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OVERVIEW & SCRUTINY COMMITTEE

Thursday, 4 February 2021 at 6.00 pm
This will be a virtual meeting

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Councillors : Susan Erbil (Chair), Achilleas Georgiou, Edward Smith, Lee David-Sanders, Hass Yusuf, Birsen Demirel, Elif Erbil and Margaret Greer (Vice-Chair)

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)
Support Officer – Andy Ellis (Governance & Scrutiny Officer)

AGENDA – PART 1

- 1. WELCOME & APOLOGIES**
- 2. DECLARATIONS OF INTEREST**

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

- 3. LONDON BOROUGH OF ENFIELD BUDGET CONSULTATION 2021/22**
(Pages 1 - 184)

Enfield's Overview and Scrutiny Committee has set up a Budget Meeting to consider the proposals within the Council's 2021/22 Budget Consultation.

The purpose of the Committee Meeting is to:

- a) Seek comments on and consider the Budget Consultation proposals.
- b) Prepare a response on the Budget Consultation proposals for consideration by Full Council as part of the budget setting process.

Members of the Committee are asked to note:

- a) That the final response from the Committee will be included as part of the Council's final 2021/22 budget proposals to be considered and approved at the Council meeting on 2 March 2021.

4. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

Business Meetings

Wednesday 17 February 2021

Thursday 1 April 2021

Provisional Call-in Meetings

Wednesday 3 March 2021

Thursday 25 March 2021

Tuesday 27 April 2021

London Borough of Enfield**Overview & Scrutiny Committee****4 February 2021**

Subject: Budget 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: No**

Purpose of Report

1. Cabinet on 3 February will recommend the Budget and Medium Term Financial Plan to Council on 2 March for approval. This report seeks the views of the Overview and Scrutiny Committee to feed into Council on 2 March 2021.

Proposal(s)

2. Overview and Scrutiny Committee is recommended to consider the savings and income proposals and funding and spending assumptions in the February Budget and MTFP to Cabinet and report the outcome of their deliberations to Council on 2 March 2021.

Reason for Proposal(s)

3. The Council is committed to delivering a resilient and sustainable budget and has made significant progress over the past two years. A key element of the budget process to deliver this commitment is the effective scrutiny of the savings and income generation proposals and of equal importance the underlying assumptions on funding and spending. The Council is operating in a very challenging and uncertain financial environment and this scrutiny is more important than ever.

Relevance to the Council Plan

4. The prime focus of the budget setting process is to ensure that the Council's financial resources are aligned to delivery on the Corporate objectives of:
 - a. Good Homes in Well Connected Neighbourhoods
 - b. Safe, Healthy and Confident Communities
 - c. An Economy that Works for Everyone.

Background

5. There has been an extensive budget setting process in place for 2021/22 which has been driven by the uncertainty and financial pressures of the global pandemic and also the regime of single year budget settlements from

Government and the successive delays in the implementation of Fair Funding, the Business Rates reset and a long term solution to the funding of Adult Social Care.

6. Cabinet agreed its Medium Term Financial Strategy for 2021/22 to 2025/26 in July 2020. The vision building on the work in 2020/21 was for a:
 - i. 5 Year Medium Term Financial Plan (MTFP) with detailed savings plans to drive resilience and sustainability against a backdrop of single year spending reviews.
 - ii. 10 Year Capital Programme to give longer term visibility on longer term commitments
 - iii. 10 Year Treasury Management Strategy to give visibility on the Council's Capital Financing requirement.
7. Given the uncertainty and financial challenge there has been a more thorough review of assumptions on funding and spending with the assumptions initially set out in the Strategy being refreshed in both October and December as well as in the final draft report to go forward to Council. There is a good understanding of the underlying pressures faced by the Council but the Covid-19 pandemic does add an additional dimension. There has been strong monitoring of the financial impact of the pandemic on the 2020/21 budget including monthly submissions to MHCLG and this work underpins the assessment of the ongoing impact into 2021/22.
8. Savings and income proposals have been developed against an agreed framework supported by workshops and initiatives brought forward by services. These have been brought forward to Cabinet in three tranches with the majority of £10.687m of the total of £12.997m savings and income generation proposals coming forward early in October in order to drive early delivery. There was a comprehensive presentation to the Finance and Performance Scrutiny Panel on these proposals on 5 November 2020.
9. Council has needed to plan on the basis on single year funding settlements from Government so the Spending Review Announcement on 25 November 2020 by the Chancellor Rishi Sunak was especially critical. This included details of underlying funding for 2021/22 only and also included headlines and some detail on a range of additional Covid-19 measures. Further detail emerged in the following weeks and the overall package was confirmed in the Provisional Local Government Settlement on Thursday 17 December.
10. The draft budget proposals are to be considered by Cabinet on 3 February for recommendation on to Council for approval on 2 March. These papers have been published and members of this Committee are advised to review these papers and have them to hand for the meeting 4 February.

