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FINANCE & PERFORMANCE SCRUTINY PANEL

Thursday, 5th November, 2020 at 7.00 pm
**Virtual Meeting/Remote - Please use links on the Agenda Front
Sheet to join the virtual meeting**

Please click [Here](#) to view the meeting or copy and paste the link below into your web browser:

<https://bit.ly/34piPVX>

Membership:

Councillors: Birsen Demirel (Chair), Tim Leaver (Vice Chair), Mahym Bedekova, Yasemin Brett, Anne Brown, Christine Hamilton, James Hockney and Lee David-Sanders

AGENDA – PART 1

- 1. WELCOME AND APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**

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

- 3. MINUTES OF MEETING HELD ON 8 SEPTEMBER 2020 (Pages 1 - 6)**

Members are asked to confirm the minutes of the previous Scrutiny Panel meeting held on 8 September 2020.

4. BUDGET 2021/22 AND MEDIUM TERM FINANCIAL PLAN 2021/22 TO 2025/26 (Pages 7 - 72)

Members will receive a presentation.

(7.10 – 7.50)

5. IMPACT OF COVID 19: FINANCE AND PERFORMANCE (Pages 73 - 96)

Members will receive a presentation.

(7.50 – 8.30)

6. QUARTERLY MONITORING REPORTS (Pages 97 - 220)

The Panel's terms of reference include the consideration of the quarterly monitoring reports provided by the Council, which are considered by Cabinet and circulated to all Members. Since the previous meeting of the Panel in September, the following quarterly reports have been received by the Cabinet and are attached to this agenda for ease of reference and for consideration/noting as appropriate:

Revenue Monitoring 2020/21: Quarter 1 (June 2020) – Cabinet – 16 September 2020 (KD 5198)

Capital Programme Monitoring First Quarter (June 2020) – Cabinet – 16 September 2020 (KD 5199)

Quarterly Corporate Performance Report – Cabinet – 14 October 2020 (Non key)

The Panel may wish to raise any particular issues arising from the reports on which they require further explanation/information at a future meeting, as appropriate.

(8.30 – 8.50)

7. WORK PROGRAMME 2020/21 (Pages 221 - 222)

To note the Panel's agreed work programme for 2020/21.

8. DATES OF FUTURE MEETINGS

To note the dates of future scheduled Panel meetings as follows:

Wednesday 6 January 2021 – 7.00pm

Thursday 11 March 2021 – 7.00pm

FINANCE & PERFORMANCE SCRUTINY PANEL - 8.9.2020**MINUTES OF THE MEETING OF THE FINANCE & PERFORMANCE SCRUTINY PANEL HELD ON TUESDAY, 8TH SEPTEMBER, 2020****PRESENT:**

MEMBERS: Councillors Birsen Demirel (Chair), Tim Leaver (Vice Chair), Mahym Bedekova, Christine Hamilton*, Yasemin Brett, Anne Brown, Lee David-Sanders and James Hockney

Officers:

Fay Hammond (Executive Director Resources), Matt Bowmer (Director of Finance and Commercial), Claire Johnson (Head of Governance and Scrutiny and Registration Services) and Jacqui Hurst (Governance and Scrutiny Officer)

Also Attending: Councillor Mary Maguire (Cabinet Member for Finance and Procurement)

1. WELCOME AND APOLOGIES

Councillor Birsen Demirel (Chair) welcomed everyone present to the first meeting of the Finance and Performance Scrutiny Panel.

NOTED, that Councillor Ian Barnes (Deputy Leader), with responsibility for Council performance, had been unable to attend this evening's meeting due to his attendance at the Environment and Climate Change Scrutiny Panel meeting on the same evening.

*The Chair advised Members during the meeting that due to technical difficulties Councillor Christine Hamilton had only been able to observe the meeting and not fully participate.

2. DECLARATIONS OF INTEREST

There were no declarations of interest in respect of any item listed on the agenda.

3. INTRODUCTION - PURPOSE OF THE MEETING

Councillor Demirel (Chair) introduced the purpose of the meeting which was to agree the Scrutiny Panel's work programme for 2020/21, in the light of the following presentation (detailed in Minute No.4 below) on the priorities and areas of challenge for the Council in relation to the Scrutiny Panel's remit.

4. LOCAL PRIORITIES FOR 2020/21 INCLUDING THE COUNCIL'S RESPONSE TO THE FINANCIAL CHALLENGES OF COVID 19

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Councillor Demirel (Chair) invited Councillor Mary Maguire (Cabinet Member for Finance and Procurement), Fay Hammond (Executive Director – Resources) and Matt Bowmer (Director of Finance and Commercial) to present to the Panel the local priorities for 2020/21, including the Council's response to the financial challenges of Covid 19. This information would help to inform the Panel's work programme planning for the coming year.

Panel Members had received a copy of the presentation slides in advance of the meeting.

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) took this opportunity to outline to the Panel the challenges now being faced by the Council as a result of the Covid-19 pandemic and how the Council was responding to the unprecedented pressures and demands on Council services. A range of issues were highlighted and potential priority areas for detailed scrutiny outlined for the Panel's consideration, as set out below:

- Impact of Covid 19 – finance and performance
- Focus on income and debt recovery risks re Covid 19 (including how the Council is supporting residents in financial hardship)
- Performance report indicators revision in response to the Corporate Plan refresh
- Dedicated Schools Grant
- Housing Revenue Account – updated business plan (January 2021)

The following points were included in Councillor Maguire's presentation to the Panel:

1. The effect on residents in the Borough had been significant which in turn had impacted on the Council's income and debt recovery; whilst seeking to support residents in financial hardship. The large number of residents who had been furloughed in the Borough was noted. The pandemic had also adversely impacted on a range of businesses in the Borough.
2. The Council had set a balanced budget for 2020/21 in February 2020 prior to the pandemic, which had followed years of austerity and savings. It was further noted that the Government funding received by the Council had been inadequate to meet the additional costs and pressures arising from the pandemic. Particular areas of potential scrutiny suggested were the Dedicated Schools' Grant which was currently in deficit and; the Housing Revenue Account in the light of the Council's review of the business plan.
3. Councillor Maguire highlighted the Council's responsibility and commitment to supporting its residents. Fay Hammond and Matt Bowmer would outline the financial pressures on the Council in detail.

Fay Hammond (Executive Director – Resources) followed with a detailed presentation to the Panel providing an update on the Covid 19 financial

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position and actions taken; the current Medium-Term Financial Plan budget gap for 2020/21; and, progress on the 2021/22 Medium Term Financial Plan challenges. In the absence of Cllr Barnes, Fay Hammond also highlighted to Members the Council's high-performance levels during the pandemic responding to telephone calls and webchats received through the Council's contact centre. Members' received a detailed presentation including the following points:

4. The potential priority areas for scrutiny as outlined by Councillor Maguire and set out above. The impact of Covid 19 on the Council's finances had been significant and would continue in future years. Members were informed of the impact on income and debt recovery risks and how the Council was supporting its residents.
5. The Council's Plan had recently been refreshed and the key performance indicators were being reviewed in the light of this.
6. The budget pressures in relation to the Dedicated Schools Grant were outlined and the current deficit noted.
7. The business plan in relation to the Housing Revenue Account was being updated. The significance of the Plan in supporting the Council's priorities and ambitions was outlined.
8. The Panel's terms of reference, appended to the agenda (Minute No.6 below referred) outlined the regular and annual items that the Panel was expected to consider as part of its work programme including the quarterly monitoring reports on revenue, capital and performance; and, consideration of the annual Budget and medium term financial plan.
9. In order to inform the Panel's consideration of their work programme for the remainder of the municipal year, Members received a detailed and informative briefing providing a financial overview of the Council. The following aspects were covered:
 - An update on the Medium-Term Financial Plan including the remainder of the in-year position 2020/21; and, the gap and actions for 2021/22 to 2025/26. A report had been presented to the July 2020 Cabinet meeting which all Members would have received. There was potentially a significant funding gap going forward.
 - A monthly update was produced for the Ministry of Housing, Communities and Local Government (MHCLG) on the Council's financial position in the light of Covid 19, the figures for July 2020 were presented and explained. Members were also advised how Enfield Covid 19 budget pressures are on a par with other London Boroughs. The funding that had been received to date was noted.
 - The actions being taken by the Council to mitigate the financial pressures including the use of contingency funding and savings

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being sought across departments. The collection fund deficit was explained and the impact on future years with repayment over a period of 3 years required. The potential budget gap was explained to Members in detail.

- A range of Covid 19 in year actions were set out including: identification of savings; review of opportunities for property sales (anticipated October Cabinet consideration); review of capital programme; Human Resources/Finance Board actions; review of service specific reserves; and, potential mid-year increase in fees and charges.
- In response to a question raised, it was noted that the Council did not anticipate receiving any additional Government funding this year.
- The assumptions for the medium-term financial plan funding gaps; the funding levels; and, pressures faced were outlined; the “least worse case” assumed for 2020/21 was approximately £25m. The financial position would continue to be closely monitored and reviewed in view of the significant level of uncertainty faced.
- A graph showed that if no action is taken to balance the budget the Council’s reserves would be depleted during 2022/23.
- Matt Bowmer (Director of Finance and Commercial) provided further detail on the Council’s strategy and approach covering a range of themed budget workshops and the significant challenges being faced. Costed proposals would be coming forward later in the year as a result of the work currently being undertaken. All proposals would be considered in line with the Council Plan objectives and priorities. This was a challenging process.
- Members were reminded of the Budget timetable for the coming year and the legal requirements for setting a balanced budget.

Councillor Demirel (Chair) thanked Councillor Mary Maguire, Fay Hammond and Matt Bowmer for their comprehensive and informative presentation to the Panel. They left the meeting at this point and the Panel continued with planning their work programme for 2020/21, as set out in Minute No.5 below.

5. PLANNING THE WORK PROGRAMME 2020/21

A detailed discussion took place on planning the Panel’s work programme 2020/21 in the light of the presentation detailed in Minute No.4 above. Councillor Demirel (Chair) reminded Members that they had three scheduled meetings for the remainder of the municipal year and it was suggested that the Panel focus on two main areas of scrutiny at each of those meetings. The potential priorities outlined in the presentation were highlighted for the Panel’s consideration.

Councillor Demirel (Chair) invited Members to raise any specific areas of interest to them. The following issues were raised in discussion:

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1. The Council's response to Covid 19 in relation to the terms of reference of this Panel (Cllr Demirel)
2. Customer Service Experience during Covid 19 (Cllr Demirel), it was noted that this area was being covered by the Overview and Scrutiny Committee.
3. Debts (Cllr Brett), including various aspect such as debt cancellation, recovery, restructuring, Council support, support available to residents from community and voluntary groups.
Councillor Brett also raised the potential of including any positive impacts as a result of Covid 19 for example, savings in utility bills; working from home; customer experience.
4. Grants (Cllr Leaver), covering the grants applied for by the Council and the strategy, approach and processes followed.
5. Commercial Asset Strategy (Cllr Hockney), noted that the Council had a significant portfolio that could be reviewed in the light of current financial pressures. It was noted that this may overlap with work being undertaken by the Overview and Scrutiny Committee on "Build the Change". A discussion took place on this suggestion and the potential aspects of focus for future consideration by the Panel when appropriate.

Members had a detailed discussion on the suggestions which had been raised together with the priorities noted in the presentation, and the Panel's terms of reference. Members recognised the unprecedented situation that the Council was experiencing due to the Covid 19 pandemic and that this would influence their priorities. In conclusion, the following areas were prioritised for the current year.

AGREED the following items for inclusion on the Panel's work programme for 2020/21:

1. Impact of Covid 19 – finance and performance
2. Grants - including Council's strategy and approach to applying for grants
3. Debts – including income and debt recovery; debt restructuring; support to residents in financial hardship from the Council and wider community/voluntary groups
4. Housing Revenue Account – updated business plan
5. Dedicated Schools Grant (subject to discussion by the Overview and Scrutiny Panel of potential areas of overlap with other Scrutiny Panels)
6. Budget 2021/22 and Medium-Term Financial Plan (as required by the Panel's terms of reference)
7. Quarterly Monitoring Reports (Revenue/Capital/Performance) – ongoing (as required by the Panel's terms of reference)

In conclusion, Councillor Demirel (Chair) advised the Panel that the work programme would go forward for consideration by Overview and Scrutiny Committee (15 September), Cabinet (16 September) and Council (30 September).

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6. TERMS OF REFERENCE

NOTED, for information, the terms of reference for the Finance and Performance Scrutiny Panel as detailed in the Council's Constitution.

7. DATES OF FUTURE MEETINGS

NOTED, the scheduled dates of future Panel meetings for the current municipal year, as follows:

Thursday 5 November 2020 at 7.00pm

Wednesday 6 January 2021 at 7.00pm

Thursday 11 March 2021 at 7.00pm

Budget Review 2021/22 – 2025/26

Finance & Performance
Scrutiny Panel

5th November 2020

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Striving for excellence



Agenda - 5th November

- Budget Context/Strategy
- 2021/22 - 2025/26 Budget and MTFP information
- Overview of assumptions and risks for
 - Funding
 - Spending
- Detailed review of savings and income generation (October Cabinet)

Budget Context / Strategy

- Council Plan theme - "Financial resilience and good governance"
- Focus on resilient budget
 - Realistic savings
 - Reducing use of capital receipts
 - Fixing historic budget pressures
 - Ensuring pressures, e.g. demographics considered
 - Increased scrutiny; transparent budget monitoring
 - Ten-year capital and Treasury Strategy
 - Culture - "Everyone's responsibility"

Budget Approach

- New approach to identify both efficiencies and service reductions.
- There were six efficiency themes:
 - i. Demand management covering Adult Social Care, Children's Social Care and Housing & Homelessness
 - ii. Digitalisation
 - iii. Property and Assets
 - iv. Capital
 - v. Commercial; and
 - vi. Organisation Structure.

Budget Approach

- A series of fourteen Theme workshops across July and August with further work undertaken in priority areas to develop the output into budget proposals
- Alongside the output from the Theme workshops officers have also started working through potential service reductions
- Both are ongoing areas of work to identify further opportunities

Slide Deck Responds to a Series of Self-Check Questions

- Does the budget include overly prudent or overly generous assumptions that places this budget at risk?
 - Are the funding assumptions reasonable?
 - Are the spending assumptions reasonable?
 - What risks are in the budget?
 - Are the proposed savings realistic?

Budget position before and after Covid-19

| | 2021/22 excluding impact of Covid-19 £m | 2021/22 including impact of Covid-19 £m | Impact £m | Comments |
|-------------------------------------|---|---|---------------|---|
| Funding changes | 0.073 | 12.475 | 12.402 | Council tax support and the 2020/21 collection fund deficit brought forward |
| Commitments/ growth etc. | 14.397 | 18.397 | 4.000 | Impact of lost income and anticipated increase in social care costs |
| Prior year savings | (2.752) | (2.752) | 0.000 | |
| New savings (October) | (7.313) | (7.313) | 0.000 | |
| Gap | 4.405 | 20.807 | 16.402 | |
| New Savings (December) | (2.690) | (2.690) | 0.000 | |
| Revised Gap | 1.715 | 18.117 | 16.402 | |

- This next section includes a series of slides setting out the budget build:
 - (1) Overview/Summary
 - (2) Funding Assumptions
 - (3) Spending Assumptions
- Followed by a focus on savings and income proposals – Directors will be attending to answer specific questions on these

(1) Summary budget position over the 5 year MTFP period

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|-------------------------------|---------|---------|---------|----------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| Funding changes | 12.475 | (4.906) | (4.172) | (10.833) | (2.440) | (9.876) |
| Spending increases | 18.397 | 13.356 | 12.245 | 15.428 | 11.654 | 71.080 |
| Existing savings | (2.752) | (1.602) | (2.227) | (1.925) | 0.000 | (8.506) |
| October Savings | (7.313) | (0.250) | 0.000 | 0.000 | 0.000 | (7.563) |
| Gap as at October | 20.807 | 6.598 | 5.846 | 2.670 | 9.214 | 45.137 |
| December Savings draft | (2.690) | (0.050) | (0.050) | (0.050) | (0.050) | (2.890) |
| Gap | 18.117 | 6.548 | 5.796 | 2.620 | 9.164 | 42.245 |

(2) Funding assumptions over the 5 year MTFP period

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|--|---------|---------|---------|----------|---------|----------|
| | £m | £m | £m | £m | £m | £m |
| Government Grants | 1.142 | 1.128 | 1.161 | 0.903 | 0.894 | 5.228 |
| Business Rates | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Council Tax Base | (0.682) | (0.682) | (0.681) | (0.682) | (0.682) | (3.409) |
| Council Tax Rate 2% | (2.652) | (2.652) | (2.652) | (2.652) | (2.652) | (13.260) |
| Covid19 collection fund deficit | 6.402 | 0.000 | 0.000 | (6.402) | 0.000 | 0.000 |
| Collection Fund | 0.700 | (0.700) | 0.000 | 0.000 | 0.000 | 0.000 |
| Covid19 - Council Tax Support | 6.000 | (2.000) | (2.000) | (2.000) | 0.000 | 0.000 |
| Prior Year Use of Reserves reversed | 1.565 | 0.000 | 0.000 | 0.000 | 0.000 | 1.565 |
| Total | 12.475 | (4.906) | (4.172) | (10.833) | (2.440) | (9.876) |

Medium Term Financial Planning

Assumptions

- Government Settlement only for one year
- Government funding broadly flat – assumed reduction in New Homes Bonus and Housing Benefit Admin Subsidy Grant
- Council Tax base – small increase based on number of homes less discounts – checked using October 2020 data
- Increase in Council Tax of 1.99%
- Increase in Council Tax Support of £6m (52,800 furloughed; £2m increase is c1400 clients)
- 2020/21 Collection Fund – 3 year write off per govt

Self check questions to ensure a robust budget is delivered

- Are the funding assumptions balanced?
 - Prudent estimates have been made so as not to overstate likely funding
 - Based on current information on Covid19 government funding – i.e. spread the 2020/21 deficit over three years and no funding for Council Tax Support increases
 - Government announcements are still awaited around issues such as the level of council tax increase permitted without holding a referendum and also whether the Adult Social Care Precept can be levied in 2021/22
 - No information is expected until late November on the settlement

Self check questions to ensure a robust budget is delivered - Risks

- Council Tax Support – over or understated cost pressures – currently assumes this reduces over three years
- Business failing impacting on income
- Debt increases from non-payment

(3) Spending assumptions over the 5 year MTFP period

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|--------------------------|---------|---------|---------|---------|---------|--------|
| | £m | £m | £m | £m | £m | £m |
| Inflation | 7.211 | 7.235 | 7.261 | 7.287 | 7.313 | 36.307 |
| Investment | 0.360 | 0.410 | 0.150 | 0.150 | 0.150 | 1.220 |
| Demography: | | | | | | |
| Adult Social Care | 2.058 | 2.058 | 2.058 | 2.058 | 2.058 | 10.290 |
| Children's | 0.750 | 0.750 | 0.750 | 0.750 | 0.750 | 3.750 |
| SEN Transport | 0.630 | 0.630 | 0.630 | 0.630 | 0.630 | 3.150 |
| Pressures | 0.485 | 0.000 | 0.000 | 0.000 | 0.000 | 0.485 |
| Covid19 pressures | 4.000 | (2.000) | (2.000) | 0.000 | 0.000 | 0.000 |
| Capital Financing | 2.709 | 3.520 | 2.643 | 3.800 | 0.000 | 12.672 |
| Levies | 0.194 | 0.753 | 0.753 | 0.753 | 0.753 | 3.206 |
| Total | 18.397 | 13.356 | 12.245 | 15.428 | 11.654 | 71.080 |

Spending assumptions over the 5 year MTFP period

- Provision also made for pay awards and inflation (both general and for contracts where known)
- Demographic pressures included for all 5 years of the MTFP in SEN Transport, Children's and Adult Social Care – reviewed during year
- Revenue implications of the Council's capital financing fully included in the MTFP
- Other known and unavoidable service pressures as well as some targeted investment in priority services are included

Spending assumptions over the 5 year MTFP period

- Covid19 pressures – cost of pupil transport circa £1m in a full year; ongoing loss in sales fees and charges of £3m

Self check questions to ensure a robust budget is delivered

- Are the spending assumptions reasonable?
 - Best known information at this time is used and refreshed
 - Contingency of £3m in the Corporate budget supports risks
 - To be refreshed in December (e.g. Treasury Management report)
 - Refreshed for emerging budget pressures
 - Pressures reviewed for five years (not just one year)

Self check questions to ensure a robust budget is delivered - Risks

- Number of potential Covid19 Social Care cost pressures have not been recognised or quantified
- Second-wave not factored in
- Uncertainties make this difficult to quantify
- Ongoing review of demographics
- Need to explore the long term cost impact of homelessness

Detailed Focus on Savings to October Cabinet

Format of savings summary slides

- One slide per saving
- Information provided includes:
 - Extended narrative
 - Financial context, service budget etc.
 - Staff implications
 - Equality Impact Assessment
 - Key milestones
 - Risk to delivery
- Explanation of each of these areas is provided in the following slides

Descriptions of the key areas covered

- Extended narrative – further detail of the savings proposal to provide greater understanding of how it will be achieved
- Financial context – information on the size of the budget against which savings are being made to provide some context on the significance of the saving to the service area
- Staff implications – quantifying how many staff would be impacted by a savings proposal both in terms of Full Time Equivalent and Headcount numbers

Descriptions of the key areas covered

- Equality Impact Assessment – all savings must be assessed for their impact on staff, service users and the wider community, access to services etc. Any savings proposals which have a significant impact must have an EqIA completed by the service proposing the saving
- Key milestones – details of any key sub-activities which must be achieved to deliver the savings proposals, and timescales for these sub-activities
- Risk to delivery – any potential issues which may reduce the level of savings possible and/or delay implementation of the activities needed to deliver the savings

CEX 21-22 S01 – Service Restructures

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------|---------------|
| Base Budget | 11.385 | | | | | | |
| <u>Savings</u> / Additional Income | (0.800) | | | | | 13.00 | 13.00 |
| Budget After Saving | 10.585 | | | | | | |
| % of budget saved | 7.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | A review across the Chief Executive service to deliver efficiencies, the £11.385m is the net budget for the Chief Executive. |
| EQIA Status: | Completed |
| Key Milestones: | |
| Risk to Delivery: | Any delays in the implementation of restructures. |

