive Director and Chief Executive are made by the Appointments' Panel. Staff will normally be appointed at the minimum point of the grade unless there is an objectively justifiable reason for appointing to a higher salary and this is a) recorded and b) approved by the chair of the Appointments' Panel that made the appointment and c) reported to the next Council in the case of the appointment of an Executive Director. (Note the Council's Constitution already requires the appointment of the Chief Executive to be ratified by the full Council). The composition of the Appointments' Panel for appointments to posts at Director, Executive Director and Chief Executive is set out in the Council's Constitution.

3.9.2. The 2012 and 2013 government guidance on pay policy statements recommends that full Council should have the opportunity to vote before large salary packages are offered in respect of a new appointment and propose £100,000 as an appropriate threshold. Supplementary guidance does not have the force of law, but the council is required to have regard to it.

3.9.3. In Enfield, all appointments at Director level and above are made by an Appointments Sub-Committee comprising elected members of all main political parties; and the adopted pay policy already requires a report to be made to Council where it is proposed to offer the appointment at a salary other than the minimum of the appropriate salary range.

The Council's Constitution already requires the appointment of a new Chief Executive to be ratified by full Council, and such an approval could be explicit as to the salary to be offered; so this leaves only Director and Executive Director level posts where the salary offered on appointment could exceed the £100,000 threshold. The salary range for Directors and Executive Directors is fixed (see paragraph 3.6 above) and is binding on the council by virtue of the pay policy statement. If there is a decision to pay an Executive Director at a higher point, it must be reported to the next full Council meeting. If the matter is reported to full Council, it would be open to a member to move a motion on the matter which could be the subject of a vote. The Council therefore believes that the requirements of openness and accountability and the principles of transparency are met by existing procedures. Set against this, the potential delays in waiting for a full Council meeting before being able to offer a job, or having to renegotiate the salary, risk losing good candidates and increasing recruitment costs.

- 3.9.4. On this basis, the council is satisfied that its existing mechanism for senior appointments allows for an appropriate level of accountability, openness and oversight by members.
- 3.9.5. Appointments to posts at all other levels in the Council will be made at the minimum point of the relevant grade unless agreed by the Director of HR & OD or as specified in the approved scheme of delegation. Where appointments are made to salary levels above the minimum of the scale, the objectively justifiable reasons for this will be recorded on the relevant personnel file. The Council does not make any additional payments to prospective senior managers to encourage them to join the Council's workforce. Relocation expenses can be paid in approved cases where these are agreed by the Chair of Appointments' Panel that made the appointment.
- 3.9.6. From time to time, to meet unforeseen temporary business needs, it may be necessary for the Council to engage specialists' contractors/agency workers to cover elements of the roles of senior manager posts. In such cases, the engagement of such workers and the rates of payment and conditions of engagement will be approved by the Cabinet Member for Finance & Procurement which will not necessarily be in line with the Council's general terms and conditions for staff engaged under a permanent contract of employment.
- 3.9.7. The Council would not normally consider appointing a person to a permanent senior management post other than under a normal employment contract.

3.10. **Low pay**

In March 2011, the Cabinet determined that irrespective of the grade of a job as determined by the application of an analytical job evaluation process, the minimum level of pay received by any employee would be the level of the London Living Wage as set/amended from time to time by the Greater London

Authority. The Council will determine the lowest paid by reference to the contractual hourly rate of pay of the employee. For these purposes Apprentices are considered to be engaged under training rather than employment contracts. The London Living Wage is currently £10.85 per hour (from 9 November 2020) i.e. £20,365.88 per annum for a full-time worker (i.e. working 36 hours per week). Where appropriate, basic levels of pay that are on or below the GLPC pay spine from the April following any increase to the London Living Wage are enhanced by the payment of a pay appropriate supplement to ensure that every member of staff receives a level of pay that is equivalent to the level of the London Living Wage. With effect from 1 April 2020 the bottom point of the GLPC pay spine is currently above the previous London Living Wage hourly rate of £10.75 (agreed November 2019) and the bottom point of the new GLPC pay spine from 1 April 2021 is expected to remain above the current London Living Wage. Any subsequent increase in the London Living Wage will be implemented within six months of the increase in the level of London Living Wage being announced. Where the London Living Wage rises above the minimum pay point the Council will not adjust the basic wage levels of staff that are above the London Living Wage for the purpose of maintaining grade/pay differentials. An explanation of the Council's reasons for adopting the London Living Wage as the low pay benchmark are set out in report 207 considered by the Cabinet on 9 March 2011.