Budget Engagement

11. Along with appropriate scrutiny, engagement with the community is also a key element of the budget setting process. Despite the limited choices available to the Council there has been a refresh of the approach to engagement to attempt to make it more meaningful and accessible and also to improve response levels.
12. This next section is a direct copy of the relevant section of the Cabinet report for ease of access.

13. 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.
14. 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 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.
15. 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.
16. 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.
17. In total 151 responses were received through the online questionnaire.
18. The feedback from the public engagement will be presented to the Overview and Scrutiny Committee Budget Meeting on 4th February 2021. Appendix 5a to the Cabinet report provides a summary of the findings from

the engagement exercise. The minutes and recommendations of the OSC Budget Meeting will be available in Appendix 5b of the Budget report when it goes forward to Council.

Safeguarding Implications

19. None arising directly from this report

Public Health Implications

20. None arising directly from this report

Equalities Impact of the Proposal

21. 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 of paragraphs 22 to 24 to the Cabinet report.
22. For 2021/22 there are 36 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.
23. Of the 36 proposals 27 have required a full EQIA.
24. Of the 27 proposals:
- i. 8 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;
 - ii. 10 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;
 - iii. 5 proposals are considered to have a combination of impacts on staffing, customers and internal systems. In these cases, Human Resources guidance and principles on managing reorganisations will be used to minimise the impact for staff accessibility requirements. These will be considered and built into the specifications of any new systems and the business case for change;
 - iv. 3 proposal 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, and
 - v. A further 1 proposal will have no planned reduction on services or impact on the Council's employees.

Environmental and Climate Change Considerations

25. None arising directly from this report

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

26. The input of Overview and Scrutiny Committee is a key element of the budget setting process. The more robust this process the more likely the savings and income will be delivered and spend will be to budget in 2021/22 on the basis of robust estimates underpinned by well tested assumptions on funding and income.

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

27. The input Overview and Scrutiny is part of the overall financial control framework. The budget proposals and assumptions have been subject to extensive review by officers and Cabinet across the budget setting process and there are strong, well established in year monitoring arrangements in place to ensure strong management. Further the work done over the past two years to drive resilient and sustainable budgets provides a strong foundation.

Financial Implications

28. The financial implications are set out in the Cabinet report. Committee members views are being sought on the proposals and assumptions in the report and will be fed through to the Final Budget and MTFP report to Cabinet Council in March.

Legal Implications

29. The Council is required to make arrangements for the proper administration of the Authority's financial affairs (section 151 Local Government Act 1972). The process for the adoption of a lawful budget and setting of council tax is set out in Part 4 Chapter 4.7 of the Constitution. This requires the reporting of recommendations to the Overview and Scrutiny Committee for advice and consideration. The Committee shall report to Cabinet on the outcome of its deliberations.

Workforce Implications

30. None arising directly from this report.

Property Implications

31. None arising directly from this report.

Other Implications

32. None.

Options Considered

33. None.

Conclusions

34. The continued input from Overview and Scrutiny is a highly valued contribution to the Council's budget setting.

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27 January 2021

Appendices

Background Papers

Budget 2021/22 and Medium Term Financial Plan 2021/22 to 2025/26 – Cabinet
3 February 2021