People 21-22 S01 – Recommissioning & Procurement Efficiencies

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 5.865 | | | | | | |
| <u>Savings</u> / Additional Income | (0.190) | | | | | 0.00 | 0.00 |
| Budget After Saving | 5.675 | | | | | | |
| % of budget saved | 3.2% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Contracts in Adult Social Care will be recommissioned, resulting in savings and efficiencies. £5.8m is the gross budget for the specific contracts being recommissioned. |
| EQIA Status: | Pending |
| Key Milestones: | Start procurement process, notify existing providers and CCG and undertake tendering process. |
| Risk to Delivery: | Medium |



People 21-22 S02 – Reduced cost of Deprivation of Liberty Safeguards (DoLS)

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.169 | | | | | | |
| <u>Savings</u> / Additional Income | (0.025) | | | | | 0.00 | 0.00 |
| Budget After Saving | 0.144 | | | | | | |
| % of budget saved | 14.7% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | A new assessment process which will improve the efficiency of processing DoLS applications, with £0.169m the gross cost of the use of specialists in the current process. |
| EQIA Status: | Pending |
| Key Milestones: | None |
| Risk to Delivery: | None |



People 21-22 S03 – Adult Social Care Income

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | (21.822) | | | | | | |
| Savings / <u>Additional Income</u> | (0.120) | | | | | 0.00 | 0.00 |
| Budget After Saving | (21.942) | | | | | | |
| % of budget saved | 0.6% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Adult Social Care services are means tested with some exceptions and fees and charges are reviewed annually. The increased income will contribute towards this saving. £21.8m is the gross income budget for ASC fees and charges. |
| EQIA Status: | Pending |
| Key Milestones: | Fees and charges are annually reviewed together with charging policies for ASC. |
| Risk to Delivery: | Low |

People 21-22 S04 – IWE Senior Management Restructure

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.362 | | | | | | |
| <u>Savings</u> / Additional Income | (0.180) | | | | | 6.00 | 6.00 |
| Budget After Saving | 0.182 | | | | | | |
| % of budget saved | 50.3% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | A new senior leadership structure is in place for services previously managed under IWE Ltd. Part year savings in 2020/21 of £0.120m have already been achieved and the £0.362m reflects the gross costs for Senior Management. |
| EQIA Status: | Not required |
| Key Milestones: | None |
| Risk to Delivery: | None |



People 21-22 S05 – Adult Social Care staff reduction

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------|---------------|
| Base Budget | 15.848 | | | | | | |
| <u>Savings</u> / Additional Income | (0.750) | | | | | 18.00 | 20.00 |
| Budget After Saving | 15.098 | | | | | | |
| % of budget saved | 4.7% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | The saving will be achieved based on identified staffing posts within Adult Social Care. Will be delivered by reducing agency staff. The £15.848m reflects total salaries budget across ASC excluding IWE which is a separate saving (People 21-22 S04). |
| EQIA Status: | Pending |
| Key Milestones: | None |
| Risk to Delivery: | Low |



People 21-22 S06 – Maximise use of block contracts and in-house services (ASC)

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 2.888 | | | | | | |
| <u>Savings</u> / Additional Income | (0.389) | | | | | 0.00 | 0.00 |
| Budget After Saving | 2.499 | | | | | | |
| % of budget saved | 13.5% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Maximise use of block beds in residential and nursing; increase use of Adult Placements to reduce respite spend; maximise in-house provision and reduce out of borough placements. The £2.9m reflects the gross expenditure for these block contracts. |
| EQIA Status: | Pending |
| Key Milestones: | None |
| Risk to Delivery: | None |



People 21-22 S07 – Reduction in Learning Disabilities Care Purchasing costs

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 24.798 | | | | | | |
| <u>Savings</u> / Additional Income | (0.325) | | | | | 0.00 | 0.00 |
| Budget After Saving | 24.473 | | | | | | |
| % of budget saved | 1.3% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Crashpad development and increased places in day care, positive behaviour support and Referral Assessment Services savings. £24.798m is the gross expenditure on LD care purchasing less CCG health care income and other grant funding. |
| EQIA Status: | Pending |
| Key Milestones: | None |
| Risk to Delivery: | These services are demand led. |



People 21-22 S08 – Use of Technology (Demand Management)

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 24.798 | | | | | | |
| <u>Savings</u> / Additional Income | (0.040) | | | | | 0.00 | 0.00 |
| Budget After Saving | 24.758 | | | | | | |
| % of budget saved | 0.16% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Additional use of Assistive Technology. Saving is expected to be achieved within the £24.798m LD care purchasing gross budget. |
| EQIA Status: | Not required |
| Key Milestones: | None |
| Risk to Delivery: | None |

People 21-22 S09 – Staff Reductions in the Commissioning & Smoking Cessation Teams

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 1.507 | | | | | | |
| <u>Savings</u> / Additional Income | (0.100) | | | | | 2.00 | 2.00 |
| Budget After Saving | 1.407 | | | | | | |
| % of budget saved | 7.0% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Public Health – Staff Reductions in the Commissioning Team (now integrated with the Adult Social Care Team) and the Smoking Cessation Team. £1.507m is the gross staff budget across Public Health. |
| EQIA Status: | Not required |
| Key Milestones: | None |
| Risk to Delivery: | None |



People 21-22 S10 – Care Leavers commissioning and benefit maximisation

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 3.068 | | | | | | |
| Savings / Additional Income | (0.500) | | | | | 0.00 | 0.00 |
| Budget After Saving | 2.568 | | | | | | |
| % of budget saved | 16.3% | | | | | | |

| Item | Comments |
|-------------------------------|---|
| Further details of saving: | The saving will be achieved through maximising the receipt of housing benefits and reducing accommodation costs for Care Leavers. |
| EQIA Status: | Completed |
| Key Milestones: | 1 - Progressing partnership working with Housing Gateway to identify suitable shared accommodation for care leavers prior to them receiving their first tenancy. 2-Enrolling all eligible care leavers to the benefit system to ensure the receipt of housing benefits. |
| Risk to Delivery: | The accommodation through Housing Gateway is yet to be identified. Also, some Care Leavers not claiming benefits despite being eligible. |



People 21-22 S11 – Review of threshold in financial assessment of new Special Guardians

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 2.678 | | | | | | |
| <u>Savings</u> / Additional Income | (0.080) | | | | | 0.00 | 0.00 |
| Budget After Saving | 2.598 | | | | | | |
| % of budget saved | 3.0% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Review of financial assessment policy to bring in line with consortium partners. The base budget of £2.678m is the gross expenditure budget for SGO allowances. |
| EQIA Status: | Completed |
| Key Milestones: | Develop a new policy. |
| Risk to Delivery: | This function may transfer to the Regional Adoption Agency and be subject to further review. |



People 21-22 S12 – Service Restructure – Service Reduction (excluding frontline staff)

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-----|---------------|
| Base Budget | 24.701 | | | | | | |
| <u>Savings</u> / Additional Income | (0.500) | | | | | TBC | TBC |
| Budget After Saving | 24.201 | | | | | | |
| % of budget saved | 2.0% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Reorganisation of the services, amalgamating some service areas, less duplication leading to reduction in staffing requirement. The £24.701m base budget is the gross salaries budget for the Children's and Families services. |
| EQIA Status: | Completed |
| Key Milestones: | Restructure report approved by HR Board |
| Risk to Delivery: | Demand led services that may be further impacted by economic factors. |



People 21-22 S13 – Children in Care - Reduction

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 7.384 | | | | | | |
| <u>Savings</u> / Additional Income | (0.210) | | | | | 0.00 | 0.00 |
| Budget After Saving | 7.174 | | | | | | |
| % of budget saved | 2.8% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | The saving is based on an estimated annual cost of five agency fostering placements. The £7.384m base budget is the gross expenditure budget for external child care placements. |
| EQIA Status: | Completed |
| Key Milestones: | Successful recruitment of Edge of Care team. |
| Risk to Delivery: | COVID-19 and economic downturn leading to higher Looked After Children (LAC) numbers than anticipated. |



People 21-22 S14 – Education Psychology Service – funded by Dedicated Schools Grant

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.612 | | | | | | |
| Savings / <u>Additional Income</u> | (0.100) | | | | | 0.00 | 0.00 |
| Budget After Saving | 0.512 | | | | | | |
| % of budget saved | 16.3% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Grant substitution. The £0.612m is the net EPS budget, where gross expenditure is £2.176 and gross income is £1.565m. |
| EQIA Status: | Not required |
| Key Milestones: | None |
| Risk to Delivery: | None, although may result in additional pressure on the Dedicated Schools Grant – High Needs Block. |

People 21-22 S15 – Children’s Centres – Reduction in Service

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.988 | | | | | | |
| Savings / Additional Income | (0.050) | | | | | 0.00 | 0.00 |
| Budget After Saving | 0.938 | | | | | | |
| % of budget saved | 5.1% | | | | | | |

| Item | Comments |
|-------------------------------|---|
| Further details of saving: | The saving is a reduction in the commissioning budget. More provision will be delivered through online support. |
| EQIA Status: | Completed |
| Key Milestones: | None |
| Risk to Delivery: | None |

People 21-22 S16 – Careers Service – Reduction in Service

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.307 | | | | | | |
| <u>Savings</u> / Additional Income | (0.046) | | | | | 1.00 | 0.00 |
| Budget After Saving | 0.261 | | | | | | |
| % of budget saved | 15.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Deletion of vacant post. The £0.307m is the net service budget, with gross expenditure of £0.447m and gross income of £0.140m. |
| EQIA Status: | Completed |
| Key Milestones: | None |
| Risk to Delivery: | None |

Place 21-22 S01 – Reduce building maintenance

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 1.846 | | | | | | |
| <u>Savings</u> / Additional Income | (0.500) | | | | | 0.00 | 0.00 |
| Budget After Saving | 1.346 | | | | | | |
| % of budget saved | 27.0% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Reduce building maintenance, limit maintenance to Health & Safety Items only. The £1.846m is the gross expenditure budget for building maintenance. |
| EQIA Status: | Completed |
| Key Milestones: | Agree planned maintenance budget by December 2020. |
| Risk to Delivery: | Unforeseen equipment or building failure. |



Place 21-22 S02 – Morson Road rent review

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 1.142 | 0.942 | 0.942 | 1.050 | 1.200 | | |
| Savings / Additional Income | (0.200) | 0.000 | 0.108 | 0.150 | 0.000 | 0.00 | 0.00 |
| Budget After Saving | 0.942 | 0.942 | 1.050 | 1.200 | 1.200 | | |
| % of budget saved | 18.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Rent review settled below expected level. The figures for 2023/24 onwards assumes a 2023 rent review estimate. The £1.142m is the gross budget for the Morson Rd rent. |
| EQIA Status: | Completed |
| Key Milestones: | None |
| Risk to Delivery: | None |

Place 21-22 S03 – Facilities Management review

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 3.102 | | | | | | |
| <u>Savings</u> / Additional Income | (0.400) | | | | | 8.00 | 8.00 |
| Budget After Saving | 2.702 | | | | | | |
| % of budget saved | 13.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Following a review of the services provided through Facilities Management (FM) various service savings have been identified across Post, HelpDesk, Porters and building closures |
| EQIA Status: | Completed |
| Key Milestones: | Agreement to combine both post and print functions into one service. Agreement and transfer of knowledge to facilitate one helpdesk. Closure of buildings and a timely exit from leases to help realise true savings. Also, it is not currently known if post building closure there will be a period of continued support from FM i.e. security and keyholding. |
| Risk to Delivery: | Estimated redundancy costs of circa £120k Reluctance to change |



Place 21-22 S04 – Bring forward operational property consolidation

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 7.342 | | | | | | |
| <u>Savings</u> / Additional Income | (0.390) | | | | | 0.00 | 0.00 |
| Budget After Saving | 6.952 | | | | | | |
| % of budget saved | 5.3% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Operational savings (i.e. utilities, rates etc) derived from the Build the Change programme, i.e. due to consolidation of operational properties and terminating of leases. The £7.342m represents the gross expenditure budget for operational property. |
| EQIA Status: | Completed |
| Key Milestones: | None |
| Risk to Delivery: | Delay in sale of John Wilkes House leading to additional security costs |



Place 21-22 S05 – Close Canteen

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 0.018 | | | | | | |
| Savings / Additional Income | (0.018) | | | | | 8.00 | 8.00 |
| Budget After Saving | 0.000 | | | | | | |
| % of budget saved | 100.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Staff Canteen closed during COVID-19 and it will not be reopened. This will remove both the £0.290m gross expenditure and gross income of £0.272m budgets, saving a net £0.018m. |
| EQIA Status: | Completed |
| Key Milestones: | Completion of redundancy consultation November 2020. |
| Risk to Delivery: | None anticipated |



Place 21-22 S06 – CMFM reduction in agency staff

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | 3.124 | | | | | | |
| <u>Savings</u> / Additional Income | (0.125) | | | | | 0.00 | 0.00 |
| Budget After Saving | 2.999 | | | | | | |
| % of budget saved | 4.0% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Reduction in Agency Staff in CMFM. Replacement of high cost agency and consultant staff with fixed term posts against a gross salary budget of £3.124m. |
| EQIA Status: | Completed |
| Key Milestones: | Advertisement and recruitment to remaining posts by December 2020. |
| Risk to Delivery: | Failure to complete recruitment process. |



Place 21-22 S07 – Planning – expand services

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | (2.395) | | | | | | |
| Savings / Additional Income | (0.150) | | | | | 0.00 | 0.00 |
| Budget After Saving | (2.545) | | | | | | |
| % of budget saved | 6.3% | | | | | | |

| Item | Comments |
|-------------------------------|---|
| Further details of saving: | Additional income generated through expansion of existing services including the paid-for pre-application service; Planning Performance Agreements and Building Control plan drawing service. The £2.395m budget reflects the gross income budget for the service. |
| EQIA Status: | Completed |
| Key Milestones: | Expanded pre-application service to be launched in 20/21 in advance of new financial year Forward plan of Planning Performance Agreements being reviewed to ensure that income is optimised in 2021/22 Plan Drawing service has been soft launched and ready to be fully operational in 2021/22 |
| Risk to Delivery: | Impact of economic context. Downturn in development activity could impact on number of pre-applications, PPAs and applications. Resources – relies on maintaining resource levels in the service. |



Place 21-22 S08 – Reduction in Highways service

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-----|---------------|
| Base Budget | 2.394 | | | | | | |
| Savings / Additional Income | (0.250) | | | | | TBC | TBC |
| Budget After Saving | 2.144 | | | | | | |
| % of budget saved | 11.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Reduction in levels of service and management costs for highway maintenance and related activities. Savings are anticipated to impact on both expenditure and income, where gross expenditure is £7.7m and gross income £5.3m. |
| EQIA Status: | Completed |
| Key Milestones: | Agreement of specific budgets to be reduced. HR processes, if savings require post deletions. |
| Risk to Delivery: | Contractors costs are likely to increase due to inflation, which will put additional pressure on reduced budgets. |



Place 21-22 S09 – Parking charges

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | (5.040) | | | | | | |
| Savings / <u>Additional Income</u> | (0.100) | | | | | 0.00 | 0.00 |
| Budget After Saving | (5.140) | | | | | | |
| % of budget saved | 2.0% | | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | The service has identified a need to change the Council's parking tariffs to encourage better use of on and off-street parking spaces and align with wider environment strategies. These changes may need consulting on and therefore any views will need to be considered. The £5m above is the Net budget where Gross expenditure is £5.321m and gross income is £10.361m. |
| EQIA Status: | Completed |
| Key Milestones: | To identify best tariff to implement Nov/Dec 2020 Possible consultation 8 weeks Jan/Feb 2021 Introduction of new tariffs Apr/May 2021 |
| Risk to Delivery: | None |



Place 21-22 S10 – Traffic Orders

| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|--|-------------|-------------|-------------|-------------|-------------|------|---------------|
| Base Budget | (0.658) | | | | | | |
| Savings / <u>Additional Income</u> | (0.125) | | | | | 0.00 | 0.00 |
| Budget After Saving | (0.783) | | | | | | |
| % of budget saved | 18.9% | | | | | | |

| Item | Comments |
|----------------------------|---|
| Further details of saving: | Additional income from temporary traffic orders (TTO). The additional income is based on performance during 2019/20 and 2020/21. The £0.658m is gross income budget for TTO income. |
| EQIA Status: | Completed |
| Key Milestones: | Monthly monitoring of income. |
| Risk to Delivery: | Slow-down in utility works in borough. |



Resources 21-22 S01 – Staffing efficiencies within Resources Department

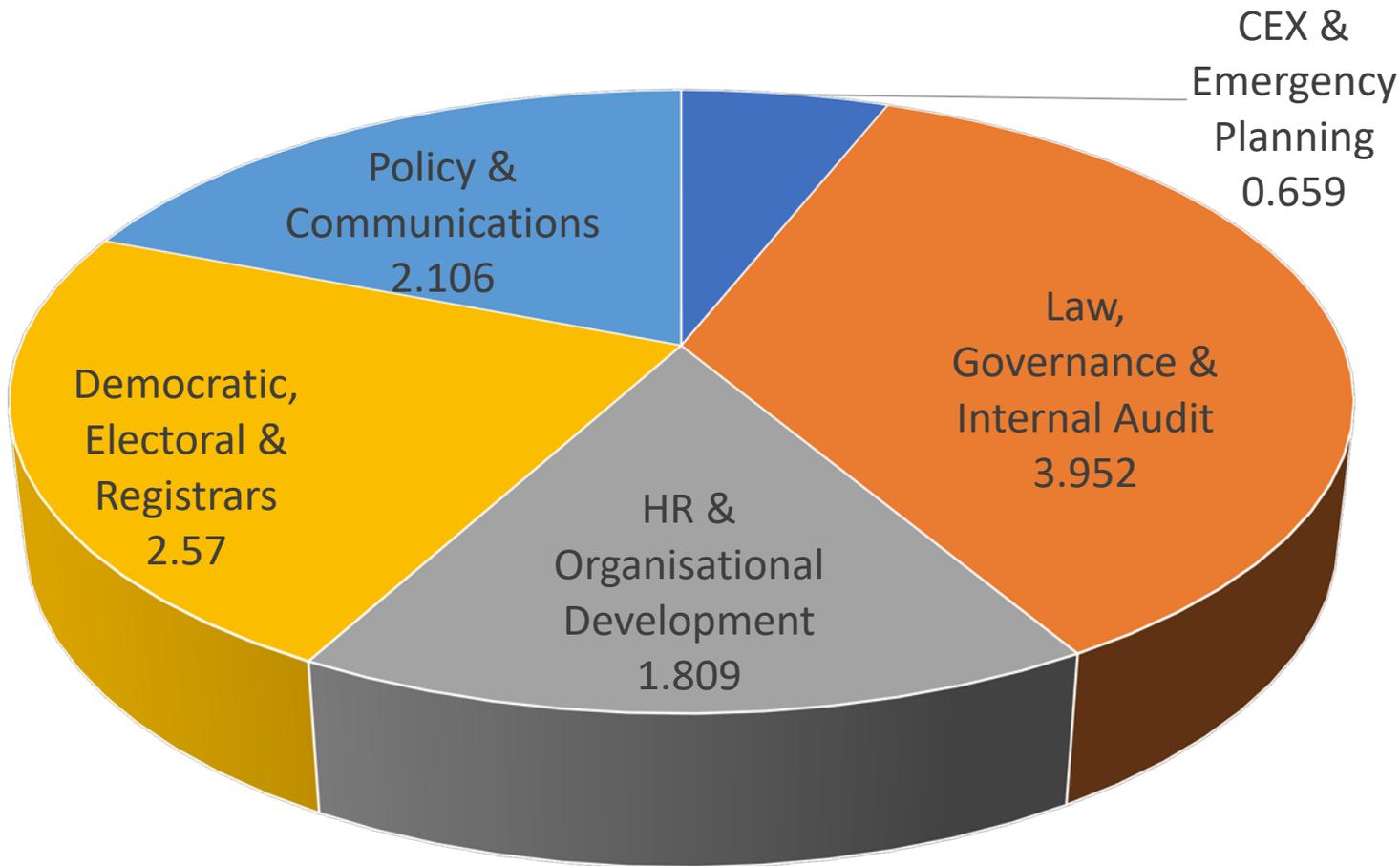
| | 21/22 £m | 22/23 £m | 23/24 £m | 24/25 £m | 25/26 £m | FTE | Head Count |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------|---------------|
| Base Budget | 38.394 | 37.444 | | | | | |
| <u>Savings / Additional Income</u> | (0.650) | (0.250) | | | | 13.00 | 13.00 |
| Budget After Saving | 37.444 | 37.494 | | | | | |
| % of budget saved | 2.0% | 1.0% | | | | | |

| Item | Comments |
|----------------------------|--|
| Further details of saving: | Review of staffing structures to identify opportunities to reorganise teams without impacting adversely on front line staffing. Aim would be to minimise the impact on staff and seek opportunities for redeployment. Additional savings to be generated through the application of capital receipts towards the support provided to transformation projects. The £38.394m reflects the Net budget for the Resources department. |
| EQIA Status: | Completed |
| Key Milestones: | |
| Risk to Delivery: | Delays in restructure implementation |



Next section is all budgets by Department for contextual information

Chief Executives Budget (£m)