3.11. Working hours

- 3.11.1. Middle and senior managers in the Council do not have a specified working week and are required to work the hours necessary for the effective performance of their duties. It is not unusual for senior managers in the organisation i.e. Directors, Executive Directors and Chief Executive to regularly work up to 60 hours per week without any compensatory time off or additional payments being made.
- 3.11.2. Staff other than middle and senior managers work a basic 36-hour week and are entitled to time off in lieu or additional payments in respect of any hours worked in excess of an average of 36 hours per week calculated over specified periods. Enhanced payments are made to staffs who are contractually required to work at night, at weekends and on bank holidays.

3.12. Other non-pay benefits

3.12.1. Holiday entitlement

In addition to paid time off in respect of public/bank holidays, the paid annual leave entitlement for all staff is set out in the following table:-

Directors and Assistant Directors			Completed Years of Continuous Service as at 31 March	
			0 - 4 years	5 + years
Chief	Executive	&	32 days	35 days

Executive Directors		
Directors	29 days	32 days

Other Staff	Completed Years of Continuous Service as at 31 March	
	0 - 4 years	5 + years
Grade and pay spine	0 - 4 years	5 + years
Up to and including Scale 4 (scp 1-21)	24 days	29 days
Scales 5-6 (scp 22-28)	25 days	30 days
SO1 to PO2 (from scp 29)	26 days	31 days
MM1 to HOS3	29 days	31 days

3.12.2. Sick pay

While unable to work because of illness, staff at all levels receive:

During 1 st year of service	1 month's full pay and (after completing 4 months' service) 2 months' half pay
During 2 nd year of service	2 months' full pay and 2 months' half pay
During 3 rd year of service	4 months' full pay and 4 months' half pay
During 4 th and 5 th year of service	5 months' full pay and 5 months' half pay
After 5 years' service	6 months' full pay and 6 months' half pay

This provision mirrors the national terms and conditions for local authorities' staff.

3.13. Other general terms and conditions of service

Other general terms and conditions of service for senior staff are as determined by the Joint National Council for Chief Officers and for other staff by the National Joint Council for Local Government Services.

3.14. Termination payments

- 3.14.1.** In 2010, the Cabinet adopted a revised policy in respect of the level of discretionary payments made to staff who were made redundant. Under the terms of this policy, which applies to staff at all levels including senior managers, on being made redundant, staff who are immediately able to access their occupational pension payments will receive a redundancy payment which is calculated using the statutory table for the calculation of redundancy payments with the payment being based on an actual week's pay i.e. salary ÷ 52.14 weeks, rather than a statutory week's pay. In all cases of redundancy of staff at all levels the Council automatically waives any actuarial reduction in pension payments that would otherwise arise. Staff who are not able to access an occupational pension for any reason receive a supplementary additional discretionary payment calculated on half a week's actual pay for every year of local government service. The Council's redundancy payments scheme is located at [Discretionary Redundancy Compensation Provision](#).
- 3.14.2.** The Council's flexible retirement policy, adopted in 2011, enables eligible staff to receive their occupational pension and continue working, for a maximum period of up to two years, provided they either reduce their contractual hours by at least 50% or reduce the grade of their job by two grades. Three staff were retired flexibly in the period 1 January to 31 December 2020.
- 3.14.3. On 21 March 2012, the Council adopted a severance policy under which staff at all levels in the Council could be allowed to leave the Council's employment with a discretionary severance payment. Details of this scheme are set out in the relevant Cabinet report. No employees left on the basis of voluntary severance in the period 1 January to 31 December 2020.
- 3.14.4.** The Council has the discretion to agree the early retirement of a member of staff aged 55 to 60, where this is in the best interests of the efficiency of the service. In such cases, the Council considers each case on its merit and in the light of this determines a) whether to agree the request and b) where applicable, whether to waive any actuarial reduction that may arise. No employees retired early in the interests of the efficiency of the service in the period 1 January to 31 December 2020.
- 3.14.5. While under the specific circumstances set out in this statement, the Council may waive the actuarial reduction that would otherwise arise as a consequence of the early payment of an employee's occupational pension; the Council does not enhance the pension provision of any staff.
- 3.14.6. The Council would not normally consider re-engaging in any capacity any senior member of staff who had left the Council with a discretionary compensatory payment or via a settlement agreement within two years of his/her recorded last day of service. Any

proposal to do so would be subject to the agreement of an appropriately constituted Appointments' Panel.