London Borough of Enfield

Cabinet

Meeting Date: 3 February 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. Cabinet is recommended to note:
 - i. The budget is balanced position, however, the forecast costs of Covid-19 have been offset by underlying budget position 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 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. Cabinet is recommended to:
 - i. With regard to the Revenue Budget for 2021/22 to recommend to Council to set the Council Tax Requirement for Enfield at £133.108m in 2021/22; and
 - ii. Recommend to Council 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. Cabinet is recommended to recommend to Council to agree 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 172 to 177).
 - 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. Cabinet is recommended to recommend that Council agrees the planned flexible use of capital receipts in 2020/21 being £1.864m and approves the planned flexible use of capital receipts in 2021/22, being £1.819m (paragraphs 139 to 144 and Appendix 3).
11. Cabinet is recommended to recommend that Council agrees the Schools Budget for 2021/22 (paragraphs 145 to 165 and Appendix 4).
12. Cabinet is recommended to recommend to Council to agree the changes in Fees and Charges for 2021/22 as set out in paragraph 138 and Appendices 11 to 14 and to note December Cabinet recommended to Council to delegate authority to Executive Directors and Directors to negotiate discounts and make in year amendments where appropriate.
13. Cabinet is recommended to note the gap remaining in the MTFP for 2022/23 of £12.141m; and of £36.033m for the period 2022/23 to 2025/26 and the actions being taken to address this challenging position
14. Cabinet is recommended to recommend that Council agrees that the New Homes Bonus funding of £0.608m is applied as a one-off contribution to the General Fund in 2021/22.
15. Cabinet is recommended to note Council will be provided with feedback from the Budget Engagement at Appendix 5a and minutes of the Overview and Scrutiny Committee Budget Meeting on 4 February 2021 which will be set out in Appendix 5b of the report to Council.
16. Cabinet 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 178 to 182) 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 183 to 190 and Appendix 8a) and have regard to the comments of the Director of Finance (paragraphs 207 to 209) when making final decisions on the 2021/22 budget; and
 - iii. agree the recommended levels of central contingency and general balances (paragraphs 183 to 190).

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 (Council Report)
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 – update from December
12	People Department Fees and Charges (Council Report)
13	Chief Executive’s Department Fees and Charges - update from December
14	Resources Department Fees and Charges (Council Report)
15	Statutory Calculations and Resolutions 2021/22 – for Council Report

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% 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 £36.033m 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 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

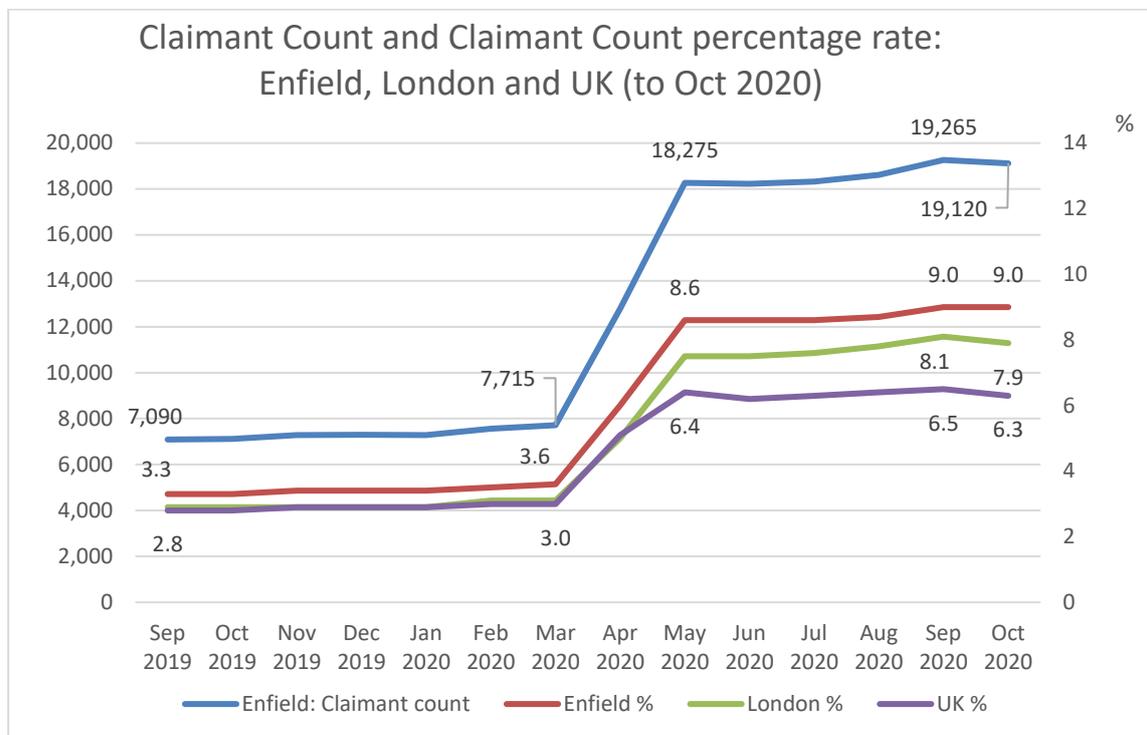
office sector generating nearly £4.5 billion a year, almost half of London's business rates. At this stage, across London Treasurers it has been agreed that no provisions will be set up for this risk for 2021/22; there are £8.6m of business rates collected in Enfield from office accommodation, of which 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