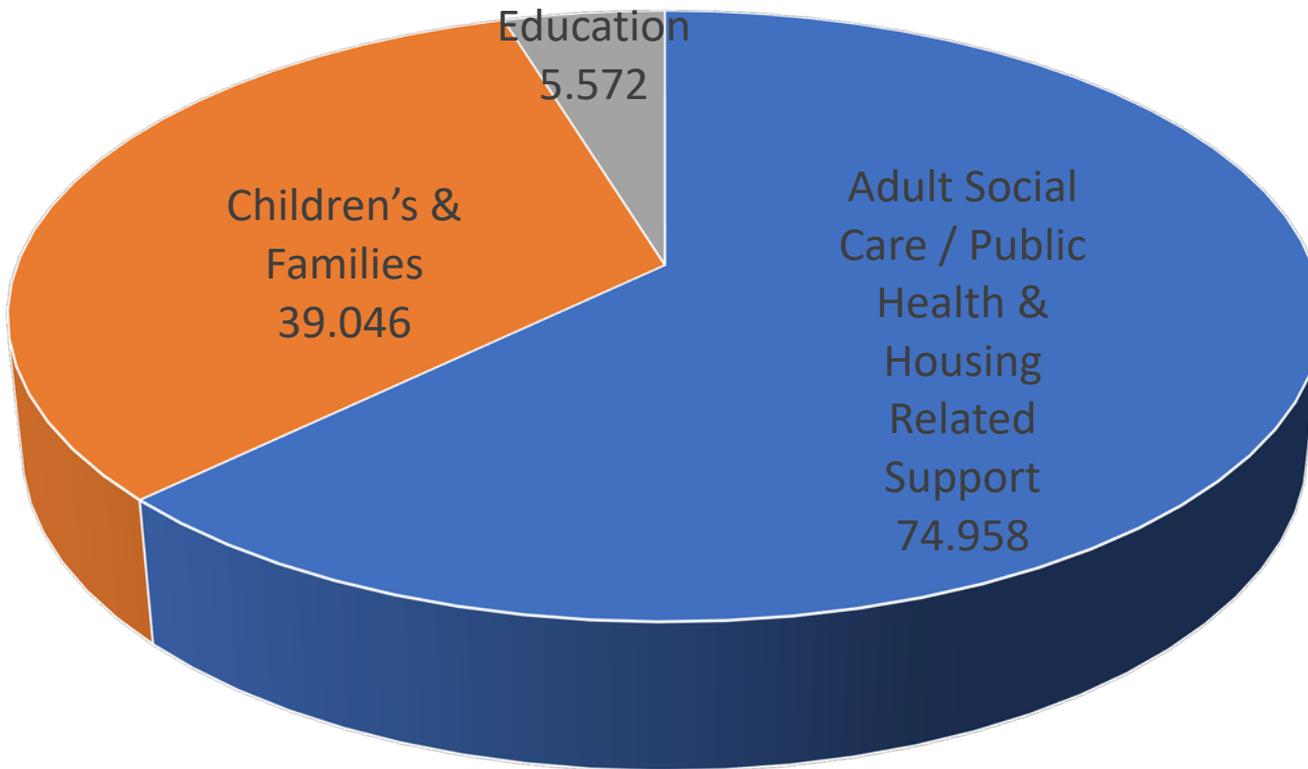
Chief Executive's 2020/21 Budget

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---|-------------------|--------------------|-----------------|
| CEX Management Team | 0.473 | (0.068) | 0.405 |
| Director of Law & Governance Team | 0.235 | 0.000 | 0.235 |
| Shareholder Strategy | 0.837 | (0.765) | 0.072 |
| Internal Audit & Risk Management | 1.341 | (0.296) | 1.045 |
| Strategy, Policy, Engagement & Consultation | 1.904 | (0.147) | 1.757 |
| Registrars Service | 1.691 | (0.606) | 1.085 |
| Organisational Development | 0.696 | (0.074) | 0.622 |
| Legal Services | 4.243 | (1.643) | 2.600 |

Chief Executive's 2020/21 Budget

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---|-------------------|--------------------|-----------------|
| Human Resources | 2.403 | (1.216) | 1.187 |
| Electoral Services | 0.549 | (0.006) | 0.543 |
| Communications | 0.639 | (0.290) | 0.349 |
| Democratic Services | 0.774 | 0.000 | 0.774 |
| Design & Print | 0.795 | (0.767) | 0.028 |
| Emergency Planning | 0.226 | 0.000 | 0.226 |
| Complaints and Access to Information Team | 0.648 | (0.480) | 0.168 |
| Total | 17.454 | (6.358) | 11.096 |

People Budget (£m)



Public Health grant of £16m, which is also used to contribute in part to wider budget

People 2020/21 Budget - Summary

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---|-------------------|--------------------|-----------------|
| Adult Social Care (see split below) | 130.486 | (53.780) | 76.706 |
| Children's & Families (see split below) | 52.107 | (13.061) | 39.046 |
| Education (see split below) | 391.309 | (385.737) | 5.572 |
| Public Health | 14.219 | (18.676) | (4.457) |
| Housing Related Support | 2.709 | 0.000 | 2.709 |
| Total | 590.830 | (471.254) | 119.576 |

People 2020/21 Budget – Adult Social Care

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|-----------------------|-------------------|--------------------|-----------------|
| Customer Pathway | 62.690 | (30.933) | 31.757 |
| Director of ASC | 0.956 | (2.947) | (1.991) |
| IWE | 14.447 | (2.399) | 12.048 |
| Learning Disabilities | 33.802 | (9.871) | 23.931 |
| Mental Health | 11.948 | (5.795) | 6.153 |
| Strategy & Resources | 6.643 | (1.835) | 4.808 |
| Total | 130.486 | (53.780) | 76.706 |

People 2020/21 Budget – Children’s & Families

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|-----------------------------------|-------------------|--------------------|-----------------|
| Director of Children’s & Families | 0.713 | (3.903) | (3.190) |
| Troubled Families | 1.763 | (1.766) | (0.003) |
| Contact Centre | 0.474 | 0.000 | 0.474 |
| Supporting Families against crime | 0.130 | (0.130) | 0.000 |
| Operational Support | 1.426 | (0.005) | 1.421 |
| Training & Development | 0.554 | (0.067) | 0.487 |
| Adoption | 1.351 | 0.000 | 1.351 |
| Special Guardianship Orders | 2.714 | 0.000 | 2.714 |
| Children In Need | 8.576 | (0.112) | 8.464 |

People 2020/21 Budget – Children’s & Families

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|-------------------------------------|-------------------|--------------------|-----------------|
| External Child Care Placements | 7.205 | (0.271) | 6.934 |
| Joint Service for Disabled Children | 3.696 | (0.945) | 2.751 |
| Looked After Children | 16.643 | (3.556) | 13.087 |
| Safeguarding & Quality Assurance | 0.816 | (0.004) | 0.812 |
| Parent Support Service | 0.569 | (0.569) | 0.000 |
| Community Safety | 2.679 | (1.373) | 1.306 |
| Youth Development Service | 0.315 | 0.000 | 0.315 |
| Youth Offending Service | 2.437 | (0.360) | 2.077 |
| Total | 52.107 | (13.061) | 39.046 |

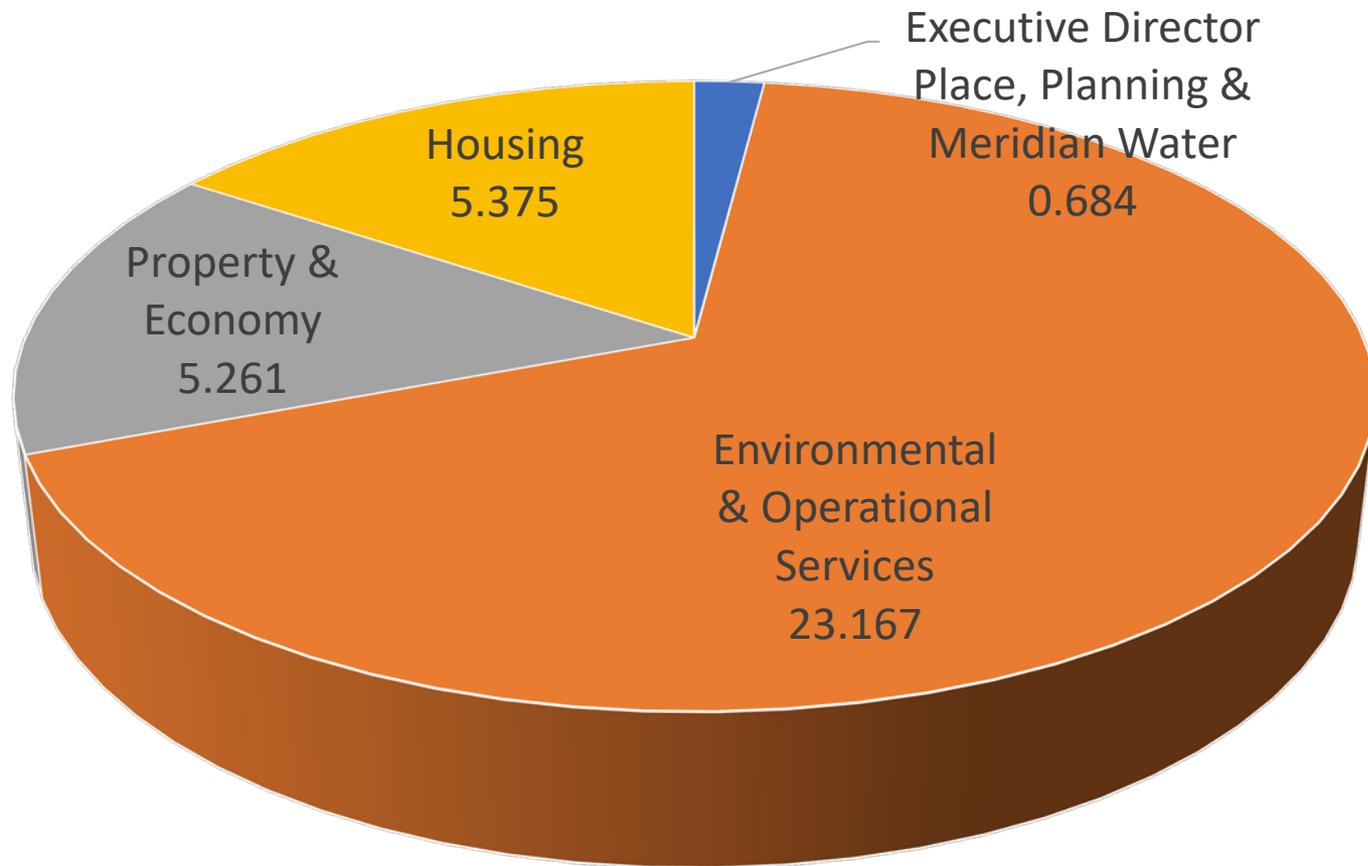
People 2020/21 Budget – Education

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---------------------------------------|-------------------|--------------------|-----------------|
| Schools Budget | 333.623 | (333.623) | 0.000 |
| Early Years | 20.192 | (18.748) | 1.444 |
| School Improvement Service | 5.497 | (5.038) | 0.459 |
| Special Educational Needs | 17.586 | (17.450) | 0.136 |
| Behaviour Support | 2.619 | (2.138) | 0.481 |
| Admissions Services | 1.604 | (1.637) | (0.033) |
| Schools admissions/exclusions/appeals | 0.234 | (0.234) | 0.000 |
| Education Psychology (EPS & SEWS) | 2.112 | (1.486) | 0.626 |
| Asset Management and Development | 0.506 | (0.557) | (0.051) |

People 2020/21 Budget – Education

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---------------------------------|-------------------|--------------------|-----------------|
| School Prudential Costs | 0.248 | (0.248) | 0.000 |
| Central Support | 0.050 | 0.000 | 0.050 |
| Earmarked Central LEA | 0.032 | (0.047) | (0.015) |
| Central Commissioning Education | 3.232 | (3.119) | 0.113 |
| Commissioning and Community | 0.071 | (0.027) | 0.044 |
| Education DMT | 0.705 | (0.376) | 0.329 |
| Executive Director People | 0.321 | (0.224) | 0.097 |
| Non Schools Human Resources | 1.942 | (0.000) | 1.942 |
| Sports | 0.735 | (0.785) | (0.050) |
| Total | 391.309 | (385.737) | 5.572 |

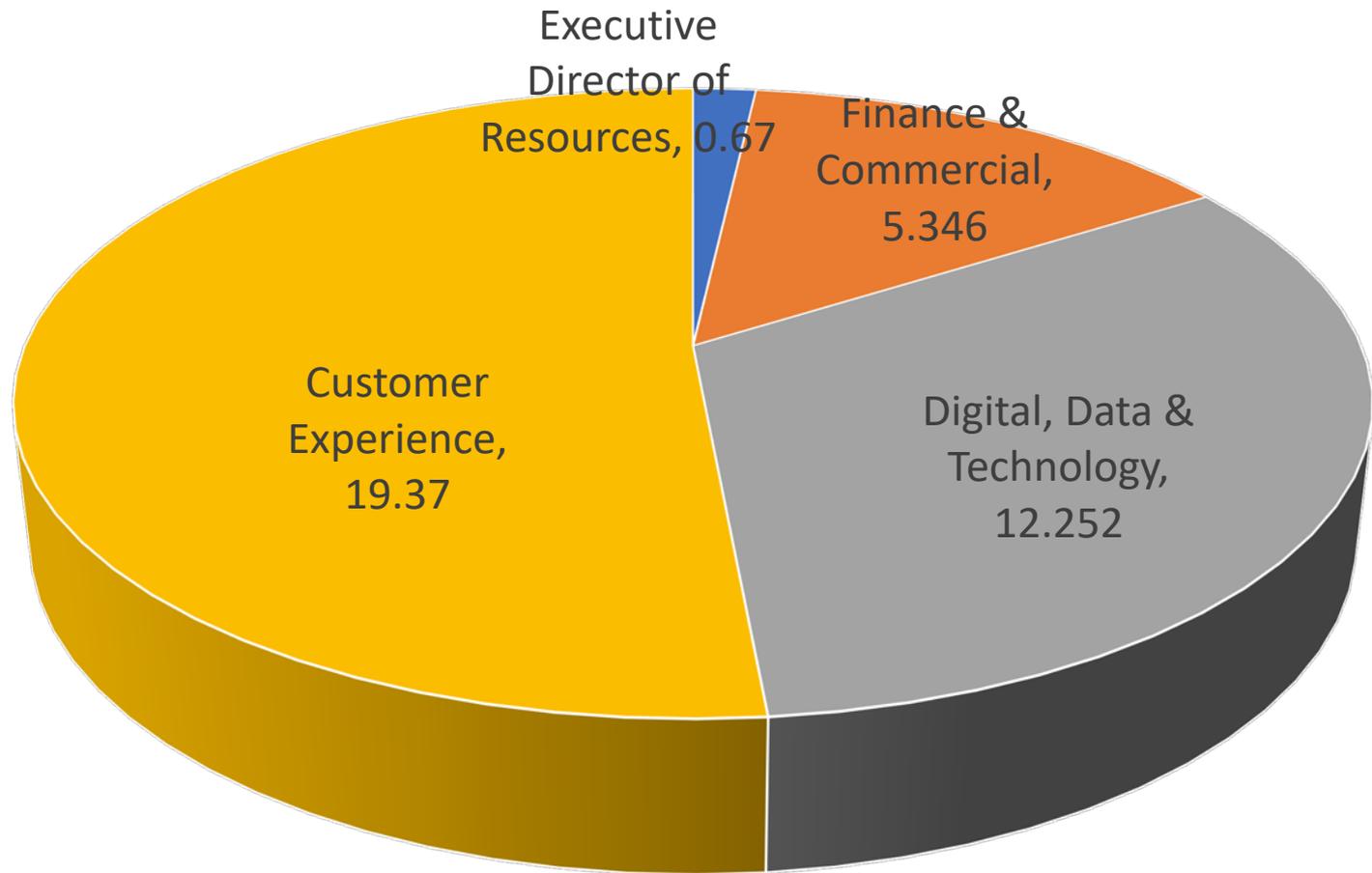
Place Budget £m



Place 2020/21 Budget

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---|-------------------|--------------------|-----------------|
| Executive Director Place & cost of former employees | 1.353 | (0.112) | 1.241 |
| Environmental & Operational Services | 60.855 | (37.688) | 23.167 |
| Planning | 5.546 | (4.502) | 1.044 |
| Property & Economy | 23.824 | (18.563) | 5.261 |
| Housing | 50.054 | (44.679) | 5.375 |
| Meridian Water | 1.939 | (3.540) | (1.601) |
| Total | 143.571 | (109.084) | 34.487 |

Resources Budget (£m)



Resources 2020/21 Budget

| Service | Gross Spend £m | Gross Income £m | Net Spend £m |
|---------------------------------|-------------------|--------------------|-----------------|
| Executive Director of Resources | 0.419 | (0.043) | 0.376 |
| Transformation | 1.647 | (1.353) | 0.294 |
| Finance & Commercial | 15.340 | (9.994) | 5.346 |
| Digital, Data & Technology | 15.915 | (3.663) | 12.252 |
| Customer Experience | 26.821 | (6.288) | 20.533 |
| Housing Benefits | 295.360 | (296.523) | (1.163) |
| Total | 355.502 | (317.864) | 37.638 |

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The Impact of Covid on Performance

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Agenda Item 5

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Striving for excellence



Contents

- Changes in Service Delivery
- Resource Focus
- Changes in Customer Behaviour
- Increasing Web Activity
- An increasing Need
- The Impact on Local Economy
- Staffing Impact
- Impact on Key Performance Indicators (KPIs)
- Next Steps and Summary

Changes in Service Delivery

- Although a number of services were changed and adjusted in terms of their delivery due to Covid 19 the Council remained open for business.
- Changes to delivery included
 - Customer contact diverted to Web and Phone
 - Council Buildings Closed for Face to Face
 - Leisure Centre Activity Suspended
 - Libraries Closed from 23rd March with an extended Digital Offer
 - 2 Flagship Libraries re-opened on 13th July
 - Council Led Art Activities Suspended
 - Theatres Closed
 - Schools Closed
 - Care Homes Affected
 - Youth Centres Closed

Changes in Service Delivery

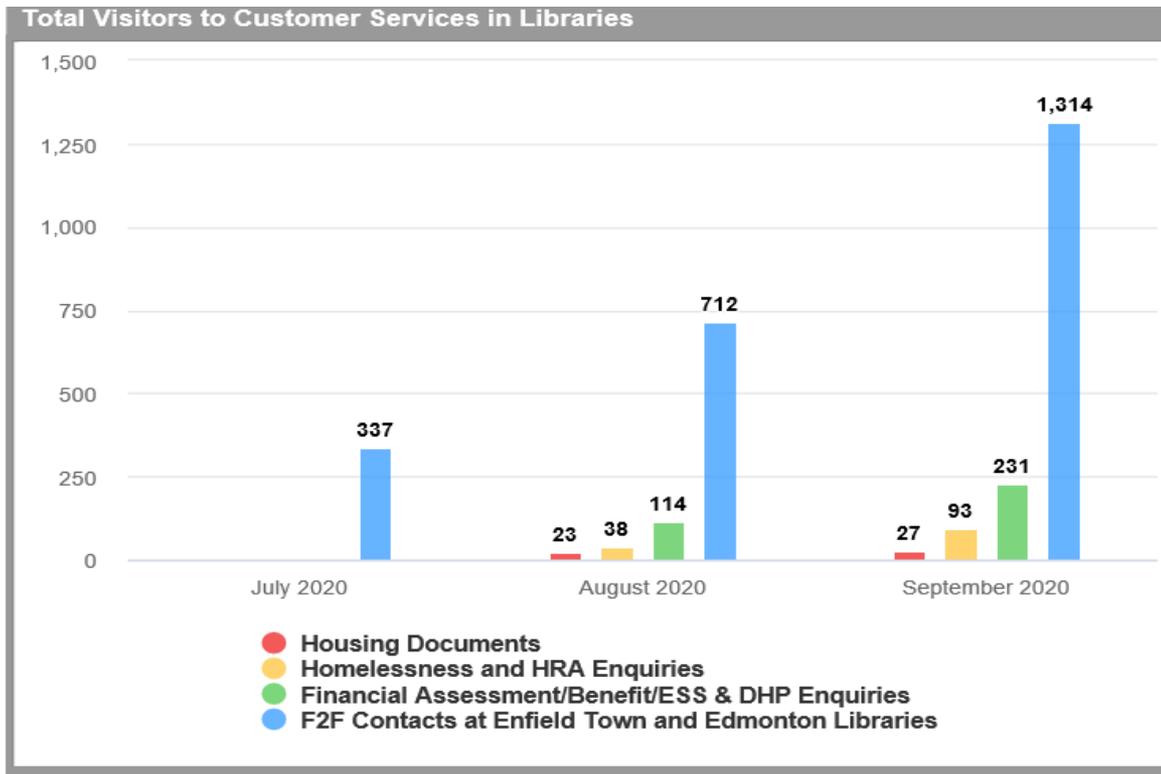
- Nationally Delayed Transfer of Care (DTCOC) Reporting Suspended
- There was a reduced level of Face to Face Assessments and home visits across some services such as Housing and Social Care
- Key developments in services such as Housing to support residents who would have used face to face contact (Next slide)
- Community Hubs have opened with co-located services to offer rounded service to residents

Service Delivery Changes - Housing

- The homelessness services have been at the frontline of the Council's response to the Covid Pandemic. During this period the service has adapted to a completely new way of working whilst also developing and managing a range of new services.
 - Service provided Emergency accommodation
 - Focus and support for Domestic Abuse Team
 - Contacted and Supported TA and NRPF clients
- With John Wilkes House being closed a phone line was established
- All clients contacted to give details of caseworker
- Staff now co-located at Libraries to offer support
- Mobile phones are given to residents with no access to a phone
- Communications and posters have been issued with contact details
- Landlord Line set up
- Outreach team established

Customer Services after re-opening

- Community Hubs are now established at Flagship Libraries
- Visitors increasing to Community Hubs
- Graph shows numbers and reasons for customer visits



Some Resources Diverted

- Enfield Stands Together (EST) established and prioritised as a Council in this period.
- Wide Ranging support offered and appreciated by residents
- Adjusting Service operations in response to Covid
- Additional resources diverted to key tasks
 - Business Rate Relief and Business Grants
 - Council Tax Hardship Funding
 - Support Financial Hardship Referrals
 - Test, Track and Trace
 - Increased Government and MHCLG returns
 - Workforce Planning
 - Emergency Planning (Sitrep) Data Returns
 - Registrars to Register Deaths

Changes in Customer Behaviour

- Covid 19 brought initial changes in the way customers interact with the Council.
- During the initial lockdown between April & beginning of June there was a reduction in customer contact overall;
 - A 51% reduction in Web traffic (April – May),
 - A 11% reduction in Web Payments (April – June),
 - A 5.4% reduction in telephone call volumes (April – June),
 - Face to Face contact was suspended across Libraries and Contact Centres
- In contrast was a sharp increase in Web chats due to matters of Waste collection coinciding with the change over to an alternate weekly collection cycle.
- Whilst Face to Face saw a continued reduction, web and telephony contact increased from end of May onwards.