- 3.14.7. The Council has no provision to make any other termination payments to staff at any level in the organisation other than in settlement of a potential or actual legal claim against the Council. Any such payment to a senior member of staff would be agreed by the Chief Executive or appropriate Executive Director, in consultation with the Leader of the Council, under the terms of an appropriate Compromise Agreement following receipt of written legal advice.
- 3.14.8. As a matter of principle, the Council expects all staff to work any contractual periods of notice unless it is considered this would not be in the best interests of the Council.
- 3.14.9. The Restriction of Public Sector Exit Payments Regulations 2020 (the Public Sector Exit Payment Regulations 2020) came into force on 4 November 2020. These Regulations provide for a cap of £95,000 (Exit Payment Cap) which is applicable to most payments made on termination of employment including redundancy pay, pension strain costs to prevent reduction of a pension on early retirement, severance and ex-gratia payments, payments in lieu of notice (except where the payment does not exceed a quarter of the employee's salary). The Council is required to restrict exit payments in accordance with the Exit Payment Cap provided within the Public Sector Exit Payments Regulations 2020. There are limited mandatory exclusions including TUPE provisions and whistleblowing settlements.
- 3.14.10. The Public Sector Exit Payments Regulations 2020 impact the LGPS Regulations which are currently under review following consultation and are expected to be updated in Spring 2021.
- 3.14.11. The Public Sector Exit Payments Regulations 2020 permit the £95,000 Exit Payment Cap to be relaxed in limited circumstances exercisable only by Full Council and subject to the consent of the Treasury.
- 3.14.12. Where the Council proposes to exercise its discretion to make a severance payment that exceeds £95,000, under paragraphs 3.14.2 (flexible retirement), 3.14.3 (severance) or 3.14.4 (early retirement in the interests of efficiency), the proposal shall be referred to full Council for decision which decision would be subject to the consent of the Treasury in accordance with the requirements of the Public Sector Exit Payments Regulations 2020.
- 3.14.13. Where the Council proposes to make an officer redundant which will involve costs exceeding £95,000 and which is in excess of the provisions detailed in paragraph 3.14.1, the proposal should be referred to full Council for decision which decision would be subject to the consent of the Treasury in accordance with the requirements of the Public Sector Exit Payments Regulations 2020.

- 3.14.14. Where the Council has incurred costs in relation to the redundancy of an officer in excess of £95,000 but which consists exclusively of payments made in accordance with the Council's redundancy scheme detailed in paragraph 3.14.1, the payment will be reported to the Remuneration Sub Committee for information.
- 3.14.15. The Council notes and will be bound by the Public Sector Exit Payments Regulations 2020 with regard to the cap on exit payments and re-engagement of senior officers after receiving an exit payment.

3.15. Retirement on medical grounds

Decisions to retire staff on grounds of permanent ill health are medical decisions over which the Council has little influence or discretion. In such cases, the Council will meet any additional costs that arise as specified in Regulation 20 of the Local Government Pension Scheme Regulations. Seven staff have been retired on grounds of permanent ill health in the period 1 January to 31 December 2020.

3.16. Other payment/reimbursement of expenses/accommodation costs

- 3.16.1. Middle and senior managers engaged on grades MM2 and above are not reimbursed for any additional expenses incurred in the course of carrying out their duties within the borough boundaries. Reimbursement of actual costs incurred is made in respect of additional costs incurred in travelling outside the borough on production of an appropriate receipt. Where Council business necessitates an overnight stay and it has not been possible for the Council to directly pay for accommodation and/or meals in advance, all staff including senior managers are reimbursed all reasonable costs as set out in the Council's policy on subsistence allowances and overnight stays as approved by the appropriate Executive Director for Directors, Director for HOS, and, the Chief Executive for Executive Directors and the Leader of the Council for the Chief Executive.
- 3.16.2. All other staff are reimbursed for additional expenses incurred in the course of undertaking their duties irrespective as to whether this work is undertaken within or outside the borough boundaries. Reimbursements of expenses for other staff are authorised in accordance with the Council's Scheme of Delegation.

3.17. Occupational pension provisions

- 3.17.1. All staff are eligible to join the Local Government Pension Scheme. Approximately 86% of the workforce are currently members of the Pension Scheme. The level of contributions made by staff is determined by Regulations. In addition, the Council makes a contribution to the Local Government Pension Scheme in respect of each member of staff who is a member of the scheme.

3.17.2. The level of pension contribution made by the Council is based on actuarial calculations approved by the Council's Pension Board from time to time.

3.17.3. In the light of recent changes in general taxation legislation and particularly in respect of the annual and lifetime pension allowances, there is an increasing likelihood that in the medium term, a number of senior managers will choose to cease to be members of the Local Government Pension Scheme. In such cases, the Council would not make any compensatory payment to a senior manager to maintain the overall value of the individual's remuneration package.

3.18. Relationship between the remuneration of the Chief Executive and that of the overall workforce

3.18.1. Section 38(2) of the Localism Act 2011 requires the Council to set out policies on the relationship between the remuneration of its chief officers and that of other staff. The Code of Recommended Practice for Local Authorities on Data Transparency defines the "pay multiple as the ratio between the highest paid salary and the median average salary of the whole of the authorities' workforce".