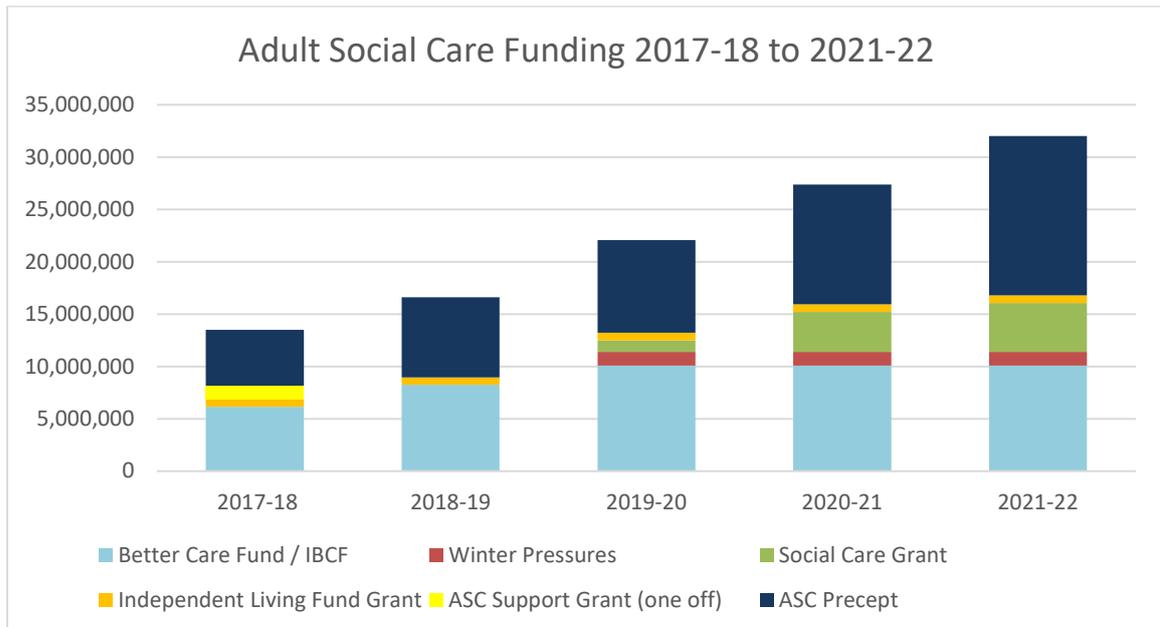
Council Tax Base Change – Band D Equivalent	Band D Equivalent
Tax Base 2020/21	97,726
Increase in Band D Equivalent Properties	986
Change in Council Tax Discounts, including CTS	(3,517)
Discounts, Exemptions & Empty Homes Premium	(293)
Impact of reduction in assumed collection rate to 96.00%	(1,937)
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 £8.017m 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)	(340)	(969)	(1,234)	0	(6,687)
Resources	(580)	(710)	(650)	(450)	0	(2,390)
Total	(3,374)	(763)	(2,096)	(1,784)	0	(8,017)

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
Revised FYE	(3,374)	(763)	(2,096)	(1,784)	0	(8,017)
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 Income (5% increase)	(280)	0	0	0	0	(280)
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)	(363)	(2,146)	(1,834)	(50)	(17,390)

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 36 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 36 proposals 27 have required a full EQIA.
137. Of the 27 proposals:
- 8 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;
 - 10 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;
 - 5 proposals are considered to have a combination of impacts on staffing, customers and internal systems. In these cases, Human Resources guidance and principles on managing reorganisations will be used to minimise the impact for staff accessibility requirements. These will be considered and built into the specifications of any new systems and the business case for change;
 - 3 proposal 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, and
 - A further 1 proposal will have no planned reduction on services or impact on the Council's employees.

Review of Fees and Charges

138. Fees and Charges were reviewed as part of the December Medium Term Financial Plan update to Cabinet and have been recommended for approval to Council. They will be incorporated into this report for the Council meeting for completeness. There are a couple of updates to the fees and charges for the Place departments from those presented in December and these are a set of new charges proposed for 2021/22 for the provision of Strategic Planning and Design information and a minor change to charging in Tennis Court hire, these changes are set out in Appendix 11. 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. Similarly, the Registrars service have continued to review the proposed fees and charges for 2021/22 and an updated schedule is included in this report in Appendix 13 for approval on to Council.