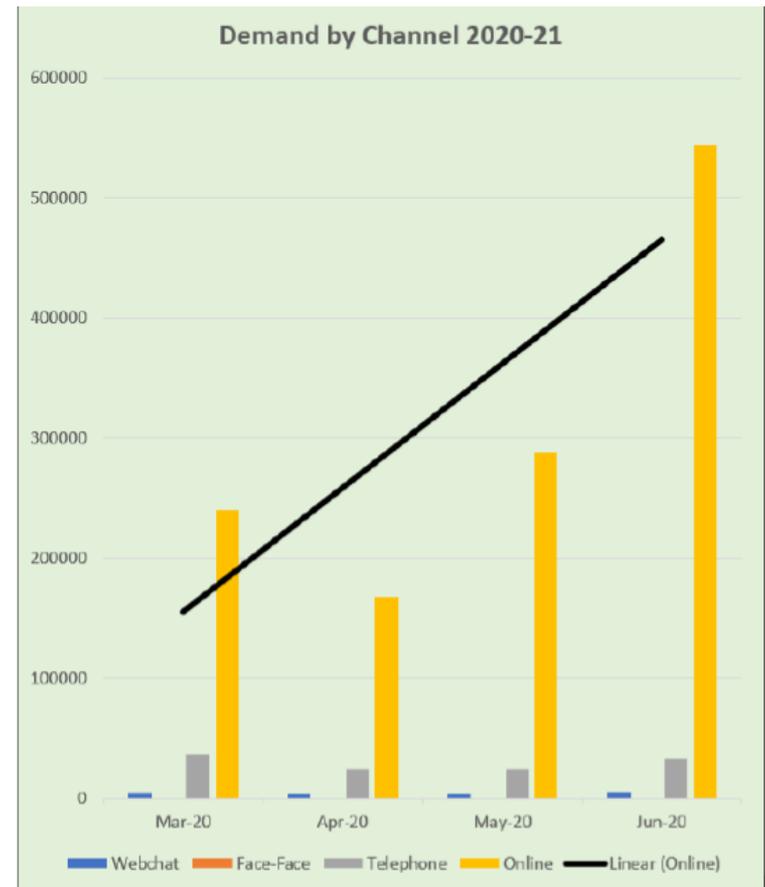
Web Activity

- There was a Increase in Web Activity after May with the following pages popular

23 MARCH – 31 AUGUST, 2020

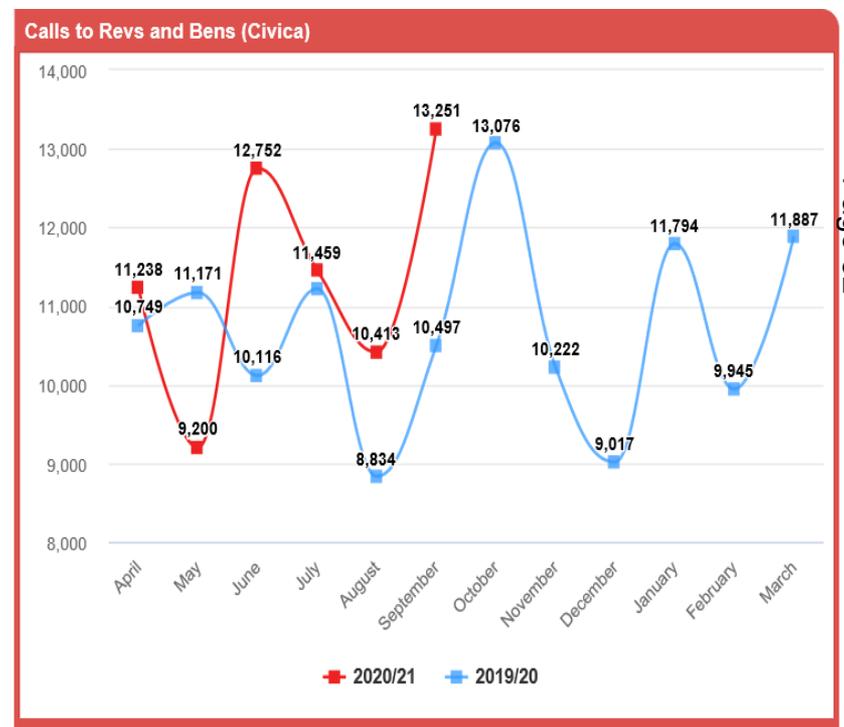
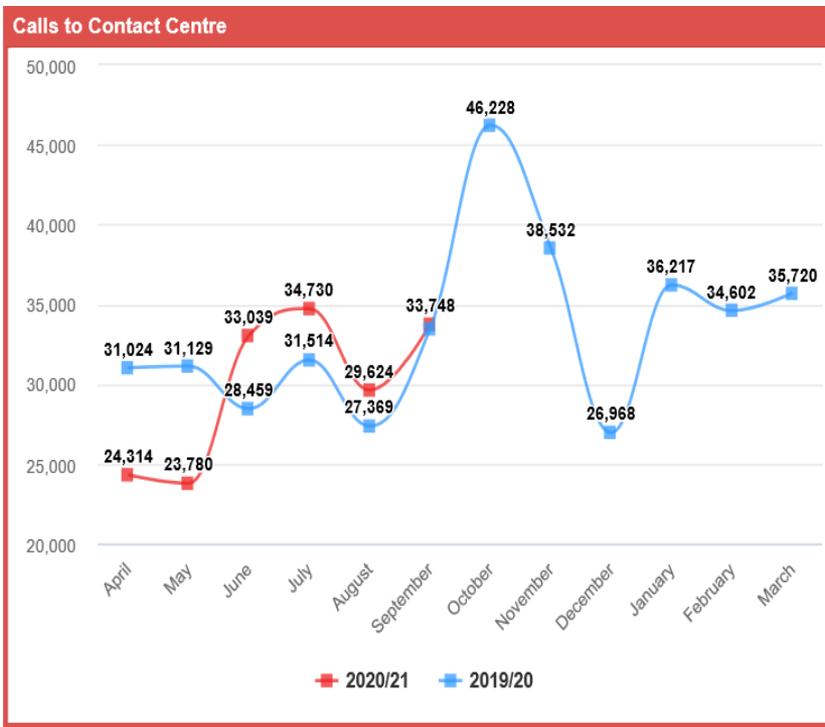
<https://new.enfield.gov.uk/services/your-council/enfield-response-to-covid-19/>

| | |
|--------------------------------|--|
| <u>TOTAL PAGE VIEWS</u> | <u>70,732</u> (3.27% OF 2.1M TOTAL) |
| 1. COVID-19 HOMEPAGE | 26,254 |
| 2. FINANCIAL HARDSHIP | 18,849 |
| 3. REGISTER OFFICE | 3,278 |
| 4. PARKING & TRAVEL | 3,242 |
| 5. LIBRARIES | 2,869 |
| 6. ADVICE FOR BUSINESSES | 1,793 |
| 7. COMMUNITY SUPPORT | 1,467 |
| 8. PARKS AND OPEN SPACES | 1,463 |
| 9. HOMELESSNES | 755 |
| 10. CIVIC CENTRE | 629 |



Increasing call Volume

April and May saw a reduction in calls before a increase in June



Increasing need

- Council Tax Support Caseload increased from 35,862 to 37,096 between March 2020 and September 2020
- Welfare Advice and Debt Support Team commenced in March 2020. Established to support the most vulnerable residents with income and debt issues, preventing homelessness and improving health and wellbeing by working together with our referring partners.
 - By October, 1212 Covid Related Referrals for Financial hardship
 - By October , 419 non Covid Related Referrals
- Increase in Council Tax Queries. Between April and September 46,517 calls compared to 33,864 in 2019 reflecting increased need and work for services.

Impact on local economy

- Covid 19 has had an impact on the wider local economy that impacts our residents
 - Seen through a 6.1% reduction in Business start ups (up to August 2020)
 - 52,800 Enfield residents furloughed (August 2020)
 - Job Claimant numbers in Enfield have risen and in August 2020 stood at 19,265. This equates to 902 job claimants for every 10,000 people of working age in Enfield and compares with a Claimant Rate of 800 for the whole of London.
- Reduction and spend in footfall in Town Centres

Impact on Economy - Construction Projects

- Council is actively monitoring impact on all our suppliers to assess resilience
- Currently 8 suppliers identified as high risk. These are reviewed at Place Procurement Board monthly
- COVID had programme impacts as works had to stop at the peak of lockdown
- Financial impact is still being evaluated and is too early to determine such as cost increases

Staffing Impact

- Council continued to operate fully and efficiently
- Working patterns changed quickly
 - Increase in home working with up to 80% of staff logging on remotely at home
 - Staff working flexible hours to support residents
- Staff were deployed to EST Projects
 - Up to 200 staff for example supporting Phone calls
- Staff sickness increased
 - The Average Sick days lost went up 0.28 days between April and June 2020 in comparison to 2019
 - 2118 working Days lost through Covid Related Sickness
 - A reduction in sickness due to Anxiety and Stress

Impact on Key Performance Indicators

- We are closely tracking Performance across all services
- Performance was maintained across the majority of Services
- Between April-June (Quarter 1) 55% KPIS were rated as Green and were exceeding targets, 16% were Amber and on track. 29% were Red but had mitigation plans in place and many of these were directly impacted by Covid 19.
- Planning and Telephony performance had improved, 2 areas which had been under scrutiny for not achieving targets
- Within the Chief Exec department there has been:
 - Reduced performance in FOI compliance
 - Reduction in resolution of complaints within 8 days
 - Reduction in Compliance with MEQs

Impact on KPIS (Place Department)

- Increase in Temporary Accommodation Numbers
 - 3553 (June 2020) increased from 3474 in March 2020
- Volume of Council Homes Emergency Repairs completed has reduced
 - Contractors were only attending to those classified as emergency or urgent repairs.
- Gas and Safety Checks prioritised for Vulnerable and Shielded residents so a backlog was created
- Increase in Waste volumes as people change work patterns
- Improved performance in Planning
- Land Charge team saw a significant drop off in searches initially and then a big rise from June

Impact on KPIS (Place Department)

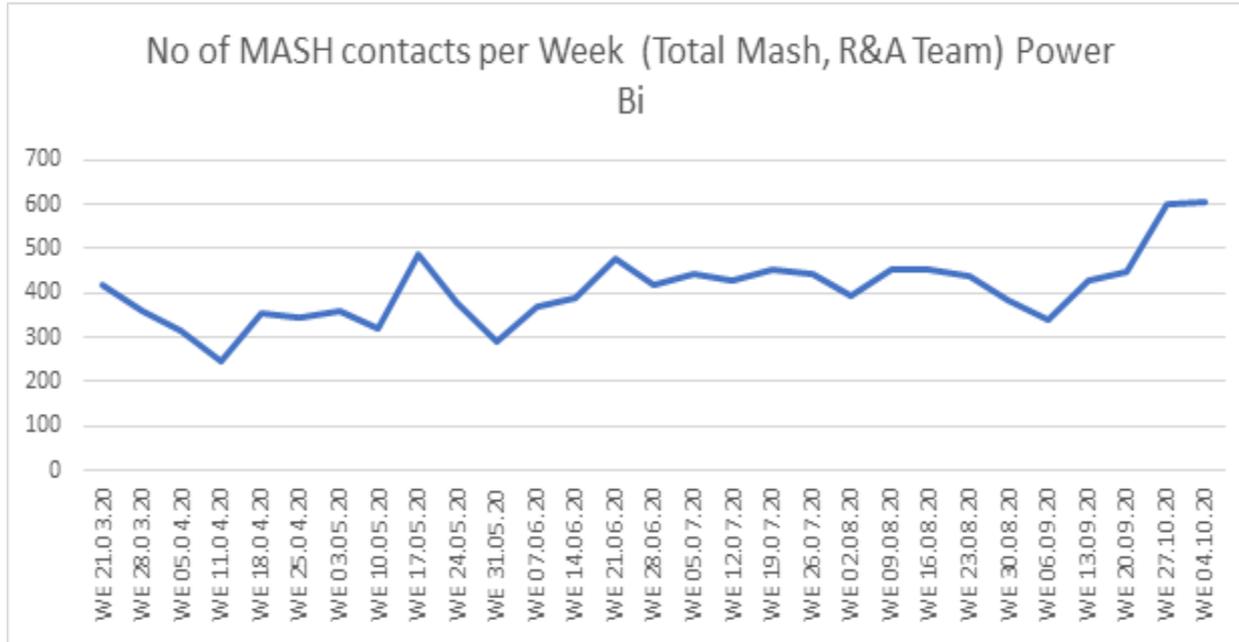
- Has been a Financial and performance impact from Covid 19 from extra costs for Waste and Street Scene Services
 - Kept regular collections going
 - Increasing more rounds as more waste generated for Street Scene
 - Resources diverted to parks management

Impact on KPIS (People Department)

- Lower Admissions to Residential and Nursing Care
- Reduced Percentage of Adults with Learning Difficulties in Employment
 - 15.8% as of June 2020 in employment in comparison with 18.4% last year.
 - Linked to wider impact on Employment figures by Covid
- Adult Social Care Reviews
 - 14.7% Clients reviewed between April and June vs 21.9% same period last year
 - unable to undertake face to face assessment which are the criteria to be reported as this is national criteria
 - Residents supported by phone contact and other methods

Impact on KPIS (People Department)

- Increase in Contacts to Children's Social Care



- There has been a rise in Child Protection Plans
- The Number of Looked After Children maintained
- Domestic Abuse Hub set up supporting residents

Impact on KPIS (People Department)

- Covid had an impact on Community Safety. Some of these saw a positive trend and others a negative trend
 - Residential Burglary, there was a 59.2% decrease from last year
 - 58.3% reduction in Serious Youth Violence
 - 54.5% reduction in Knife Crime
 - Domestic Abuse incidents 21% increase between April and June in comparison same period last year
 - 173% increase in Anti Social behaviour comparing April to June 2019 to 2020

Public Health Commissioning

- Staff redeployment in services delivered by the NHS, this was minimal for the 0-19 service and had more of an impact on the sexual health service.
- All services reduced the delivery of face to face contacts. Systems were implemented to identify patients who could be supported virtually.
- Risk management approaches were quickly implemented to ensure high risk and complex patients were fully supported
- Closure of schools significantly impacted, in particular the performance of the school nursing service, the national child measurement programme, the oral health service and the young people's substance misuse.
- Delivery of pharmacy based services were impacted, sites were able to continue to deliver emergency hormonal contraception, condoms and chlamydia testing throughout the entire period.
- The move to virtual appointments by GP surgeries impacted the delivery of health checks and GP based sexual health services.
- Services are still affected by the pandemic, ongoing use of virtual contacts, some patients reluctant to come to services, schools and parents wanting to minimise contact with additional people and reduced capacity due to infection control procedures.

Impact on KPIS (Resources Department)

- Telephone Answer Rates improved
 - Figure of 97.5% highest in 3 years
- Telephone Average Wait Times reduced
 - 34 second Wait time in comparison 3 minute target
 - Reduction in demand and improved processes
- Customer Services Satisfaction increased with Web Chat and Volumes increasing
 - Increased Demand for Web Chat
 - Training programme rolled out across the service
- Increase in use of E-Books and E-Newsletters in libraries
 - Big increase in Libraries digital offer
- Improved performance in Housing Benefits Overpayments recovered
 - (This is combination of fewer new overpayment recovery cases and a reduction in DWP data matching. The DWP stopped the Council from deducting payments from DWP administered benefits during lockdown and suspended new referrals)

Next Steps and Summary

- Council continues to operate fully and efficiently
- Development of a dashboard with cross council Indicators that looks at demand patterns and pressures to inform all services
- Working with Partners and using information to develop services
- Remodelling KPIS – learning from Covid and supporting the Early Help and Prevention agenda in new Corporate Plan
- Continuing to support Residents and Businesses
 - Exploring kickstart brokerage for SMEs
 - Contacting shielded residents to understand future need and offer Emergency Support
 - Test, Track and Trace
 - Processing payments for those Low income families impacted by Test, Track and Trace
 - Supporting Families to be financially resilient
 - Supporting Vulnerable Residents

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FINANCE AND PERFORMANCE SCRUTINY PANEL

5 NOVEMBER 2020

QUARTERLY MONITORING REPORTS

The following reports are attached:

Revenue Monitoring 2020/21: Quarter 1 (June 2020) – Cabinet
– 16 September 2020 (KD 5198)

Capital Programme Monitoring First Quarter (June 2020) –
Cabinet – 16 September 2020 (KD 5199)

Quarterly Corporate Performance Report – Cabinet – 14
October 2020 (Non key)

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London Borough of Enfield

Cabinet

16 September 2020

Subject: Revenue Monitoring 2020/21: Quarter 1 (June 2020)
Cabinet Member: Cllr. Maguire
Executive Director: Fay Hammond

Key Decision: 5198

Purpose of Report

1. This Report sets out the Council's revenue budget monitoring position based on information to the end of June 2020. The report sets out the position with, and without, the impact of Covid-19 which will demonstrate that the Council was progressing on the journey of establishing a robust and resilient financial position prior to the outset of the pandemic. The report is set out to cover the following:
2. The revenue budget forecast including the impact of Covid-19, Government support and the Council's response is £10.6m overspend. If the impact of Covid19 is set aside, the underlying budget position at quarter 1 is £0.566m overspend which demonstrates the progress on establishing a robust budget. This the concluding headline and is set out in Appendix B, the report is set out as follows:
 - i. Paragraphs 27 to 78 provide the underlying pressures with the General Fund as at quarter 1 of £0.566m after the flexible use of capital receipts are applied.
 - ii. Paragraphs 79 to 114 provides an update on the Covid-19 financial impact of £64.3m. The Government's response in terms of additional funding is highlighted in paragraph 21.
 - iii. Paragraphs 112 to 115 describes the Council's response to the pandemic, savings, income proposals of £9.269m.
 - iv. Paragraphs 23 and 111 discuss the option to run a Collection Fund deficit and the implications of doing so on this year's finances and on going impact.
3. The impact of Covid-19 has been assessed by forecasting the additional expenditure, loss of income and impact on the savings programme, the total forecast is £64.3m.
4. The Government has provided much needed funding of £21.2m to support the Council's response. At the same time the Government also announced further support to help manage the loss of sales and fees and charges income, an estimate of circa £4m has been allowed for in the

current financial position; the government's technical guidance was released on 25 August and the estimated grant will be subsequently updated following a review of the guidance.

5. In year savings of £6.3m have been identified and will contribute towards the series of mitigations that are being put in place to manage the financial pressure. The budget includes a contingency of £3.0m which was set to manage unforeseen circumstances, and this will be planned to be used to help mitigate the Covid-19 pressure.
6. Once the impact of Covid-19 and the in year savings have been considered within the departmental forecasts, the revenue forecast overspend is £2.4m and after the application of capital receipts for transformation purposes of £1.8m, the net overspend is £0.6m.
7. The Government announced that the Council could run a Collection Fund deficit which will provide a benefit this financial year of £19.2m but it should be noted that this is only a short to medium term mitigation.
8. The overall impact on the Council's General Fund is an overspend of £10.6m which will have to be funded from the Council's reserves.
9. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £2.534m. With the £4.482m deficit brought forward from 2019/20, the cumulative forecast deficit at year end is £7.016m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
10. The Housing Revenue Account is forecasting a £0.6m overspend which is a result of the pandemic, without which the HRA would have been forecasting a neutral position.
11. The report provides an update of the level of Earmarked Reserves as at the end of 2019/20 and changes since the Outturn report and a forecast position for the level of reserves as at the end of 2020/21.

Proposals

12. It is recommended that the Cabinet notes the General Fund, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) forecast revenue outturn position for 2020/21.
13. It is recommended that Cabinet note the Covid-19 impact of £64.3m and Council's response to mitigating this pressure.
14. It is also recommended that Cabinet note that without the pandemic the forecast overspend would have been £0.6m for the General Fund and further note the progress made on the journey to setting a robust and resilient budget.
15. It is recommended that Cabinet Members note the updated level of reserves as at 31st March 2020 and the forecast and implications for 2020/21 and over the life of the MTFP.
16. It is recommended that Executive Directors will continue to work with Cabinet Members to implement action plans to reduce the forecast

overspend in 2020/21 and implement savings, whilst managing, mitigating and minimising the Covid-19 financial impact.

Reason for Proposals

17. To ensure that members are aware of the forecast outturn position for the authority, including all major variances which are contributing to the outturn position and the mitigating actions being taken and proposed to manage the financial position for 2020/21.

Relevance to the Council's Plan

18. The General Fund, HRA and DSG Outturn Report sets out how the Council has best used its limited resources to deliver the Council's objectives in 2020/21. These objectives are:
 - i. Good homes in well-connected neighbourhoods
 - ii. Sustain strong and healthy communities
 - iii. Build our local economy to create a thriving place

Background

19. On 26 February 2020, the 2020/21 budget was set by Council. New savings of £9.2m and new income generation plans of £2.7m were agreed for 2020/21. Savings and income proposals agreed from previous years to be delivered in 2020/21 totalled £3.3m. As part of the aim to place the budget in a more resilient position, in 2020/21 £30.1m of growth was included to reflect the demographic, inflationary, investment, capital financing needs, partly offset by a £3.6m benefit from the Pensions Actuarial Review to give a net growth figure of £26.5m.
20. The Council responded rapidly to the Covid-19 crisis ensuring that it supported the community as effectively as possible in very challenging circumstances. This has had a significant financial impact as previously reported to Cabinet in May. At the time the pressures were £68.1m and whilst this has been under continual review and refreshed with the latest forecast at £64.3m the pressure is still the most significant challenge the Council has faced.
21. The Government has provided much needed funding of £21.2m to support the Council's response. This has been in the form of three tranches of Covid-19 support funding i.e. the authority's allocation from the national allocations of £3.2bn and the more recent £0.5bn. At the same time the Government also announced further support to help manage the loss of sales and fees and charges income. The technical guidance on the sales, fees and charges grant income was formally released on 25th August, an estimate of circa £4m has been allowed for in the current financial position, this will be reviewed in the light of this recent guidance.
22. Recent Government announcement will mean that the Council could run a Council Tax deficit which will provide a benefit this financial year of £19.2m but it should be noted that this is only a short to medium term mitigation.

There has been an indication, via the Secretary of State for Housing, Communities and Local Government, that this position maybe reviewed to provide some support for this lost income. This would be welcomed; however, the details are not currently clear and therefore the Council is prudently continuing to review budget options.

23. As set out in the Cabinet report of 15th July, the Medium Term Financial Strategy (MTFS) set out the approach for meeting the Covid-19 financial pressures by seeking in year savings. These in year savings are an essential part of the Council's response in order to be in long term sustainable budget position. After this action and the use of contingency the shortfall is still £29.257m. Taking into consideration the quarter 1 forecast of £0.6m overspend and if the Government's option to run a Council Tax deficit is implemented this will reduce the shortfall to £10.616m.
24. The 2020/21 budget relied on a one-off use of reserves of £1.56m from the Risk Reserve. The potential calls on the Risk Reserve due to Covid19 exceed the available Risk Reserve, and therefore, as set out in the Reserves Section (paragraph 174), a review of the Reserves is underway to identify service specific reserves that can be transferred to the Risk Reserve.
25. The £64.3m financial pressure the Council is facing as a result of the Covid-19 pandemic have been reported collectively and are not included in the department forecast positions. These pressures are covered in paragraphs 79 to 114 and detailed in [Appendix G](#).
26. This report also provides information on the main budget variances and their causes that are affecting the Council across all departments that are not as a result of Covid-19 and these are covered in paragraphs 27 to 78. Although a full budget monitor is carried out each month, variations in this report are limited to variances of at least £50,000 whether adverse or favourable, to provide a greater strategic focus. This report sets out the overall General Fund Revenue; Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) forecast outturn for 2020/21, with details of variations provided in [Appendices C](#) to F (General Fund) and [Appendix K](#) (HRA) and [Appendix L](#) (DSG). The variances detailed in each department are those which the Council would be experiencing without the pandemic, any variances resulting from Covid-19 are detailed in [Appendix G](#). The report also provides a monitor of reserves and balances, which are set out in detail in [Appendix M](#). Use of capital receipts to fund transformation expenditure is summarised in [Appendix H](#).