3.18.2. The report on Fair Pay in the Public Sector highlights that in general terms, the multiple indicating the relationship between the pay of the Chief Executive and the pay of the general workforce in a local authority is significantly lower than for organisations of similar size, turnover and complexity in the private sector. The report indicates that typically the pay of the Chief Executive of a London Borough is approximately eight times that of the median pay of all staff (chart 2A, page 33, Fair Pay in the Public Sector). In 2019/20, the gross pay of the Chief Executive was 6.7 times the median pay for the whole of the Council's non-schools workforce. –The multiple for 2019/20 will be published in the annual accounts.

3.18.3. To ensure the Council continues to offer a competitive remuneration package to staff at all levels in the organisation, the Council periodically undertakes a benchmarking exercise to ensure that potential pay levels remain aligned with the median pay of other London Boroughs.

3.19. Shared services

Where the Council agrees to share the services of a senior manager with one or more other councils, then the remuneration and terms of conditions of employment will be determined by the primary employer with the secondary employer reimbursing the primary employer an agreed sum.

3.20. Public Health Team

On 1 April 2013, the NHS public health function was transferred to local councils. The transfer was actioned under a statutory transfer scheme and transferred staff have been protected on their NHS pay, pensions and conditions of service. At present, there is one member of staff on NHS terms and conditions. The terms of the transfer agreement protect councils from equal pay challenges until April 2015. However, from this date, councils will need to review the pay arrangements to ensure that any differentials are objectively justified. The numbers of public health staff on NHS conditions has steadily decreased since 1 April 2013 through natural wastage.

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London Borough of Enfield**Meeting: Council****Meeting Date: 2 March 2021**

Subject: Members Allowances Scheme 2021/22**Cabinet Member: Leader**

Purpose of Report

1. This report performs the statutory annual review of Members' allowances for the 2021/22 financial year.

Proposals

2. That the current Members Allowances Scheme is re-approved as set out in Part 6 of the Constitution.
3. That the automatic increase in allowances by the average earnings as at March 2020 not be implemented for the 2021/22 financial year.

Background

4. The Local Authorities (Members' Allowances) (England) Regulations 2003 provide that a Local Authority shall make a scheme in accordance with these Regulations in respect of each year. Regulation 10 provides that such a scheme shall be made before the beginning of each year commencing on 1st April. Such a scheme may be amended during the year, but only revoked and replaced with a new scheme with effect from the beginning of a year.
5. The proposal is not to accept an annual increase in allowances. However, for information, the effect if the annual increase was applied would be an increase of 1.5% equalling to £159 each. This would raise the basic allowance to £10,729 from £10,570. The overall increase in cost for 63 councillors would be £10,017 in total.

Main Considerations for the Council

6. The Council is required under the Local Government Act 2000 and the Local Authorities (Members' Allowances) (England) Regulations 2003 to undertake an annual review of its Members' Allowances scheme and approve any amendments to the scheme.

Safeguarding Implications

7. There are no safeguarding implications from this report.

Public Health Implications

8. There are no public health implications from this report.

Equalities Impact of the Proposal

9. There is no impact on equalities from these proposals.

Environmental and Climate Change Considerations

10. There are no environmental or climate change considerations from this report.

Risks that may arise if the proposed decision and related work is not taken

11. There is no risk.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

12. There is no risk.

Financial Implications

13. There are no financial implications based on the proposals within the report.

Legal Implications

14. The Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended) (LAMAER) are made under the provisions of section 18 Local Government and Housing Act 1989 and require local authorities to make a scheme of allowances for their members and to establish and maintain an independent remuneration panel to make recommendations to the Council about the scheme and the amounts to be paid including which members are entitled to pensions in line with The Local Government Pension Scheme and Discretionary Compensation (Local Authority (Members in England) Regulations 2003.
15. The LAMAER make specific provision for London Councils to establish a panel, which could exercise the functions of an independent remuneration panel on behalf of London borough councils and regard has to be had to the report of the Independent Panel on the Remuneration of Councillors in London established by London Councils on behalf of all London Councils published in January 2018.
16. The Monitoring Officer pursuant to Part 2 paragraph 9.3(a) has a duty to maintain an up to date version of the constitution to make any necessary amendments to it at Part 6.

Workforce Implications

17. There are no workforce implications.

Property Implications

18. There are no property implications.

Other Implications

19. There are no other implications.

Options Considered

20. The members allowances scheme must be approved annually. Members have the option to either implement the automatic increase in allowances by the average earnings as at March 2020 or not to implement the increase for the 2021/22 financial year.

Report Author: Jeremy Chambers
Director of Law and Governance

Date of report 2nd March 2021

Appendices

None.

Background Papers

Constitution Part 6.

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