Flexible Use of Capital Receipts

139. 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.

140. 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.

141. 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.

142. 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.

143. 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.
144. 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

145. 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
146. 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.
147. 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.
148. 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.
149. 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.

150. Other Schools Funding

151. Pupil Premium Grant

152. 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.

153. 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.

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

155. The Pupil Premium is a specific grant that the Council has to pass on 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.

156. Early Years Pupil Premium (EYPP)

157. 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.

158. Sixth Form Funding

159. 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 ESFA also distributes resources to local authorities for them to pass on to maintained schools.

160. 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

161. Universal Infant Free School Meals

162. Funding for free school meals for infant pupils will continue in 2021/22 based on a rate of £2.32 per day.

163. Primary PE and Sport Premium

164. 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.

165. 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

166. 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.

167. 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 167 (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.
168. 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.
169. 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.
170. In total 151 responses were received through the online questionnaire.
171. The feedback from the public engagement will be 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 will be available in Appendix 5b of this report when it goes forward to Council.

Medium Term Financial Plan

172. 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.
173. 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.
174. 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.
175. 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.
176. There are risks inherent in the MTFP exemplified in paragraphs 178 to 182 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.
177. 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)	(763)	(2,096)	(1,784)	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 2021/22 budget	(1,927)	1,927	0	0	0
Gap Still to be Found	0	(12,141)	(7,232)	(7,383)	(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%

178. Budget Risks, Uncertainties and opportunities

179. 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

180. 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

181. 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.
182. 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

183. 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.
184. 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.
185. 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.

186. 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.
187. 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.
188. 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.
189. 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.
190. 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

191. 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 £36m, assuming the level of core Government funding remains static.
192. 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.
193. 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	(12,141)	(7,232)	(7,383)	(9,277)

194. 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.
195. 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
196. 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

197. 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

198. 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

199. 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

200. 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.

201. 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.

202. 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

203. 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

204. 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

205. 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

206. 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

207. 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.
208. 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.
209. 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

210. 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.
211. 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.
212. 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
213. 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
214. 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.

215. 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.
216. 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.
217. 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.
218. 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.
219. 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

220. 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.
221. Where redundancies are necessary the appropriate HR policies and procedures should be followed. Redeployment options must be considered.
222. It is important that services engage with HR at the earliest opportunity.

Property Implications

223. 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

224. None identified.

Options Considered

225. None applicable for this report.

Conclusions

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

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Date of report 25 January 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 (Council Report only)

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 – update from December

Appendix 12 – People Fees and Charges (Council Report only)

Appendix 13 – Chief Executive’s Fees and Charges – update from December

Appendix 14 – Resources Fees and Charges (Council Report only)

Appendix 15 – Statutory Calculations and Resolutions (Council Report only)

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)	(763)	(2,096)	(1,784)	0	(8,017)
Spending Pressures net of FYE savings				26,052	(1,806)	12,601	13,789	13,804	64,440

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		(1,544)				(1,544)
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)
Place	PLACE 20-21 S12	Southgate Cemetery - Mausoleum and Vaulted graves sales	149	46	(10)	10		195

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 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)	(763)	(2,096)	(1,784)	0	(8,017)

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	2022/23	2023/24	2024/25	2025/26	Total
				£'000	£'000	£'000	£'000	£'000	£'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.
Resources	Staffing efficiencies	RESOURCES 21-22 S01	(650)	(250)	0	0	0	N	N	Y	N	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
	within Resources Department												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 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.