Main Considerations for the Council

27. **General Fund Quarter 1 Forecast Outturn**
28. Each of the departments has generated a list of the key variances which are contributing to the projected outturn figures and are not resulting from the pandemic. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by

implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where pressures are ongoing these are also being worked up as part of the Medium Term Financial Plan (MTFP).

29. The forecast budget position is set out in Table 1 below. It provides a comparison between the latest budget and the forecast position. This is the total forecast position for the Council, including the effects of Covid-19.
30. Table 2 sets out the Covid-19 associated pressures the Council is experiencing by department.

31. Table 1: General Fund Quarter 1 Projected Departmental Outturn Variances 2020/21

| Department | Net Budget | Total Gross Forecast Outturn | Flexible use of Capital Receipts | Total Net Forecast Variance incl. Covid19 & In Year Savings | Net Variance excl. Covid-19 & In year savings | For information | | |
|---|------------|------------------------------|----------------------------------|---|---|-------------------------------------|------------------------------------|-----------------|
| | | | | | | Covid-19 Total Impact (see Table 2) | Covid-19 Funding / Collection Fund | In Year savings |
| Chief Exec | 11.026 | 11.939 | (0.765) | 0.148 | 0.252 | 0.330 | 0.000 | (0.434) |
| People | 124.626 | 135.704 | (0.045) | 11.033 | 0.345 | 11.908 | 0.000 | (1.220) |
| Place | 34.057 | 47.157 | (0.086) | 13.014 | (0.088) | 15.317 | 0.000 | (2.215) |
| Resources | 37.649 | 44.097 | (0.918) | 5.530 | 0.057 | 5.873 | 0.000 | (0.400) |
| Service Net Costs | 207.358 | 238.897 | (1.814) | 29.725 | 0.566 | 33.428 | 0.000 | (4.269) |
| Corporate Expenses | 33.478 | 35.921 | 0.000 | 2.443 | 0.000 | 4.443 | 0.000 | (2.000) |
| Bad Debt Provisions | 0.791 | 10.596 | 0.000 | 9.805 | 0.000 | 9.805 | *(2.600) | 0.000 |
| Contingency | 3.000 | 0.000 | 0.000 | (3.000) | 0.000 | 0.000 | 0.000 | (3.000) |
| Net Expenditure | 244.627 | 285.414 | (1.814) | 38.973 | 0.566 | 47.676 | 0.000 | (9.269) |
| Expenditure financed by: | | | | | | | | |
| Business Rates | (98.666) | (93.102) | 0.000 | 5.564 | 0.000 | 5.564 | *(5.564) | 0.000 |
| Council Tax | (134.051) | (142.216) | 0.000 | (8.165) | 0.000 | 11.042 | *(11.042) | 0.000 |
| Other non-ring-fenced Government Grants | (10.345) | (36.101) | 0.000 | (25.756) | 0.000 | 0.000 | (25.756) | 0.000 |
| Reserves | (1.565) | (1.565) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| General Fund Corporate Financing | 0.000 | 12.430 | (1.814) | 10.616 | 0.566 | 64.282 | (44.963) | (9.269) |

*These figures total £19.206 which represents the Collection Fund deficit that the Council could run based on the recent Government announcement. Though this benefits the finances for 2020/21, this will need to be recovered over the next three financial years, hence increasing future budget gap in the Medium Term Financial Plan.

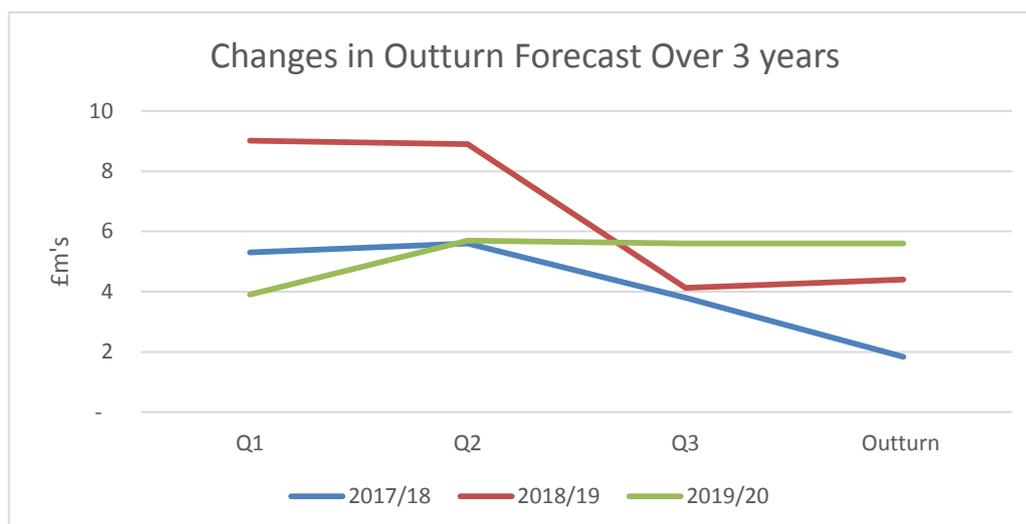
Table 2: Summary of Covid-19 Impact by Department

| Department | Net Budget | Covid-19 Additional Expenditure | Covid-19 Loss of Income | Covid-19 Impact on Savings Programme | Covid-19 Total Impact |
|---|-------------------|--|--|---|----------------------------------|
| | | £m | £m | £m | £m |
| Chief Exec | 11.026 | 0.000 | 0.330 | 0.000 | 0.330 |
| People | 124.626 | 11.535 | 0.373 | 0.000 | 11.908 |
| Place | 34.057 | 5.493 | 8.024 | 1.800 | 15.317 |
| Resources | 37.649 | 1.364 | 3.609 | 0.900 | 5.873 |
| Service Net Costs | 207.358 | 18.392 | 12.336 | 2.700 | 33.428 |
| Corporate Expenses | 33.478 | 4.443 | 0.000 | 0.000 | 4.443 |
| Bad Debt Provisions | 0.791 | 9.805 | 0.000 | 0.000 | 9.805 |
| Contingency | 3.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Net Expenditure | 244.627 | 32.640 | 12.336 | 2.700 | 47.676 |
| Expenditure financed by: | | | | | |
| Business Rates | (98.666) | 0.000 | 5.564 | 0.000 | 5.564 |
| Council Tax | (134.051) | 0.000 | 11.042 | 0.000 | 11.042 |
| Other non-ring-fenced Government Grants | (10.345) | 0.000 | 0.000 | 0.000 | 0.000 |
| Reserves | (1.565) | 0.000 | 0.000 | 0.000 | 0.000 |
| General Fund Corporate Financing | 0.000 | 32.640 | 28.942 | 2.700 | 64.282 |

Budgets shown in Tables 1 and 2 are controllable departmental budgets excluding capital and asset impairment charges, which are not directly controlled by departments.

32. Management actions are ongoing to continue to address all budget pressures, including those related to Covid-19. Management action taken to reduce costs includes reconvening the Pressures Challenge Board to review the most significant pressures being reported. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2020/21 but also to identify whether there will be an ongoing pressure that will need to be considered in the 2021/22 budget setting process.
33. There has been a trend of improvements in budget setting and monitoring at Enfield Council over the past three years to improve the robustness and resilience of the council's finances. As a result of strong financial management and financial leadership, there has been less variation in forecast outturn between quarters in year and these are more accurate forecasts of actual outturn. The outturn position for 2019/20 was an overspend of £5.6m and this was after the flexibility of applying £2.7m of capital receipts had been applied.
34. The above tables show that, had the Covid-19 crisis not occurred, the Council would be continuing that journey of increasing the robustness and resilience of its financial management and forecasting.

35. Chart 1: Trends in outturn forecasting since 2017/18



36. This report provides further information on the budget position as follows:
- Summary narrative for each service area and supported by [Appendices C to F](#) providing additional data and analysis
 - Monitoring information on the progress towards meeting agreed savings and income generation agreed
 - Update on DSG and HRA
 - The financial management key performance indicators set out in [Appendix A](#).
37. **Departmental Monitoring Information – Budget Pressures and Mitigating Actions (net variance, excluding Covid19)**
38. **Chief Executive's ([Appendix C](#))**
39. The Chief Executive's department is forecasting a net adverse variance of £0.252m against a budget of £11.0m after the department has contributed £0.434m to the in year savings to mitigate the financial pressure relating to Covid-19.
40. There is a forecast overspend in Human Resources of £99k resulting from a forecast shortfall in recharge income together with increased staffing expenditure required to support the increased workload including the agency reduction strategy.
41. The Organisational Development service are forecasting a £67k underspend which is mainly due to a salary budget underspends, however the service is also experiencing an income shortfall because of the service is unable to deliver face to face training.
42. Legal services are forecasting to be £0.200m overspent which is predominantly due to an increase in the number of children's social care cases and associated legal costs. These alongside forecast shortfall in recharges and difficulty in achieving structure savings form the basis of the £0.200m overspend.

43. Use of Capital Receipts:

44. The flexible use of capital receipts is forecast as planned and detailed in the 2020/21 Budget Report to fund the Procurement and Commissioning co-managed contract, which is forecast to cost £0.765m for 2020/21.

45. Further details of the Chief Executive department's outturn variations are provided in [Appendix C](#).

46. People ([Appendix D](#))

47. The department's outturn is a £0.3m overspend on a budget of £114.5m. The main variations are as follows:

48. Adult Social Care (ASC)

49. Adult Social Care services are forecasting an overspend of £0.5m across all services, which reflects significant improvement on the £3.2m overspend reported in 2019/20.

50. Key assumptions within the forecast are based on projected activity and year to year trends. However, with the continuation of the effects of Covid-19, use of NHSE funding for hospital discharge cases and increasing use of family and community support, additional activity and spend projections have been added to take account of an anticipated spike in demand and costs from September/October until more certainty around continued government funding through NHSE is in place. This has made trend analysis extremely challenging in year. Additional provider costs due to Covid-19, demographic and inflationary pressures mean the projected outturn, whilst containing an element of risk, may be subject to change in the run up to Winter.

51. The £0.5m forecast overspend is mainly focused in the Learning Disability Service, where continuing demographic pressures are being experienced, alongside increasingly complex cases.

52. Public Health

53. The forecast is a neutral position for Public Health services, though it should be noted that due to the better than forecast outturn position, £0.25m that was transferred to earmarked reserves will contribute to the Covid-19 pressures as part of the department's in year savings.

54. Education, Children's and Families

55. There are only a few General Fund services in Education and the cost of former employees on enhanced pension is forecast to be £0.1m underspend at the year end.

56. Children's and Families services are forecast to be £32k underspent, of which the £0.161m underspend is a result of £0.100m underspend in former unaccompanied asylum seeking children and vacancies within the services and £0.125m is predominately the cost of legal disbursements

incurred. This was identified in the 2019/20 outturn and will need to be included in the 2021/22 MTFP if it can not be contained within existing resources.

57. Whilst the forecast outturn is currently positive it should be noted that the number of referrals is currently lower than usual and once the Schools return this could increase which could then change the forecast to an overspend position.

58. Use of Capital Receipts:

59. The planned use of capital receipts included £45k to fund a 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, this project was delayed as a result of the pandemic, is now being progressed again and forecast to require the £45k as planned.

60. Housing Related Support

61. For the first time in several years, the service is forecasting a neutral position. This is as a result of the significant savings programme that has delivered £8m of savings and the recognition in the MTFP that the pace of delivery of further savings could not match the expected targets, resulting in circa £0.3m being added to the budget in 2020/21.

62. Further details of People outturn variations are provided in [Appendix D](#).

63. Place ([Appendix E](#))

64. The Place department is reporting a forecast £88k underspend once the impact of Covid-19 and offering in year savings of £2.2m have been taken into account.

65. Favourable variances are reported in Traffic & Transportation services of £72k due to additional Traffic Order income, Parking Enforcement of £200k as a result of putting in place additional traffic enforcement and parking control measures, Parks Activities & Engagement of £73k due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments and Strategic Property Services which is forecasting a £232k underspends in the services salary budget.

66. Overspends are forecast in Passenger Transport Service and Culture services which are reporting a £0.120m and £0.500m respectively and these are continuations of previous year's budget pressures.

67. Use of Capital Receipts:

68. The planned use of capital receipts included £60k for the mobilisation costs associated with the implementation of the waste service changes, these have progressed despite the pandemic and the forecast cost is now £86k for 2020/21.

69. Further details are provided in [Appendix E](#).
70. **Resources ([Appendix F](#))**
71. The Resources Department is reporting a net variance of £57k after the application of capital receipts against a net budget of £37.649m. This overspend is after £0.400m of in year savings have been identified and excluding the impact of Covid-19, which is discussed later in the report.
72. The Knowledge & Insights Team and Libraries Services are forecasting a favourable variance due to vacant posts within each service.
73. Whilst an overspend on the 2020/21 budget is forecast in Customer Operations because contract costs relating to 2019/20 have been incurred in this financial year.
74. It should be noted that the pressure in the Court costs income are all reported against Covid-19 and that there was an underlying pressure pre Covid-19 which will be quantified for future reports and will need to be considered in the budget setting process for 2021/22.
75. **Use of Capital Receipts:**
76. The £0.460m reflects the part year impact from implementing the new IT structure, which will reduce the current pressure and is transformational in nature.
77. The forecast net cost of the Transformation Team is by its nature transformation project costs and are planned as described in the Budget Report 2020/21 to be funded by the flexible use of capital receipts.
78. Further details of Resources outturn variations are provided in Appendix F.
79. **Covid-19 Pressures ([Appendix G](#))**
80. **Chief Executive's: net Resources budget is £11.026m; the total estimated additional costs of £0.330m (3.0%)**
81. The impact in the Chief Executive's department continues to focus on the effect on the income and future income generation proposals in the 2020/21 budget. The likelihood of achieving budgeted levels of income and future delivery is low because of a reduction in demand being experienced across services.
82. **People: Adult Social Care (ASC) and Public Health ([Appendix D](#)) – net budget is £76.959m; the total estimated additional costs of £7.8m (10.1%)**
83. The impact on Adult Social Care (ASC) continues to be mainly related to additional cost. The current forecasted pressure is £7.8m. The most significant cost pressures are judged to be additional staffing required at

Bridgewood House to enable taking patients direct from hospital at £0.750m, additional payments to care providers for additional staffing and equipment plus increased care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community of £2.151m and £0.750m additional long term care purchasing costs as a result of the cancelation of routine operations e.g. hip, knee etc. Further costs are still expected to be incurred because of the need for additional staffing across all teams at £1.071m and the closure of both Learning Disabilities and Older People's day centres meaning that increased cost of individuals being cared for at home at £0.500m and an estimated £0.540m for Learning Disabilities placement breakdown. In addition, Covid-19 has also impacted on the departments income through delays in completing financial assessments, with the impact forecasted to be approximately £0.3m.

84. There are some expected additional costs in the Public Health services specifically the closure of Silver Point Clinic, which could drive additional costs for testing for STI's in out of borough clinics.
85. **People: Education – net budget is £5.076m; the total estimated additional costs are £0.150m (3.0%)**
86. The forecast pressure relates to the Government proposal to remove free travel for U18's. The £0.150m was an early assessment and is included in the latest return to the MHCLG. However, since then further analysis has been undertaken using the London Council's calculator tool which reflect that the Council incur charges of circa £0.900m for journeys and the administration of the assessment process dependent on the final decision made by the Government.
87. **People: Children's & Families – net budget is £42.591m; the total estimated additional costs of £3.539m (8.3%)**
88. The additional cost forecast is £3.539m in total, with the most significant costs being due to delays in court days impacting on the length of secure remand placements. This is estimated to cost £0.497m for six months. Care placements and support packages into homes to safeguard children particularly but not exclusively children with SEND and/or severe emotional and mental health needs e.g. could cost up to £0.250m to support 1 child to stay at home with 3 carers 24 hours a day at the most complex end of the scale or it could cost £25k. At an average the forecast is that this will cost an additional £0.900m and the increase in the numbers of children looked after where parents fall very ill could cost £1.150m based on an estimate of 20 children.
89. **Place ([Appendix E](#)) – net budget is £34.057m; the total estimated additional costs of £15.217m (44.7%)**
90. A 3 month rent holiday, covering the period 25th March 2020 to the 23rd June 2020 was agreed for all registered local based charities; community groups; sports clubs and social enterprises, all locally based small and medium sized retail, hospitality and light industrial businesses who occupy

Council owned buildings. The lost income from this was originally estimated to be £1.2 to £1.5m. However, as previously stated the Rent relief or support for any business or organisation beyond this will be on a case by case basis and the current forecast is £0.655m. The Government has provided short term security to tenants and as a result it is expected income to drop further, some of which may not be recoverable in this year.

91. There are several trading services across Place that have been impacted by a loss of demand for services and therefore experience a loss in income e.g. planning, scaffolding etc. The most substantial loss of income though has been experienced in the decline in Parking income because of there being less travel undertaken and less use of car parks throughout the lockdown period, this alone has created a £3.4m forecast loss of receipts.
92. The Mortality Planning Group was mobilised under the London Resilience Strategic Coordination Group and it expanded mortuary capacity across London. The initial estimate of this was around £10m-£12m for the whole of London where the cost of coroner and mortuary provision are allocated based on population size. The original estimated impact was a cost of circa £0.5m, however the actual cost has been received of £0.8m.
93. Operational services such as Waste, Street Cleaning and Parks have all had to incur additional expenditure during the pandemic, these were originally forecast to decline in the 1st quarter but this is expected to be September and a gradual removal of additional resources required by the end of 2020 with a total forecast cost of £1.9m. Alongside this a forecast increase in the amount of waste tonnages produced in the borough has increased the financial pressure by £0.8m though this is reported in the corporate section because the impact will be seen in the levy charges from the North London Waste Authority.
94. The net loss arising from the Temporary Accommodation service is still forecast to increase. An Emergency Housing protocol was introduced in line with Government guidance to take a broader responsibility towards meeting crisis, emergency housing needs, which created increased short term pressures, but this will not necessarily translate into a longer term statutory duty for housing beyond the pandemic. There is, however, an assumption of between 350-700 additional homes being required for the year.
95. There is also an impact on the services strategic plans to decrease the amount of Temporary Accommodation for the following reasons:
96. Reduced ability to move residents on into the private rented sector.
97. Restraint on actions to cease the Council's duty. There is a backlog of circa 600 cases where decisions are awaited. It is anticipated for 25% the Council may not have a duty. However, it would be inappropriate to issue these decisions at this time other by consensus with alternative more suitable accommodation to move to.

98. The budget for 2020/21 was predicated on certain initiatives such as Enfield Let, Capital Letters and growth in the HGL portfolio increasing the amount of Private Rented Sector (PRS) accommodation to avoid the need for Temporary Accommodation.
99. Total unbudgeted exposure based on attached assumptions for the above remains at £3-5m in addition to the agreed net budget. This is on the basis that the operating costs associated with a higher portfolio will be managed from the move-on team that will be redirected to this purpose.
100. The landscape on homelessness has shifted since the pandemic with the rise of the LHA rate to the 30% of the housing market making more private rented sector homes affordable and Boroughs having been aiming to accommodate vulnerable people in borough to ensure the provision of support services. Both these factors and the impact they may have on the Council's ability to prevent homelessness and therefore maintain the strategy of reducing the need for TA need to be kept under review over the coming months.
101. Additional investment into the Homelessness Service has been made through increased MHCLG grant. The service will aim to manage costs within the existing staffing budget. This is subject to understanding the impact of the ending of forbearance measures e.g. suspension of eviction notices and the impact on demand. The service will accelerate the introduction of parts of the new Housing Advisory service to work upstream to attempt to prevent and mitigate the costs arising from this situation.
102. The Council is incurring additional costs for rough sleepers which the Council is attempting to seek additional funding for via MHCLG:
 - i. Additional agency staff to cover for workers that may become ill or are self-isolating: 2 x Rough Sleeper Outreach Workers / Navigators this will cost £40k for 6 months.
 - ii. Self isolation accommodation is likely to be required all year rather than for the 3 weeks of agreed funding. 40 units of self contained accommodation for rough sleepers will be an additional cost of £325k for 6 months.
 - iii. Using Edmonton Travel Lodge as emergency accommodation at a cost of £0.570m
 - iv. Additional costs of deep cleaning, food for self isolating rough sleepers cost will be £20k for 3 months.
103. **Resources: net Resources budget is £37.649m; the total estimated additional costs of £5.873m (15.6%)**
104. The most significant impacts identified in Resources services relate to additional costs and these are an increase in the number of Discretionary Housing Payments which is estimated at £0.500m, reverting IT work packages to deal with the systems, operations, network/infrastructure programme etc. at a cost of £0.900m. There is an estimated loss of income across services in the department of £3.609m with the most significant being the collection of Housing Benefit overpayments, libraries, the schools catering service, music services and recovery of court costs.

The closure of the libraries will impact on the delivery of income generating projects that were agreed for the 2020/21 budget.

105. Corporate

106. A Community Resilience Hub has been established to make emergency payments for rents, provision of food and medical supplies. The forecast cost of these operations is £2m.

107. Personal Protective Equipment has been purchased for use across all Council services excluding Adult Social Care where this is recorded separately for the purposes of the MHCLG return.

108. The Bad Debt provisions for Sundry, Housing Benefit overpayments and Court costs are all reflected as corporate cost and are forecasted to be an additional £7.2m. The impact on the Council Tax and Business Rates Bad Debt Provisions is included in the Collection Fund impact below.

109. Collection Fund

110. The total impact on the Collection Fund is currently forecast to be £19.207m. This can be further broken down by:

| | £m |
|-------------------------------------|---------------|
| Council Tax collection | 11.042 |
| Business Rates collection | 5.564 |
| Collection Fund Bad Debt Provisions | 2.600 |
| Total | 19.206 |

111. The Government has recently announced that Local Authorities could run a Collection Fund deficit for the next 3 years, and this is reflected in the Council's forecasting and current gap. However, whilst this reduces the financial impact in 2020/21 it will have a detrimental impact on future years and increases the budget for 2021/22 by £6.4m as the deficit will need to be recovered.

112. Council's response to Covid-19 pressures

113. In response to the financial pressure, departments have sought in year savings totalling £6.269m and the detail of which is laid out in the "in Year Savings" report KD 5204, which was published on the 10th August 2020. It is also proposed to use the £3.0m contingency budget set for 2020/21 to mitigate the Covid-19 pressures. Therefore, this totals £9.269m for the Council's response as at quarter 1.

114. Another part of the Council's response is to conduct a mid year review of fees and charges which is currently ongoing.

115. Further details of Covid-19 variances are provided in [Appendix G.](#)

116. **Flexible Use of Capital Receipts** ([Appendix H](#))

117. With effect from 2016/17 the Government provided a general capitalisation directive to all councils, giving them the option to utilise capital receipts for revenue purposes. These receipts can be used to finance projects that are designed to generate ongoing revenue savings in the delivery of public services, and/or transform service delivery to reduce costs or demand for services in future years for any of the public sector delivery partners. In the Provisional Local Government Financial Settlement of December 2017, the Government extended this flexibility for a further three financial years, from 2019/20 to 2021/22.
118. The Council is mindful of over reliance on, and the sustainability of, this one-off funding. In the medium to long term, alternative funding will need to be identified to fund any further projects, as capital receipts may not be available, and this flexibility will no longer be available after 2021/22. As set out in earmarked reserves below, it should be noted that the “Invest to Save” transformation reserve remains for future projects.
119. The impact of using capital receipts to fund revenue transformation projects is that these receipts are not available to fund the council’s capital programme and, therefore, increase the council’s borrowing requirements.
120. The Budget Report 2020/21 set out the plan for use of capital receipts this financial year. The forecast is broadly in line with the agreed plan and no new requirements have been identified in this quarter 1 report. The total forecasted call on capital receipts is £1.814m as described in [Appendix H](#).
121. **Achievement of Savings ([Appendix I](#) and [Appendix J](#))**
122. A risk-based approach to the monitoring of savings is undertaken as part of the monthly budget monitoring, where a score is given in relation the value of saving or income and the likelihood of delivery, these are then multiplied together, and the total score provides the following risk ratings:
- Blue - Saving/ income has been fully delivered
 - Green - Saving/ income is on target for delivery
 - Amber - Saving/ income is at risk of delivery
 - Red - Saving/ income is high risk or undeliverable
123. The savings include those that are new for 2020/21 plus the full year effect of previous decisions.
124. Of the £15.1m departmental savings, £3.7m is expected to be fully delivered at this stage. This consists of £0.8m which have been fully achieved and a further £2.9m which are on track for delivery.
125. However, £7.4m and £3.9m are amber or red risk status. These risk ratings are reflected in the forecast outturns for each department and predominantly relate to pressures and delays caused by the pandemic.
126. Further details for each department are summarised in the charts and tables in [Appendix I](#) and [Appendix J](#).

127. Housing Revenue Account (HRA) (Appendix K)

128. The current HRA forecast for quarter 1 is a balanced position, however, due to additional pressures as a result of Covid-19 the additional costs and loss of income are estimated to be £0.643m. This pressure will be maintained within the overall HRA budget.

129. Communal Services

130. Covid related spend in this area is circa £126k to date. It is estimated that the full year costs be £292k due to the following:

131. Agency & Overtime

132. Through April to July, 10 extra agency staff were added to the current 5 (5 ongoing agency within budget) agency staff within the service. Although agency numbers were high, the need for these were essential to maintaining the service.

133. The additional agency were used to backfill full time employees who were quarantining due to underlying health conditions as well as attending emergency requests.

134. Overtime had increased to ensure all communal spaces were cleaned to a safe standard through the peak of the pandemic. This has recently started to decrease as a result of the recent revision of rotations. This will decrease again in September due to overtime hours being reduced.

135. Equipment and Supplies

136. Vital spend to ensure the governments guidance on cleaning and hygiene is adhered to. Purchasing of new machines, chemicals and equipment meant the correct level of cleaning could take place in the communal areas.

137. PPE

138. Beginning of lock down PPE was at its highest market cost due to the national shortage. This spend is based on bulk purchasing to supply Housing and the wider council. This will be an ongoing spend however, will not be reduced to market prices coming down and other teams having access to purchasing PPE. As a caution, a large order will be placed to ensure PPE is available in the case of a second peak

139. ASB Weekend Patrols

140. In line with operation 'LAKENVELDER', the weekend patrols will likely continue until government advice changes on 'social distancing'. Since the commencement in July 2020, the weekend teams have been slightly reduced from the originally capacity.

141. Dwellings Rent

142. The estimated void rate for this year was 1%, data up to week 13 now shows that the average void rate over this period has increased to 1.53%. The table below shows the total rent loss per month for general needs and sheltered properties, these are now let:

| Month | No. Properties Let | Rent loss in period £ |
|--------------------|--------------------|-----------------------|
| May | 5 | 9,140 |
| June | 34 | 20,555 |
| July | 34 | 32,477 |
| still to be let | 18 | 41,401 |
| Total void loss Q1 | 91 | 103,574 |

143. The table shows the total rent loss to date of £104k.

144. **Community Halls**

145. There has been no bookings or usage of the community halls in quarter 1. The amount of £12.5k has been refunded for the bookings that did not go ahead during the quarter.

146. It is assumed that we will get back to income of £20k per month once the nurseries start from September 2020 onwards subject to Covid-19 restrictions on number of children/adults per hall.

147. Last year, our average income for this period was £31k per month. It is hard to predict whether we will reach that capacity with the winter approaching and possible 2nd wave of Covid-19 & government restriction on social gatherings.

148. At this point of time, we will assume that there will be a deficit of £247k from our current budget £374k for 2020-21.

149. **Day to day Service Charge and Major Work Income Collection**

150. **Service Charges**

151. A significant drop in service charge collection for quarter 1 has been anticipated. For the previous financial year, the service was collecting an average of £349k each month. Collection rates have remained very consistent even though all enforcement action has been suspended to date. This was not anticipated but is the likely result of the furlough schemes. Once this government support is removed, it is expected that there will be larger defaults. However, the outstanding balance keeps on going up at around £50k per month, for July the balance stood at £336,564.

| Service Charge amount - | April £ | May £ | June £ |
|-------------------------|---------|---------|---------|
| Collected: | 335,847 | 341,490 | 344,722 |
| Outstanding Balance: | 179,557 | 233,804 | 284,268 |
| Invoiced: | 395,226 | 395,738 | 395,186 |

152. **Major Works**

153. Major works collections have been decreasing in line with our predictions.

| Major Works amount | April £ | May £ | June £ |
|---------------------------|--------------------|------------------|-------------------|
| Collected: | 242,098 | 156,263 | 109,289 |
| Outstanding Balance: | 4,366,212 | 4,214,406 | 4,124,163 |
| Invoiced: | -26,515 | -6,038 | 20,348 |

154. Collections activity was resumed from mid-July, all leaseholders have been sent a letter informing them thereof. The approach is still a very sensitive one with a lot of support and income management advice being offered.

155. **HRA**

156. **Repairs service**

157. As of the 1st of May, Enfield Repairs Direct (ERD) successfully took responsibility as the primary contractor for general building repairs across Council Housing. Whilst being restricted to only delivering essential repairs at the time, ERD have worked alongside its support contractors to ensure it was able to sustain a full essential repair service, delivering all emergency and urgent repairs required throughout the period and subsequent to restrictions being lifted, have and continued to work across the borough to address the backlog of non-essential repairs that have arisen during the period of lockdown.

158. In relation to savings post Covid-19 we have worked to identify revenue savings from the 2020-21 budget, these have included:

- i. The deferral of an £800K external house painting programme
- ii. A targeted reduction in void costs within the year delivering an anticipated £550K saving on the void budget
- iii. Deferred the recruitment of several posts in quarter 1 enabling an increase in the vacancy factor from 2.7% to 5%
- iv. Provisions for income from additional chargeable works that can be undertaken by Enfield Repairs Direct.

159. The above delivers a £1.7m saving in the HRA to date. We continue to work hard to identify and deliver additional 1 year savings however there has been a significant increase in demand for the repairs service since we have been able to schedule non-essential repairs again and this coupled with increased costs associated with PPE, materials and deferrals in the planned programme due to the impact of Covid-19 means we are not in a position to reforecast down the revenue spend further at this point in the year.

160. **Bad debt provision**

161. A review of the bad debt provision is currently being calculated, in line with a full review of all debt across the Council. A 25% Covid-19 impact was applied to the bad debt provision when setting the budget. Early indications based on the current level of arrears has seen a small increase in the arrears balance of 1.4% up to week 13. Once the full calculation is complete, we will be able to identify if the current provision and contribution are sufficient.

162. **Efficiency savings**

163. The HRA Business Plan has an efficiency target of £1.4m to be achieved in this financial year. The following table represents the savings and pressures forecast to ensure the efficiency saving is achieved:

| Savings | £000's |
|--|----------------|
| Vacancy factor from 2.9% to 5% | (264) |
| Repairs - various | (1,700) |
| Garages - voids - removal from system - backdate void loss | tbc |
| Total | (1,964) |
| Pressures | |
| Community hub GF recharge | 250 |
| Civica costs - additional | tbc |
| Total | 250 |
| Covid-19 pressures | 494 |
| Savings | (1,221) |

164. Further work is in progress to achieve the full target and incorporate the Covid-19 pressures that have been identified.

165. Further details of HRA variances are provided in [Appendix K](#).

166. **Dedicated Schools Grant (DSG) ([Appendix L](#))**

167. For 2020/21 Enfield received a total Dedicated Schools Grant allocation of £351.26m and the funding is allocated across four blocks; £267.87m for the Schools Block, £2.68m for the Central Schools Services Block, £25.80m for Early Years and £54.90m for the High Needs Block.

168. In 2019/20 there was a bought forward DSG surplus of £0.38m but due to ongoing High Needs pressures there was an in year overspend of £4.862m resulting in a cumulative outturn deficit of £4.482m which was bought forward to 2020/21. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are placed in borough. There is a SEN expansion programme in place which continues to increase in borough provision through expansion of current provision and the development of additional units and satellite provisions. Over time this will enable more pupils to be placed in borough and reduce the number of pupils placed out of borough in costly independent provision.

169. The in-year forecast outturn position is a deficit of £2.534m. This is due to a net projected overspend in the High Needs Block. The main pressures in the High Needs Block relate to the development of additional in borough provision and the increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools.

170. Therefore, the cumulative forecast deficit at year end is £7.016m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
171. **Movements Since Reported Outturn**
172. The reported level of Reserves stated in the 2019/20 Revenue Outturn Report was £123.3m. Since that report further work was continuing in closing the accounts and producing the Draft Statement of Accounts and the level of Reserves following this work has increased to £129.5m. It should be noted this is the total for the General Fund, HRA and Schools related balances.
173. The most significant change related to the recategorization of CIL balances totalling £4.1m, which had previously been reflected as a liability but as they sit alongside S106 there is a statutory requirement to categorise them as reserves. A further £1.9m was identified through the continue review of the Balance Sheet and these have been added to the Balance Sheet Management Reserve.
174. **Earmarked Reserves (Appendix M)**
175. It is important to recognise that the reserves overall are limited, especially against a backdrop of challenging savings targets for 2021/22 and 2022/23. The importance of maintaining a tight control on spend, delivering on existing savings plans and recovering lost income positions due to Covid-19 cannot be understated.
176. The Risk reserve has significantly reduced over the past couple of years, very likely to be in deficit by end 2020/21. The current balance of the Risk reserve is currently £8.3m but with the current 2020/21 Covid19 shortfall is £7.6m (after applying the specific Covid-19 reserve to the £0.6m forecast overspend) and £1.6m of planned use reserves in 2020/21 budget, the forecast outturn for the Risk Reserve is a deficit of £0.4m
177. A review is underway to see if any of the £11.5m Service Specific and earmarked reserves can be transferred to replenish the risk reserve and offset the current forecast risk reserve deficit.
178. The General Fund Balances are forecast to be held at £13.950m (on a net budget of £231m, i.e. 6%; and borrowing of £1bn). The minimum level of unallocated reserve balances is a decision reserved for the Section 151 Officer, in order to ensure operational efficacy and sustainability of the Council's financial position. The appropriate level of General Fund balances will need to be reviewed of over the course of 2020/21 considering the new risks and uncertainty brought about by Covid-19.
179. The £13m Risk/Smoothing Reserves relating to Council Tax (£133m) /Business Rates (£90m) and Housing Benefits (£290m claim per year) are currently forecast to remain stable over the course of 2020/21.
180. The £26m of Capital and Minimum Revenue Provision reserves are committed for the next five years to smooth any increased budget requirement.

181. The chart in [Appendix N](#) demonstrates the risk associated with the level of reserves held. If the Council does not deliver savings, even under the best case scenario it will run into a deficit on its Reserves during 2022/23. This will be pushed back to 2023/24 if 50% of the savings required are delivered.

182. Medium Term Financial Impact

183. The Council remains in a financially challenging position and the estimated budget gap for 2021/22 is £25.016m.

184. The budget gap for 2021/22 as at when the budget was set in February was £13.265, however since then the additional pressure in the Council Tax Support scheme, an assumption of no Council Tax increase in 2021/22 and an initial view on pressures coming through the regular revenue monitoring as at May 2020, increases that gap to £18.613m. If a Council Tax deficit is run of £19.207m this will need to be replenished over the next three years at £6.402m per year, resulting in an overall gap of £25.016m as stated above.

185. Safeguarding Implications

186. Section to be completed

187. Public Health Implications

188. The Council moved swiftly to safeguard the health of its residents and staff during a period of threat unprecedented in living memory. As previously reported the financial implications of this have been harsh and have reached into every department in the Council. As the council is fundamental to the health of Enfield residents it needs to achieve financial balance.

189. This report notes the work that the Council is and has already undertaken and therefore in and of itself does not have public health implications. However, both the Office for Budget Responsibility (OBR) and the Institute for Financial Services (IFS) have both reported on the negative health effects of the 2008 financial crisis. In order to mitigate the effects of this current crisis the council will need to attain financial balance, consider what the 'new normal' might be and how this might be achieved whilst optimising resident's health.

190. Equalities Impact of the Proposal

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

192. Financial reporting and planning are important in ensuring resources are used to deliver equitable services to all members of the community.

193. **Environmental and Climate Change Considerations**

194. None in the context of this report.

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

196. None in the context of this report.

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

198. The budget risks during 2020/21 will be managed through detailed revenue monitoring reports provided regularly to Cabinet. Departments will take action to minimise budget pressures and align departmental spend to budgets. Action plans have been drawn up to manage controllable pressures in 2020/21.

199. **Financial Implications**

200. Financial implications are implicit in the body of the report. The variances and risks identified through the closure of accounts will be considered in the financial monitoring process for 2020/21.

201. **Legal Implications**

202. The Council has duties within an existing legal framework to arrange for the proper administration of its financial affairs. The recommendations in this report will support the Council in meeting its statutory obligations.

203. **Workforce Implications**

204. None in the context of this report.

205. **Property Implications**

206. None in the context of this report.

207. **Other Implications**

208. None in the context of this report.

209. **Options Considered**

210. Not relevant in the context of this report.

211. **Conclusions**

212. The Council is facing the most significant financial challenge that it has faced and the response to the crisis as laid out in the report and the work undertaken in previous years to create a robust and sustainable budget has

at least put the Council in a strong position. The level of overspend at £10.6m when taken into consideration with the levels of reserves will need continual careful and prudent financial management to ensure the long term sustainability of the Council's finances.

213. However, what has become clear through this 1st quarter monitor is the impact of the progress the Council was making pre pandemic and the £0.6m overspend once Covid-19 is removed from the figures, clearly demonstrates the progress made.

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Date of report: 22nd August 2020

Appendices

[Appendix A: Financial Resilience Key Performance Indicators](#)

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Background Papers

The following documents have been relied on in the preparation of this report:

Revenue Outturn 2019/20 – KD5151

Initial Assessment Report of the Financial Impact of Covid-19 – KD

In year savings 2020/21 - KD 5204

Financial Resilience Key Performance Indicators

A summary overview of financial performance is outlined below in Table 4. This dashboard summary captures the key messages across the Council's main financial areas:

1. Income and expenditure;
2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
3. Cash flow forecasting and management.

Table 3: Summary performance overview

| Financial Indicator | Status | Key Highlights |
|--|---|--|
| Income & Expenditure Position – General Fund year end forecast variances |  | Year-end variances of £10.6m overspend in relation to General Fund net controllable expenditure. However, it should be noted that if the impact of Covid-19 and the Councils response is removed the Net Overspend is £0.6m. |
| Progress to Achieving Savings MTFP (current year) |  | Savings monitoring has identified a total of £3.9m considered a high risk rated/ undeliverable and a further £7.4m that are at risk of delivery. These are reflected in the reported overspend for quarter 1 2020/21. |
| Income & Expenditure Position – HRA |  | The HRA is projecting a £0.6m overspend, which is all related to the impact of the pandemic. |
| Income & Expenditure Position – DSG |  | The DSG forecast is a £2.5m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £7.0m and will be the first call on the 2021/22 grant allocation. |
| Cash Investments; Borrowing & Cash Flow |  | The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return. |
| Balance Sheet - General Fund balances year end projections |  | The outturn for General Fund balances will meet the Council's Medium Term Financial Plan target based on the use of uncommitted reserves to meet one-off overspends in 2020/21. |

Appendix B**Forecasted Financial Position as at Quarter 1**

| | £m | £m | Commentary |
|---|----------|---------------|---|
| MHCLG Return June | | 64.282 | |
| Funding | | | |
| Share of £3.2bn | (17.919) | | Adult Social Care formula for first tranche and population for second |
| Share of £0.5bn | (3.357) | | New Relative Needs Formula |
| Sales, Fees & Charges support (estimate) | (4.054) | | Uncertainty here, 75p in the £ support for losses over 5% against budget. Commercial income excluded but we're only reporting £0.436m. RO form line includes housing rents, client contributions etc. £120.408m in total. |
| Emergency Assistance Grant – Food & Essential Supplies | (0.426) | (25.756) | Grant directed through DEFRA |
| Gap After Funding | | 38.526 | |
| Contingency | (3.000) | | |
| In year Savings (Total of Appendices B to F once finalised) | (6.269) | | |
| | | (9.269) | |
| Gap after Council Response | | 29.257 | |
| Q1 Revenue Pressure | 2.380 | | |
| Applying Flexible Use of Capital Receipts | (1.814) | | |
| Q1 Net pressure | | 0.566 | |
| Gap | | 29.823 | |
| Funded by: | | | |
| Collection Fund Deficit | | (19.207) | As per Government option |
| Gap | | 10.616 | |
| Covid-19 Reserve | | (3.000) | |
| Remaining shortfall | | 7.616 | |

| Chief Executive | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|--|-----------------------|--------------------------------|---|------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Human Resources The overspends relates to anticipated shortfall on recharge income together with increased staffing expenditure to support increased workload including the Agency reduction strategy. | 1.215 | 0.091 | 0.000 | 0.091 |
| Organisational Development There is an expected shortfall in income as the service is unable to deliver face to face training but this is offset by underspends in the services salary budget. | 0.635 | (0.067) | 0.000 | (0.067) |
| Legal Service The forecast overspend is predominantly due to an increase in the number of Children's Social care cases and associated legal costs. | 2.287 | 0.200 | 0.000 | 0.200 |
| Shareholder Strategy Procurement and Commissioning co-managed contract costs funded by capital flexibilities as planned. | 0.000 | 0.765 | (0.765) | 0.000 |
| Other variances | 6.889 | 0.028 | 0.000 | 0.028 |
| Chief Executive Total | 11.026 | 1.017 | (0.765) | 0.252 |

[Return to Chief Executive Narrative](#)

| People | Current Budget (£m) | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance (£m) |
|--|------------------------|---------------------------------|--|-------------------------------|
| Adult Social Care | | | | |
| Strategy & Resources These services include, grants to voluntary organisations, service development Safeguarding Adults and Safeguarding Adults, deprivation of liberty safeguards (dols) as well as brokerage, contract monitoring and Safe & Connected. With an increasing number of dols year on year, there is risk costs may increase with more activity. | 5.096 | 0.000 | 0.000 | 0.000 |
| Mental Health The service is currently projecting a zero variance. | 6.074 | 0.000 | 0.000 | 0.000 |
| Learning Disabilities The service is projected an overspend position as a result of managing demand led services. Savings will continue to be made in year however, demand for services continues to rise as a result of demographics, particularly complex and very expensive transition cases. | 23.923 | 0.465 | 0.000 | 0.465 |
| Older People and Physical Disabilities (the Customer Pathway) The service is currently projecting a zero variance, however with the current situation discussed in the paragraph 53, there is a risk that demand will increase in both residential and community based services. | 32.545 | 0.000 | 0.000 | 0.000 |
| Regulated Services This service includes the day centres, wheel chair, and equipment service and the in house residential and nursing home. These services are currently projected a zero variance. | 10.259 | 0.000 | 0.000 | 0.000 |
| Other Minor variances | 0.809 | 0.028 | 0.000 | 0.028 |

| People | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|--|-----------------------|--------------------------------|---|------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Additional legal costs incurred and Children's safeguarding. | | | | |
| Adult Social Care Sub Total | 78.706 | 0.493 | 0.000 | 0.493 |
| Public Health Grant The Departmental forecast also includes the ring fenced Public Health Grant. The Public Health grant in 2020/21 is £17.29m, this reflects an increase in the grant of grant of £0.905m. The increase in funding includes amounts for the NHS Agenda for Change. Additional pension and pay increases for NHS staff is 9%. There is a risk that demand led sexual health services could result in additional pressures. | (4.456) | 0.000 | 0.000 | 0.000 |
| Public Health Sub Total | | 0.000 | 0.000 | 0.000 |
| Housing Related Support The service is reporting a zero variance, after circa £8m of savings have been achieved in this area. | 2.709 | 0.000 | 0.000 | 0.000 |
| Housing Related Support Sub Total | 2.709 | 0.000 | 0.000 | 0.000 |
| Adult Social Care & Public Health | 76.959 | 0.493 | 0.000 | 0.493 |
| Education | | | | |
| Enhanced Pension costs These are the cost of former employees on enhanced pension and forecasted variance is £0.121m. | 2.016 | (0.121) | 0.000 | (0.121) |

| People | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|---|-----------------------|--------------------------------|---|------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Other variances | 3.060 | 0.000 | 0.000 | 0.000 |
| Education Sub Total | 5.076 | (0.121) | 0.000 | (0.121) |
| Children and Families | | | | |
| Children In Need Minor overspends are reported in the service relating to long term sickness. | 8.285 | 0.014 | 0.000 | 0.014 |
| Looked After Children The £0.161m underspend is a result of £0.100m underspend in former unaccompanied asylum seeking children and vacancies within the services. | 24.382 | (0.161) | 0.000 | (0.161) |
| Young People & Community Safety The underspend is due to the Young Londoners Fund covering projects costs. | 3.721 | (0.046) | 0.000 | (0.046) |
| Joint Service for Disabled Children The overspend is due to an increased demand in overnight breaks, commissioning and Direct Payments. | 2.701 | 0.036 | 0.000 | 0.036 |
| Other Variances This is predominantly the cost of legal disbursements incurred. However, as per the Budget Report a 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 will be funded through the flexible use of capital receipts. | 3.502 | 0.170 | (0.045) | 0.125 |
| Children's and Families Services Sub Total | 42.591 | 0.013 | (0.045) | (0.032) |

| People | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|--------------------------------|-----------------------|--------------------------------|---|------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| People Department Total | 124.626 | 0.390 | (0.045) | 0.345 |