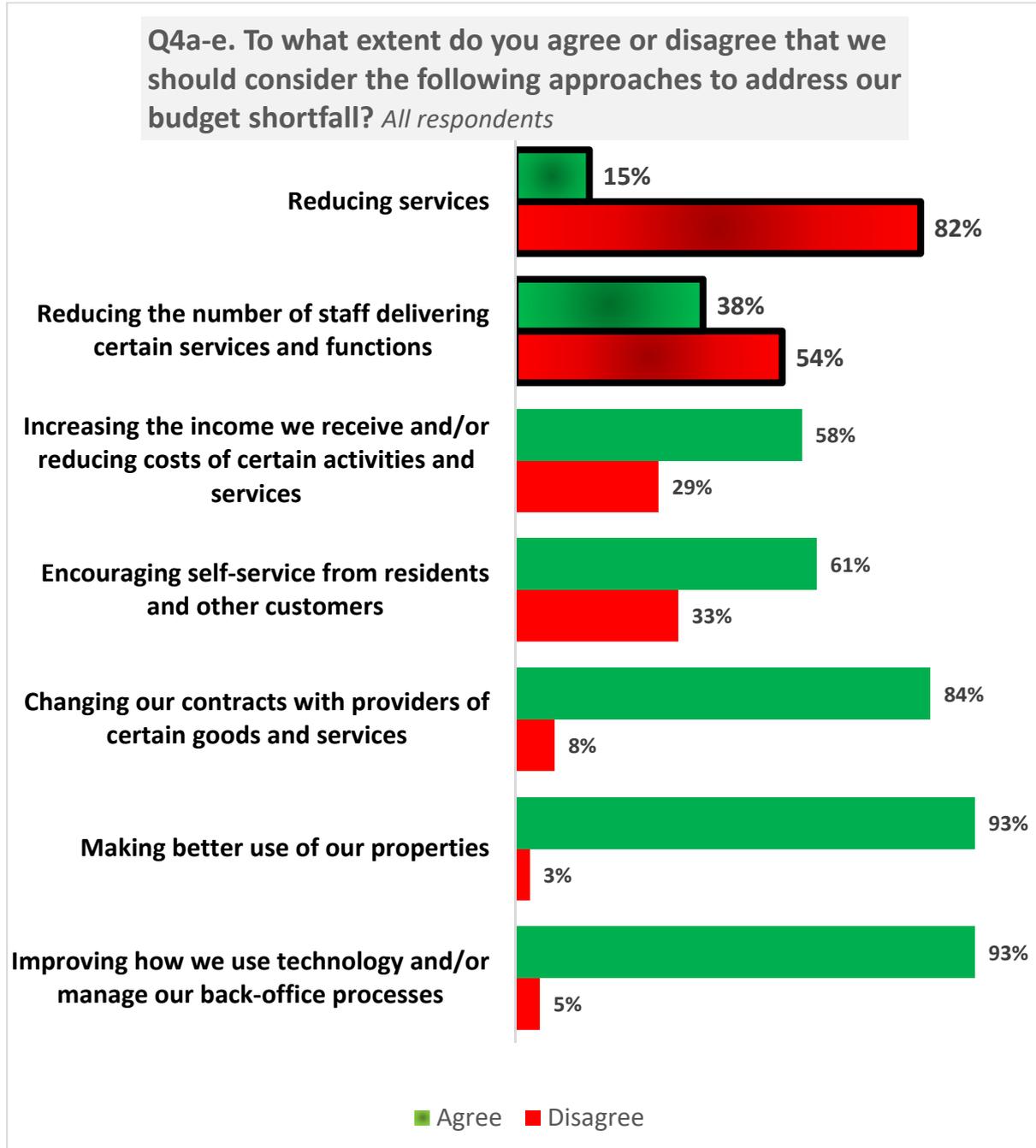
4.1 If respondents agree or disagree with the different elements of the Council's approach to delivering savings

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"

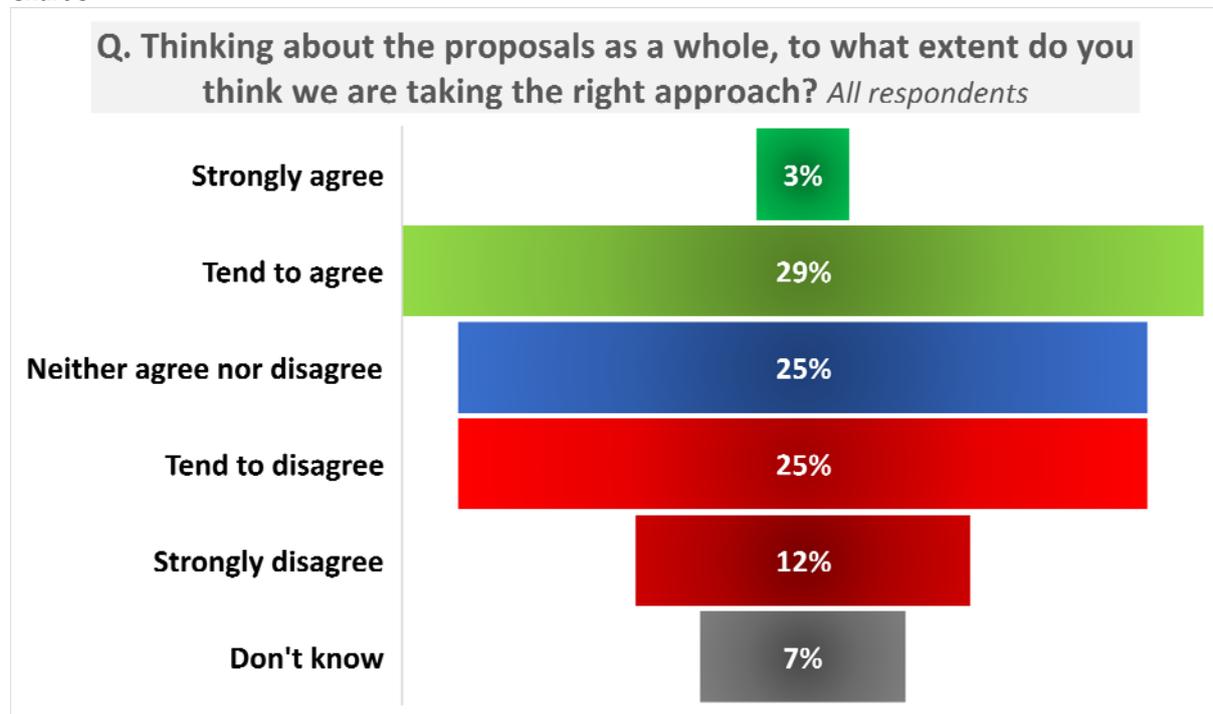
Such responses may, in part, explain the comparatively high proportion of respondents who disagree with the proposal to reduce the number of staff and who feel this will have a negative impact on their household.

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 90

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

Increasing the income we receive and/or reducing costs of certain activities and services

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

Improving how we use technology and/or manage our back-office processes

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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 94

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%)	MIXED/MULTIPLE ETHNIC GROUPS - White and Black African	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%)	MIXED/MULTIPLE ETHNIC GROUPS - White and Asian	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	1 (0.8%)	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)	2 (1.7%)	BLACK/AFRICAN/CARIBBEAN/BLACK BRITISH - African (please provide details below)		
2 (1.7%)	OTHER WHITE - Turkish Cypriot	1 (0.8%)	ASIAN/ASIAN BRITISH - Indian				
1 (0.8%)	OTHER WHITE - Kurdish						
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 truely 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 somethings 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 recycleable 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 Lower 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.

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	(710)	120	37,161	(580)	852	(850)			36,583
Total Departmental:	202,796	(1,044)	8,123	209,875	(4,874)	10,452	(9,623)	0	0	205,830
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	1,044		1,044						1,044
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	1,044	(1,175)	33,977	1,500	18,974	0	0	0	54,451
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

Place Fees and Charges 2021/22 - amendment to December Cabinet version								
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
			£	£	£	£	£	£
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		
Tennis Courts	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

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
<i>Marriages & Civil Partnerships</i>								
<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
<i>Consideration fee to accept or reject divorce or civil partnership dissolution</i>								
<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
<i>Correction to a Certificate</i>								
<i>Fee for name changes to a birth certificate</i>	Y		40.00	0.00	40.00	40.00	0.00	40.00
<i>(Applies for changes to child's forenames within 12 months of first registration)</i>								
<i>Fee for consideration of a correction to a birth , death, marriage or civil</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
<i>Admin fee for notice of marriage/Civil Partnership bookings weekday and</i>	N		35.00	0.00	35.00	35.00	0.00	35.00
<i>Wedding co-ordination appointments</i>	N	v	41.70	8.30	50.00	50.00	10.00	60.00
<i>Consideration fee to accept or reject divorce or civil partnership dissolution</i>								
<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

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
<i>Ceremony fees (Marriages and Civil Partnerships)</i>								
Ceremony in the Admiral's Suite on a Monday to Thursday before 5pm	N		180.00	0.00	180.00	195.00	0.00	195.00
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
<i>Ceremony fees (Renewal of vows, Baby naming, Citizenship ceremonies)</i>								
Ceremony in the Admiral's Suite on a Monday to Thursday before 5pm	N	v	150.00	30.00	180.00	162.50	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
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

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