[Return to People Narrative](#)

Appendix E

| Place | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|---|----------------|-------------------------|----------------------------------|-----------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Traffic & Transportation The forecast variance is due to additional Traffic Order income. | 0.179 | (0.072) | 0.000 | (0.072) |
| Parking Enforcement The forecasted variance is a result of putting in place additional traffic enforcement and parking control measures. | 2.320 | (0.200) | 0.000 | (0.200) |
| Waste Services The overspend is due to the mobilisation costs of implementing waste service change. | 8.386 | 0.143 | (0.143) | 0.000 |
| Parks Activities & Engagement This is due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments. | (0.227) | (0.073) | 0.000 | (0.073) |
| Passenger Transport Service The £0.120m relates to the Brokerage Team and is the continuation of the historic pressure as reported in the 2019/20 outturn. | 8.406 | 0.120 | 0.000 | 0.120 |
| Strategic Property Services The £0.232m is from underspends in the services salary budget. | (1.351) | (0.232) | 0.000 | (0.232) |
| Sustainability Team Underspends due to vacant posts and operational budgets. | 0.456 | (0.065) | 0.000 | (0.065) |

| Place | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|--|----------------|-------------------------|----------------------------------|-----------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Culture Services The overspend is continuation of previous year's budget pressure. | (0.095) | 0.500 | 0.000 | 0.500 |
| Other variances | 3.263 | (0.254) | 0.000 | (0.254) |
| Place Department Total | 34.056 | 0.055 | (0.143) | (0.088) |

[Return to Place Narrative](#)

| Resources | Current Budget | Gross Forecast Variance | Flexible Use of Capital Receipts | Net Forecast Variance |
|---|-----------------------|--------------------------------|---|------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| IT The £0.460m reflects the part year impact from implementing the new IT structure, which will reduce the current pressure. | 10.825 | 0.460 | (0.460) | 0.000 |
| Knowledge & Insights Team The forecasted favourable variance is due to vacant posts in the team. | 1.484 | (0.091) | 0.000 | (0.091) |
| Customer Operations An overspend on the 2020/21 budget is forecast as contract costs relating to 2019/20 have been incurred in this financial year. | 1.849 | 0.150 | 0.000 | 0.150 |
| Libraries Vacant posts within the service are contributing towards the favourable variance forecast. | 2.386 | (0.102) | 0.000 | (0.102) |
| Transformation The forecast overspend is transformation project costs and are planned as described in the Budget Report 2020/21 to be funded by the Flexible use of capital receipts. | 0.248 | 0.408 | (0.408) | 0.000 |
| Other variance The flexible use of capital receipts will fund cost incurred in the Payments Programme as agreed in the Budget Report. | 20.857 | 0.150 | (0.050) | 0.100 |
| | 37.649 | 0.975 | (0.918) | 0.057 |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| Chief Executive | | | |
| Loss of income in Legal services | | 0.100 | |
| 25% loss of income in Registrars services in the first quarter | | 0.144 | |
| Schools Personnel service loss of income | | 0.009 | |
| Design and Print service loss of income resulting from school closures and Council partners not placing orders during pandemic. | | 0.080 | |
| People | | | |
| Adult Social Care | | | |
| Additional Social Workers/agency staff-MH | 0.062 | | |
| Additional agency AMHP SWs | 0.041 | | |
| Additional Social Workers/agency staff-OP/PD Social workers and OTs | 0.285 | | |
| Additional Social Workers/agency staff-Enablement staff DTA | 0.154 | | |
| Additional Social Workers/agency staff-LD | 0.048 | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| IWE costs – Enablement staffing costs | 0.420 | | |
| IWE costs – additional equipment from the stores i.e. beds/PPE, equipment to support more rapid hospital discharges. Also, the stores staff are now open for extended hours and providing a service at the weekend. | 0.250 | | |
| 20% additional staff at Bridgewood in preparation for taking patients direct from hospital. | 0.750 | | |
| Safe and connected equipment and software | 0.075 | | |
| Safe and connected and Brokerage- 7 FTE | 0.115 | | |
| Increased costs of Enablement staff and Discharge to Assess staff in MH | 0.061 | | |
| Expenditure on P-cards: food, supplies, care of pets, transport. | 0.412 | | |
| Additional payments to providers, for additional staffing and equipment OP/PD plus increase care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community. | 2.076 | | |
| Additional payments to providers, for additional staffing and equipment MH plus increase care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community. | 0.075 | | |
| Older People – Closure of day centres and additional costs of providing individual care at home. | 0.250 | | |
| One off payments to Social Care providers at £1,000 each for Personal Protective Equipment | 0.250 | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| Additional long term care purchasing costs as a result of cancelation of routine operations, hip, knee etc | 0.750 | | |
| Double running of care costs where carers go are off sick-LD | 0.283 | | |
| Learning Disability Service – closure of day centres and additional costs of providing individual care at home. School and college closures and increased costs to keep people safe | 0.250 | | |
| Learning Disability Service – Placement breakdown | 0.540 | | |
| Risk of rejected costs of Hospital Discharge Programme (ASC & CF) | 0.548 | | |
| Additional respite to support family/carers in the community to prevent hospital admission/carer breakdown | 0.045 | | |
| Employment support and counselling service expanded to cover the whole social care provider network | 0.050 | | |
| Loss of income in Adult Social Care | | 0.362 | |
| Public Health | | | |
| Closure of Silver point clinic, additional costs of out of borough STIs | 0.050 | | |
| Additional use of the e-service for STIs | 0.004 | | |
| Children's & Families | | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|--|------------------------------------|----------------------------|-------------------------------|
| Impact on Secure remand placements as a result of the delay in court dates for long trials | 0.497 | | |
| Care placements, support packages into homes to safeguard children particularly but not exclusively children with SEND and/or severe emotional and mental health needs e.g. it could cost up to £250k to support 1 child to stay at home with 3 carers 24 hours a day at the most complex end of the scale or it could cost 25k. | 0.900 | | |
| Increase numbers of children to look after where parents are very ill. Estimate 20 children ranging in cost from 45k per year to 100k. | 1.150 | | |
| Extra staffing and overtime | 0.200 | | |
| 24 hour support line for foster carers and providers to stabilise placements | 0.012 | | |
| Increase numbers of agency staff | 0.500 | | |
| Block booking placements | 0.140 | | |
| PPE for Children's Services (including Leaving care) | 0.020 | | |
| Other Children's related expenditure. | 0.020 | | |
| Increased support for care leavers, increased allowances and cost of accommodation. | 0.100 | | |
| Education | | | |
| Administration of U18s travel | 0.150 | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| Loss of service income | | 0.012 | |
| Place | | | |
| Homelessness Demand & Price modelling (expenditure) | 1.850 | | |
| 44 emergency bed spaces for rough sleepers | 0.350 | | |
| Homelessness Demand & Price modelling (savings) | | | 1.800 |
| Additional agency staff to cover for workers that may become ill or are self-isolating: 2 x Rough Sleeper Outreach Workers / Navigators this will cost £40k for 6 months. | 0.030 | | |
| Additional costs of deep cleaning, food for self isolating rough sleepers cost will be £20k for 3 months | 0.020 | | |
| Edmonton Travelodge | 0.570 | | |
| In reach support officers | 0.070 | | |
| Deposits/rent in advance for rough sleepers | 0.052 | | |
| Additional staffing cover for refuse/street scene employees due to age of workforce. | 0.897 | | |
| Fleet operatives Covid-19 cover and additional work | 0.203 | | |
| Additional waste management/fleet hire/street cleaning in order to ensure that all waste is collected during Covid-19 crisis | 0.021 | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|--|------------------------------------|----------------------------|-------------------------------|
| Additional waste management fleet hire | 0.283 | | |
| Additional street cleaning only | 0.326 | | |
| Additional duties in Parks & Additional cemetery work | 0.158 | | |
| Reopening Barrowell Green | 0.054 | | |
| Mortuary and funerals (Haringey shared service) | 0.063 | | |
| Delays to street lighting savings | 0.050 | | |
| Additional cleaning, hand sanitizers and materials in council buildings | 0.268 | | |
| Temporary building arrangements | 0.007 | | |
| Economic Development (assisting local businesses) | 0.070 | | |
| Temporary highway interventions to assist social distancing. | 0.050 | | |
| Enforcement of Covid-19 restrictions in parks | 0.102 | | |
| Development Management loss of income across Building control, planning fees | | 0.348 | |
| Land charges loss of income | | 0.100 | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| Loss of CIL income in strategic planning and design | | 0.050 | |
| Highways service loss of income across advertising, skip licences, crossovers, suspension of scaffolding works and staff diverted to non fee earning work. | | 0.308 | |
| The estimated pressure in Traffic & Transportation is due to the reduction of salary recharges to LIP funded schemes, but this has partially been offset through the expected income surplus from Road Traffic Orders. TFL have withdrawn the LIP allocations for 2020/21). But there is a partial recovery plan - i.e. T&T to work more on S106 funded schemes. Therefore, the reported variance is a conservative estimate and will be reviewed in the coming months to reflect changes in S106 or TFL allocations. | | 0.276 | |
| Loss of income in from the boroughs Car parks and Pay & Display | | 0.617 | |
| Loss of income from Parking Enforcement | | 2.820 | |
| Loss of income across Regulatory Services including licensing, food hygiene courses and Pest Control services. | | 0.098 | |
| An increase in income is forecast resulting from an increase in demand during the pandemic. | | (0.185) | |
| Loss of income from commercial and schedule 2 waste services. | | 0.463 | |
| Parks operations loss of income. | | 0.025 | |
| Income loss across Parks activities and engagement which includes sports pitches and events held in parks. | | 0.292 | |
| Estimated loss of income resulting from the contract with the Councils Leisure centre provider and the sports activity programme. | | 0.505 | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|---|------------------------------------|----------------------------|-------------------------------|
| Loss of income from the provision of the Passenger Transport service. | | 0.100 | |
| Loss of income across Strategic Property Services which includes commercial rents, filming income, staff car parking and youth services. | | 0.790 | |
| Reduction in recharges to the Capital programme. | | 0.150 | |
| Net loss of income in Culture services. | | 0.736 | |
| Loss of meanwhile use income at Meridian Water. | | 0.507 | |
| Resources | | | |
| Civica on Demand telephony working at home costs | 0.044 | | |
| Civica on Demand Extra staff - Benefits | 0.067 | | |
| Civica on Demand Extra Staff - Telephony | 0.050 | | |
| Discretionary Housing Payments (DHP) - additional over government allocation | 0.500 | | |
| Additional Resources: Debt Collection/Benefit Maximisation | 0.250 | | |
| Converting to an out of hours service | 0.115 | | |
| Estimated £0.900m, although some of this would have been to deliver projects that are delayed – but mainly that all plans now have to be changed to accommodate Covid-19. | | | 0.900 |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|--|------------------------------------|----------------------------|-------------------------------|
| Additional Kit: Already purchased/purchasing – Keyboards/Mice (£40k), Jabras (£15k), Possibly wi-fi dongles (100 = £10k including usage – maybe more) | 0.091 | | |
| Contingency cost: additional out of hours support, licence increases, capacity and security | 0.121 | | |
| Staff time in Resources teams spent on Shielding | 0.037 | | |
| Customer service overtime and backfill of posts through use of agency staff | 0.089 | | |
| Net loss of income due to library closures | | 0.236 | |
| Net loss of income in schools catering due to school closures | | 0.452 | |
| Music service net loss of income | | 0.040 | |
| Loss of income from Court cost | | 1.031 | |
| Housing Benefit overpayment income collection | | 1.657 | |
| Other Resources services loss of income e.g. recharges | | 0.192 | |
| Corporate | | | |
| Share of increase mortuary and coroners' provision across London. | 0.858 | | |
| Increased residual waste tonnages collected due to extra waste collections and it should be noted that extra Waste has been produced due to the pandemic and lockdown. | 0.860 | | |

| Covid-19 Impact | Additional Expenditure (£m) | Loss of income (£m) | Impact on Savings (£m) |
|--|------------------------------------|----------------------------|-------------------------------|
| Community Resilience Hub | 2.000 | | |
| Contingency for unknown costs | 0.500 | | |
| Personal Protective Equipment across all Council services | 0.200 | | |
| Communications with residents, banners, posters and guidance | 0.025 | | |
| Collection Fund Bad Debt Provisions | 2.600 | | |
| Bad Debt Provisions for Sundry, Housing Benefit overpayments and Court cost income | 7.205 | | |
| Council Tax Collection | | 11.024 | |
| Business Rate Collection | | 5.564 | |
| Covid-19 Total | 32.640 | 28.942 | 2.700 |

[Return to Covid-19 Narrative](#)

Use of Capital Receipts in 2020/21

Appendix H

| 2020/21 Cost of Transformation Initiatives | £m | Planned Savings and Demand Reductions |
|---|-------|---|
| People | | |
| Children's & Families | 0.045 | 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 | 0.765 | 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 | | |
| Exchequer Services | 0.050 | Revenue costs associated with the implementation of PayPoint which forms part of the Payments Programme and the options considered for transforming the Counter Service and face to face payment options. |
| IT | 0.460 | The service is continuing to implement changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered. |
| Transformation | 0.408 | 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 |

| 2020/21 Cost of Transformation Initiatives | £m | Planned Savings and Demand Reductions |
|--|-------|--|
| | | <p>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.</p> |
| Place | | |
| Mobilisation costs associated with the implementation of waste service changes | 0.086 | <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 |

| 2020/21 Cost of Transformation Initiatives | £m | Planned Savings and Demand Reductions |
|---|--------------|--|
| | | <ul style="list-style-type: none"> • 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 to be funded from the Flexible Use of Capital Receipts 2020/21 | 1.814 | |

[Return to Capital Receipts Narrative](#)

Appendix I

Achievement of Savings and Income in MTFP

| Savings by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|-----------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0 | (0.157) | (3.291) | (0.200) | 0 | (3.648) |
| New 2020/21 | (0.300) | (1.842) | (2.465) | (2.409) | (2.250) | (9.266) |
| Savings Total | (0.300) | (1.999) | (5.756) | (2.609) | (2.250) | (12.914) |

| Income by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0 | 0 | 0.444 | 0 | (0.075) | 0.369 |
| New 2020/21 | (0.100) | (0.410) | (1.899) | (0.230) | 0 | (2.639) |
| Income Total | (0.100) | (0.410) | (1.455) | (0.230) | (0.075) | (2.270) |

| Total Savings & Income by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0 | (0.157) | (2.847) | (0.200) | (0.075) | (3.279) |
| New 2020/21 | (0.400) | (2.252) | (4.364) | (2.639) | (2.250) | (11.905) |
| Total | (0.400) | (2.409) | (7.211) | (2.839) | (2.325) | (15.184) |

| Total Savings & Income by Department by Risk Status | CEx | People | Place | Resources | Corporate | Grand Total |
|---|----------------|----------------|----------------|----------------|----------------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| Blue | 0 | (0.107) | (0.737) | 0 | 0 | (0.844) |
| Green | (0.150) | (0.732) | (1.358) | (0.354) | (0.325) | (2.919) |
| Amber | (0.250) | (1.570) | (3.027) | (0.585) | (2.000) | (7.432) |
| Red | 0 | 0 | (2.089) | (1.900) | 0 | (3.989) |
| Total | (0.400) | (2.409) | (7.211) | (2.839) | (2.325) | (15.184) |

[Return to Achievement of Savings Narrative](#)

Savings & Income Monitor

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|---|------------|-----------------------------|
| CEX | CEX | New 2020/21 | Savings | Improve our registration offer to local residents | 1.5 | 0 |
| CEX | CEX | New 2020/21 | Savings | Reduce printing | 3.0 | (50) |
| CEX | CEX | New 2020/21 | Income | Review of recharges | 3.0 | (100) |
| CEX | CEX | New 2020/21 | Savings | Organisational Review Saving | 5.0 | (250) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|--|------------|-----------------------------|
| Corporate | Corporate | New 2020/21 | Income | Review HRA recharges, MRP policy and capitalisations and application of grants | 0.0 | 0 |
| Corporate | Corporate | FYE | Income | Tax base Growth | 1.5 | (75) |
| Corporate | Corporate | New 2020/21 | Savings | Obtain rebates by using Purchase Cards for energy bills and matrix invoicing | 1.5 | (100) |
| Corporate | Corporate | New 2020/21 | Savings | Tail spend savings. Supplier manages spend for the council. Savings achieved through economies | 2.5 | (150) |
| Corporate | Corporate | New 2020/21 | Savings | Take system credits as a one-off saving, then assume £500k each year ongoing saving | 5.0 | (2,000) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|---|------------|-----------------------------|
| People | ASC | FYE | Savings | Reardon Court - Extra Care | 1.5 | 0 |
| People | ASC | New 2020/21 | Savings | Increased use of Assistive Technology and support through the VCS | 1.5 | (100) |
| People | ASC | New 2020/21 | Savings | Reduction in print costs | 1.5 | (25) |
| People | ASC | FYE | Savings | Reduction in management as a result of service re-modelling | 2.5 | (157) |
| People | ASC | New 2020/21 | Savings | Reduced costs of care through early intervention | 2.5 | (110) |
| People | ASC | New 2020/21 | Savings | Maximisation of IWE resource for day services | 3.0 | (90) |
| People | ASC | New 2020/21 | Savings | More efficient processing of DoLs and care of Pets | 3.0 | (40) |
| People | ASC | New 2020/21 | Savings | Review of residential placements to secure appropriate supported living | 5.0 | (200) |
| People | ASC | New 2020/21 | Income | Increased income through fees and charges for chargeable Adult Social Care Services | 7.0 | (320) |
| People | C&F | New 2020/21 | Savings | Reduction in business support (vacant post) | 0.0 | (39) |
| People | C&F | New 2020/21 | Savings | Block booking semi-independent accommodation | 3.0 | (60) |
| People | C&F | New 2020/21 | Savings | Reducing placement cost | 5.0 | (140) |
| People | C&F | New 2020/21 | Savings | Reduction in early retirement pension budget | 0.0 | (58) |
| People | C&F | New 2020/21 | Savings | Reduction in reparation due to Police contribution | 0.0 | (10) |
| People | Education | New 2020/21 | Income | DSG Funding and capital recharges | 1.5 | (90) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|--|------------|-----------------------------|
| People | PH | New 2020/21 | Savings | PH Restructure 1FTE in PH Commissioning Team (part of 970k in MTFP) | 3.0 | (60) |
| People | PH | New 2020/21 | Savings | Reducing Out of borough Sexual Health spend (part of 970k in MTFP) | 4.5 | (100) |
| People | PH | Previous Years | Savings | Public Health Restructure | 5.0 | 0 |
| People | PH | New 2020/21 | Savings | Review of commissioning contracts 0-19 Contract (part of 970k in MTFP) | 7.0 | (810) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|---|------------|-----------------------------|
| Place | All | FYE | Savings | Management actions to contain pressure | 0.0 | (379) |
| Place | All | FYE | Income | Increase income across R&E | 0.0 | (250) |
| Place | All | FYE | Savings | Organisational Review Savings | 0.0 | (198) |
| Place | Env & Ops | FYE | Income | Additional T&T income from recharges to capital | 0.0 | 0 |
| Place | Meridian | FYE | Income | Meridian Water Meanwhile Use income | 0.0 | 1,190 |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|--|------------|-----------------------------|
| Place | Env & Ops | New 2020/21 | Savings | Vehicle Fleet Replacement – through borrowing instead of leasing | 0.0 | (1,200) |
| Place | Env & Ops | New 2020/21 | Savings | In house Parks/Cemeteries contracts efficiency | 0.0 | (50) |
| Place | Property | FYE | Savings | Energy Saving Initiatives | 0.0 | 150 |
| Place | Env & Ops | FYE | Savings | Stop School Crossing Patrols | 1.5 | (34) |
| Place | Planning | New 2020/21 | Income | Increase in fee income from Design Review Panel | 1.5 | (50) |
| Place | Property | New 2020/21 | Income | Genotin Road Car Park Redevelopment | 1.5 | 93 |
| Place | Property | New 2020/21 | Savings | Montagu Industrial Estate Redevelopment | 1.5 | 0 |
| Place | Property | New 2020/21 | Savings | FM Contracts and resourcing (Security contract saving) | 1.5 | (78) |
| Place | Property | New 2020/21 | Savings | lease termination of 59 Church Street retail shop | 1.5 | (40) |
| Place | Property | New 2020/21 | Income | Reardon Court Development Rental Income | 1.5 | 0 |
| Place | Property | New 2020/21 | Savings | Terminate Triangle House Lease | 1.5 | 0 |
| Place | Property | New 2020/21 | Savings | Close John Wilkes House (sale to HRA?) | 1.5 | (20) |
| Place | Property | New 2020/21 | Savings | Insource Cleaning Contract ongoing efficiencies | 1.5 | 0 |
| Place | Property | New 2020/21 | Income | Sub-stations rent reviews | 1.5 | 0 |
| Place | Property | New 2020/21 | Savings | Lease vacant space at Centre 14, Claverings | 1.5 | (20) |
| Place | Env & Ops | New 2020/21 | Income | Traffic order income | 1.5 | (160) |
| Place | Meridian | New 2020/21 | Income | MW retail income (MW Non Residential Rental Income) | 1.5 | 0 |
| Place | Env & Ops | New 2020/21 | Savings | Additional LED streetlight savings | 1.5 | 0 |
| Place | All | New 2020/21 | Income | Inflation uplift on external clients and receipts income | 1.5 | 0 |
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (iv): 1% increase on the TA rent roll | 1.5 | (20) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|--------------|-------------|-----------------|-------------------|---|------------|-----------------------------|
| Place | Env & Ops | New 2020/21 | Income | Commercialisation of the Fleet Workshop | 1.5 | (50) |
| Place | Meridian | New 2020/21 | Income | Staff capitalisation to MW, due to increased staffing levels to meet the revised MW scope | 1.5 | (70) |
| Place | Property | New 2020/21 | Savings | Vacating St Andrews Court | 2.5 | 158 |
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (i): TA void loss | 2.5 | (180) |
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (iii): Additional Decants | 2.5 | (200) |
| Place | Planning | New 2020/21 | Income | CIL and S106 Admin Fee Income to Strategic Planning and Design Team | 3.0 | (50) |
| Place | Planning | New 2020/21 | Income | Fee income from Urban Design / Heritage / Planning consultancy services | 3.0 | (50) |
| Place | Planning | New 2020/21 | Income | Building Control Plan Drawing Service | 3.0 | 0 |
| Place | Property | New 2020/21 | Savings | Close Alan Pullinger Centre | 3.0 | (50) |
| Place | Env & Ops | New 2020/21 | Income | Crematorium Development | 3.0 | 0 |
| Place | Env & Ops | New 2020/21 | Income | Scaffolding Income | 3.0 | (50) |
| Place | Property | New 2020/21 | Income | Reprofiled Holly Hill Bunding Income | 3.5 | (487) |
| Place | Planning | FYE | Income | Building Control Income | 4.5 | (50) |
| Place | Property | FYE | Income | Market Rentals for Council Properties | 4.5 | (50) |
| Place | Env & Ops | FYE | Savings | Waste Savings | 5.0 | (1,800) |
| Place | Env & Ops | FYE | Savings | LED Street Lighting | 5.0 | (250) |
| Place | Property | New 2020/21 | Income | Claverings: close Ark, rent it out | 5.0 | 128 |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|--------------|-------------|-----------------|-------------------|---|------------|-----------------------------|
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (ii): TA Repairs & Maintenance | 5.0 | (250) |
| Place | Env & Ops | FYE | Income | Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery | 7.0 | (390) |
| Place | Env & Ops | FYE | Income | Edmonton Cemetery Expansion - sales of mausolea and vaulted graves | 7.0 | (6) |
| Place | Env & Ops | New 2020/21 | Income | Southgate Cemetery Cemeteries Mausoleum and Vaulted graves sales | 7.0 | 156 |
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (v): High value debt cases | 7.0 | (350) |
| Place | Property | Previous Years | Income | Leisure services | 7.0 | 0 |
| Place | Env & Ops | New 2020/21 | Savings | Parking Contract Renewal | 7.5 | (165) |
| Place | Housing | New 2020/21 | Savings | Homelessness Service Review MTFP £1.0m (iv): Flexible Housing phased over 2 years | 7.5 | 0 |
| Place | Meridian | New 2020/21 | Income | MW Meanwhile use income | 10.0 | (1,309) |
| Place | Housing | FYE | Savings | Temporary Accommodation - Future Years | 10.5 | (780) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------|-------------|-----------------|-------------------|-----------------------------|------------|-----------------------------|
|------------|-------------|-----------------|-------------------|-----------------------------|------------|-----------------------------|

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------------|--------------|-----------------|-------------------|--|------------|-----------------------------|
| Resources | Finance | New 2020/21 | Savings | Update of financial systems. Alternative to SAP & BPC. | 1.5 | 0 |
| Resources | Finance | New 2020/21 | Income | Review of staff capitalisation across the finance team | 1.5 | 0 |
| Resources | Finance | New 2020/21 | Income | Payroll Service expansion to schools | 1.5 | 0 |
| Resources | Finance | New 2020/21 | Savings | Staff savings from implementation of a vendor payment portal | 1.5 | 0 |
| Resources | Finance | New 2020/21 | Savings | Single view of the customer debt | 1.5 | 0 |
| Resources | Finance | New 2020/21 | Savings | Greater automation to reduce staff resources in administering DWP notifications | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Customer Service Centre demand reduction and channel shift | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Reducing costs associated with data storage | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Reducing cost of maintaining staff laptops and devices. | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Application Rationalisation - ongoing reduction of other applications | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Rationalisation of telephony contracts | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Automation of routine processes including the exploration of Artificial Intelligence | 1.5 | 0 |
| Resources | Customer Exp | New 2020/21 | Savings | Reduction in the usage of the interpreting contract | 1.5 | 0 |
| Resources | Finance | FYE | Savings | Payments Programme - new system allowing efficiencies in Exchequer | 2.5 | (200) |
| Resources | Customer Exp | New 2020/21 | Savings | Review of out of hours contracting arrangements; early exit termination fees apply. | 3.0 | (14) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2020-21 £'000 |
|------------------|--------------|-----------------|-------------------|--|------------|-----------------------------|
| Resources | All | New 2020/21 | Savings | Sustainable council: reduction in printing across the council by 15% | 3.0 | (50) |
| Resources | Customer Exp | New 2020/21 | Income | Community Libraries sundry income | 3.0 | (25) |
| Resources | Customer Exp | New 2020/21 | Income | Community libraries. Wireless self service printing to generate income | 3.0 | (25) |
| Resources | Customer Exp | New 2020/21 | Income | Investment in a sensory room for use by individuals, companies and schools | 3.0 | (20) |
| Resources | Customer Exp | New 2020/21 | Income | Makerspaces. Equipping community rooms to support crafting and other skill development | 3.0 | (20) |
| Resources | Finance | New 2020/21 | Savings | Automation of processes and the use of online forms to facilitate savings within the financial assessments and income & debt teams | 4.5 | (20) |
| Resources | All | New 2020/21 | Savings | Organisational Review Saving | 5.0 | (225) |
| Resources | Customer Exp | New 2020/21 | Savings | Re-procurement of bulk printing and postage contract | 5.0 | (200) |
| Resources | Customer Exp | New 2020/21 | Income | Digital support to the UK immigration and visa verification service. | 5.0 | (140) |
| Resources | Commercial | New 2020/21 | Savings | Procurement saving resulting from replacing our digital customer platform | 10.5 | (600) |
| sources | Customer Exp | New 2020/21 | Savings | New arrangements for hosting ICT applications and mobile phone contract reductions | 15.0 | (1,300) |

[Return to Achievement of Savings Narrative](#)

| Housing Revenue Account (HRA) | Current Budget | Forecast Outturn | Variance inc Covid-19 | Variance Exc. Covid-19 |
|--|-----------------------|-------------------------|------------------------------|-------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Supervision and Management (General) *Housing Development & Estate Renewals *Director Housing Management *Tenancy and Estate Management *Income Collection *Re-Housing *Home Ownership & RTB's *Communications | 14.266 | 14.588 | 0.292 | 0.000 |
| Supervision and Management (Special) *Grounds Maintenance *Energy *Communal Services *Sheltered Housing *Concierge & CCTV | 7.595 | 7.595 | 0.000 | 0.000 |
| Repairs Admin *Housing Prof Services *Technical Services | 1.529 | 1.529 | 0.000 | 0.000 |
| Repairs Base: Responsive & Planned | 12.848 | 12.848 | 0.000 | 0.000 |

| Housing Revenue Account (HRA) | Current Budget | Forecast Outturn | Variance inc Covid-19 | Variance Exc. Covid-19 |
|--|-----------------------|-------------------------|------------------------------|-------------------------------|
| | (£m) | (£m) | (£m) | (£m) |
| Rates - Council Tax on Estate Renewals | 0.630 | 0.630 | 0.000 | 0.000 |
| Rates - Business Rates & Council Tax | 0.092 | 0.092 | 0.000 | 0.000 |
| HRA Surplus (to fund Capital) | 3.609 | 3.609 | 0.000 | 0.000 |
| Bad Debt Provision | 0.710 | 0.710 | 0.000 | 0.000 |
| Capital Financing | 24.592 | 24.592 | 0.000 | 0.000 |
| Rents Dwellings | (57.846) | (57.742) | 0.104 | 0.000 |
| Rents Non Dwellings (Shops/Garages/Community Halls) | (3.126) | (2.879) | 0.247 | 0.000 |
| Interest on HRA Balances + RTB mortgages | (0.324) | (0.324) | 0.000 | 0.000 |
| Corporate & Democratic Core | 0.367 | 0.367 | 0.000 | 0.000 |
| Leaseholders Service Charges | (4.942) | (4.942) | 0.000 | 0.000 |
| HRA Total | 0.000 | 0.643 | 0.643 | 0.000 |

[Return to HRA Narrative](#)

| Dedicated Schools Grant | Forecast Variance (£m) |
|--|-------------------------------|
| <p>High Needs Block</p> <p>The main pressures relate to the development of additional in borough provision and the increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools which are partly offset in favourable changes in the Out of borough placements.</p> | 2.534 |
| DSG Total | 2.534 |

[Return to DSG Narrative](#)

Appendix M

| Reserves | 31 March 2020 (Outturn Report) £m's | Change to Statement of Accounts £m's | 31 March 2020 £m's | Forecast Transfers 2020/21 £m's | Forecast Balance 31 March 2021 £m's |
|---|--|---|-----------------------|--|--|
| General Fund | | | | | |
| Risk Reserve | (8.304) | 0.000 | (8.304) | 8.750 | 0.446 |
| Covid-19 Reserve | (3.000) | 0.000 | (3.000) | 3.000 | 0.000 |
| Balance Sheet Management | (2.270) | (1.930) | (4.200) | 0.000 | (4.200) |
| Collection Fund Equalisation EM reserve | (10.543) | 0.000 | (10.543) | 0.000 | (10.543) |
| Housing Benefit Smoothing Reserve | (2.638) | 0.000 | (2.638) | 0.000 | (2.638) |
| North London Waste Authority Reserve | (1.349) | 0.000 | (1.349) | 0.800 | (0.549) |
| Medium Term Financial Planning | (14.530) | 0.000 | (14.530) | 0.800 | (13.730) |
| Smoothing Reserves | | | | | |
| Salix Fund | (0.726) | 0.000 | (0.726) | 0.400 | (0.326) |
| MRP Equalisation | (17.742) | 2.404 | (15.338) | 0.000 | (15.338) |
| Interest Rate Fluctuations | (8.190) | 0.000 | (8.190) | 0.000 | (8.190) |
| Capital Financing Reserves | (26.658) | 2.404 | (24.254) | 0.400 | (23.854) |
| Service Specific Reserves | (11.781) | (2.775) | (14.556) | 3.038 | (11.518) |
| Property | (2.125) | 0.000 | (2.125) | 0.363 | (1.762) |
| Covid-19 Grant | (8.521) | 0.000 | (8.521) | 8.521 | 0.000 |
| Other Grant Reserves | (5.573) | (4.184) | (9.757) | (1.810) | (11.567) |
| Grants & Other Contributions | (14.094) | (4.184) | (18.278) | 6.711 | (11.567) |
| General Fund Usable Reserves Sub Total | (82.762) | (6.485) | (89.247) | 24.496 | (66.185) |
| Insurance | (7.021) | 0.000 | (7.021) | 0.000 | (7.021) |
| General Fund Balance | (13.950) | 0.000 | (13.950) | 0.000 | (13.950) |
| Total General Fund Reserves and Balances | (103.733) | (6.485) | (110.218) | 24.496 | (87.156) |

| Reserves | 31 March 2020 (Outturn Report) £m's | Change to Statement of Accounts £m's | 31 March 2020 £m's | Forecast Transfers 2020/21 £m's | Forecast Balance 31 March 2021 £m's |
|---|--|---|------------------------------------|--|--|
| HRA | | | | | |
| HRA Repairs Fund | (22.320) | 0.323 | (21.997) | 0.000 | (21.997) |
| HRA Insurance | (0.324) | 0.000 | (0.324) | 0.000 | (0.324) |
| Total HRA Reserves | (22.644) | 0.323 | (22.321) | 0.000 | (22.321) |
| HRA Balance | (4.623) | 0.000 | (4.623) | 0.000 | (4.623) |
| Total HRA Reserves and Balances | (27.267) | 0.323 | (26.944) | 0.000 | (26.944) |
| Schools | | | | | 0.000 |
| Schools' Balance | 3.193 | 0.000 | 3.193 | 0.000 | 3.193 |
| Dedicated Schools' Grant | 4.482 | 0.000 | 4.482 | 2.534 | 7.016 |
| Total Schools' Reserves and Balances | 7.675 | 0.000 | 7.675 | 2.534 | 10.209 |

[Return to Reserves Narrative](#)

Chart 2: Reserves Usage over 5 year MTFP



[Return to Reserves Narrative](#)

London Borough of Enfield

Meeting Date : Cabinet 16th September 2020

Subject: Capital Programme Monitor First Quarter (June) 2020

Cabinet Member: Councillor Maguire

Key Decision: 5199

Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of June 2020) of the Council's 10 Year Capital Programme 2020/21 to 2029/30, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows that the 2020/21 forecast year end expenditure for the approved programme is projected to be £336m: £188m General Fund, £119m HRA and £29m Enfield Companies.
3. The report sets out the estimated capital spending plans for 2020/21 to 2029/30 including the proposed arrangements for funding and confirms that the revenue capital financing costs for the programme are provided for in the budget.
4. In February 2020, Council approved the 2020/21 Capital Budget and noted the 2020/21-2029/30 10 Year Programme (KD5026). This included approval for the HRA 10 Year Capital Programme of £1,173m.
5. The 2020/21 Capital budgets includes new programmes, which were approved as part of the budget setting process. These new programmes were described as 'Requested Additions'.
6. Each 'Requested Addition' is subject to a separate individual report, which grants the approval to spend the budget envelope approved by Council. Table 3 paragraph 39, details those projects which have obtained the relevant approval to spend and are included in the approved Capital Programme.
7. Appendix B lists the projects where individual approvals are still required.

Proposal(s)

8. It is recommended that Cabinet notes the inclusion of the following capital programmes and updated grant funding, in the Council's 10 Year Capital Programme, which have been granted approval to spend:
 - Education (KD5082) (School Condition Allocations Grant)
 - Alley Gating (KD5103)
 - Corporate Condition Programme (KD5004)
 - Corporate Property Investment Programme (KD5006)

- Flood Alleviation (KD5103)
 - Highways & Street Scene (KD5103)
 - Housing Adaptations & Assistance (Disabled Facilities Grant)
 - Montagu Industrial Estate (KD4876)
 - Traffic and Transportation (Transport for London & Department for Transport Grants)
 - Vehicle Replacement Programme (KD5057)
 - Housing Gateway Ltd (KD5099)
 - Housing Revenue Account (KD4969)
9. The above capital schemes are itemised in Table 3 'Approved Requested Additions', paragraph 39.
10. Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,746m.
11. Appendix B details requested additions, that are subject to further approval.
12. Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,286m.

Relevance to the Council's Plan

13. The overarching aim of the Council's Capital Programme is to provide a framework within which the Council's investment plans can be delivered. These plans are informed by the Council's strategic objectives as detailed in the Enfield Corporate Plan 2018 to 2022. The objectives are to:
- Deliver good homes in well-connected neighbourhoods
 - Sustain strong and healthy communities
 - Build our local economy to create a thriving place
14. The Corporate plan also identifies 3 guiding principles, which underpin these objectives; they will govern how the Council communicates with residents, works with residents and works as efficiently as possible, including increasing resident access to digital services and transactions.

Background

15. The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. The Council continually strives to maximise external grants and contributions and attract new income streams to fund projects wherever possible and minimise the need to borrow.
16. This is the first report on the Capital Strategy (2020/21) and 10 Year Capital Programme (2020/21 to 2029/30). The report is at the end of the first quarter.

Impact of COVID19

17. The main impact of COVID19 on the Capital Programme is reduced spend in the first 3 months of the financial year. However, this is a period where, traditionally spend is low as a number of programmes are in the mobilisation phase and certain programmes have not started, for example a number of school's programmes traditionally start during the summer holidays.
18. Prior to the quarter one monitor, it was estimated that at least 25% of the current year budget would be reprofiled into 2021/22. The actual reprofiling represents 32% across the total programme, General Fund 37% & HRA 22%. This compares to 28% reprofiling for 2019/2020 quarter one, all of which related to the General Fund.
19. In general departments are optimistic and anticipate that as lockdown is relaxed spend will pick up. Project specific impacts are captured in more detail in the body of the report including reprofiling due to COVID19.
20. A separate review of the Capital Programme is underway to ascertain if there are any programmes which can be delayed to future financial years. The main driver is to reduce the revenue budget requirement in the current financial year. The current forecast of the cost of COVID19 is £64m; reducing or reprofiling capital spend will contribute to the in-year COVID19 financial pressures by reducing the call on revenue budgets to fund loan and interest payments.

Main Considerations for the Council

21. The total Capital Programme, detailing all programmes with the relevant approval to spend is detailed in Appendix A. It shows the revised 10 Year position inclusive of carry-forwards from 2019/20.
22. The capital budget for the current financial year is summarised in Table 1 below and provides the latest position reflecting updated programme expenditure profiles as advised by programme managers.

TABLE 1

| Capital Programme with Spending Approval | 2020/21 Revised Budget | Reprofilin g | Approved Requested Additions | Reduct- ions | 2020/21 Forecast | Actuals | Spend |
|--|------------------------|------------------|------------------------------|----------------|------------------|---------------|-----------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | % |
| Resources | 6,437 | (172) | 0 | 0 | 6,266 | 119 | 2% |
| People | 34,025 | (287) | 4,587 | 0 | 38,324 | 438 | 1% |
| Place | 43,254 | (16,256) | 27,287 | (1,276) | 53,028 | 4,124 | 8% |
| Place-Meridian Water | 137,637 | (47,016) | 0 | 0 | 90,621 | 12,199 | 13% |
| Chief Executive | 57 | 0 | 0 | 0 | 57 | 0 | 0% |
| General Fund | 221,410 | (63,731) | 31,873 | (1,276) | 188,277 | 16,880 | 9% |
| Energetik | 19,726 | (12,784) | 0 | 0 | 6,942 | 1,500 | 22% |
| Housing Gateway Ltd | 46,716 | (30,216) | 5,000 | 0 | 21,500 | 0 | 0% |
| Total General Fund | 287,852 | (106,711) | 36,873 | (1,276) | 216,739 | 18,380 | 8% |
| Place-HRA | 154,616 | (35,333) | 0 | 0 | 119,283 | 5,141 | 4% |
| Total Capital Programme | 442,468 | (142,063) | 36,873 | (1,276) | 336,002 | 23,521 | 7% |

2020/21 Revised Budget

23. The total 2020/21 Revised Budget above, is the original 2020/21 budget (excluding any requested additions) of £413.092m, as reported in the 2020/21 Strategy Report (KD5026) and the carry forward of £29,376m, as reported in 2019/20 Outturn Report (KD5149).
24. Carry-forwards represent a change in the timing of the delivery of the of programmes.

Reprofiling

25. Reprofiling of budgets are changes regarding the forecast timing of expenditure from the approved programme, between financial years, with no reported increase or decrease in budget requirement.
26. At quarter one, £142m is to be reprofiled from 2020/21 to future years, this represents 32% of the revised budget, £107m (37%) General Fund, £35m (22%) HRA.
27. Table 2 below analyses the budget reprofiling, with explanations below the table for the significant items.

TABLE 2

| Budget Reprofiling to Approved Programmes | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | Funding Source |
|---|------------------|------------------|------------------|------------------|------------------|---------------------|
| IT Investment | (91) | 91 | 0 | 0 | 0 | <i>Borrowing</i> |
| Libraries - Access Centres | (81) | 81 | 0 | 0 | 0 | <i>Borrowing</i> |
| RESOURCES | (172) | 172 | 0 | 0 | 0 | |
| Mental Health and Wellbeing | (2,500) | 2,500 | 0 | 0 | 0 | <i>Grant (BCF)</i> |
| Schools' Capital Programme | 2,213 | (2,213) | 0 | 0 | 0 | <i>Grant (ESFA)</i> |
| PEOPLE | (287) | 287 | 0 | 0 | 0 | |
| Allegating | (20) | 20 | 0 | 0 | 0 | <i>Borrowing</i> |
| Electric Quarter | (4,923) | 4,923 | 0 | 0 | 0 | <i>Borrowing</i> |
| Meridian Water | (47,016) | 47,016 | 0 | 0 | 0 | <i>Borrowing</i> |
| Montagu Industrial Estate | (8,647) | 8,647 | 0 | 0 | 0 | <i>Borrowing</i> |
| Town Centre Regeneration | (2,166) | 2,166 | 0 | 0 | 0 | <i>Borrowing</i> |
| Vehicle Replacement Programme | (500) | 500 | 0 | 0 | 0 | <i>Borrowing</i> |
| PLACE | (63,272) | 63,272 | 0 | 0 | 0 | |
| Energetik | (12,784) | (552) | 11,864 | 1,472 | 0 | <i>Borrowing</i> |
| Housing Gateway Ltd | (30,216) | 30,216 | 0 | 0 | 0 | <i>Borrowing</i> |
| COMPANIES | (43,000) | 29,664 | 11,864 | 1,472 | 0 | |
| Place - HRA | (35,333) | 18,998 | 6,859 | 101 | 9,375 | <i>Various</i> |
| HRA | (35,333) | 18,998 | 6,859 | 101 | 9,375 | |
| TOTAL Budget Reprofiling | (142,063) | 112,392 | 18,723 | 1,573 | 9,375 | |

28. Mental Health and Wellbeing (£2.500m): A report will be presented to Cabinet in October 2020 and be considered in the context of the Build for Change project. The project is estimated to start in 2021/22 as new working locations are required for staff, some who are customer facing, whilst the new building is being

constructed. A Mental Health Wellbeing Hub in Enfield will serve the community and deliver services in innovative ways.

29. Schools' Capital Programme (+£2.213m): The budget has been brought forward from future years to reflect the requirements set out in Updated School Condition and Fire Safety Programme 2020/21 to 2021/22 Report (KD5082). The report outlines a proposed programme for the year which has been formulated to address the most urgent conditioning works. Projects have been prioritised for inclusion in the Programme based mainly on technical information from condition surveys.
30. Electric Quarter (£4.923m): The budget is being reprofiled following an examination of all outstanding compulsory purchase order (CPO) claims. However, the specification for the library fit-out and surplus space are yet to be finalised and formally costed, therefore there may be further reprofiling next quarter.
31. Meridian Water (£47.016m): This relates mainly to the reprofiling of £45.7m Housing Infrastructure Fund (HIF) in accordance with the spending profile, which was not available when the budget was originally profiled. £2m relates to waste mound clearance work, which is not expected to be procured until next year. £0.700m is also being accelerated from, the future years master planning budget, as the work is expected to be completed in the current year.
32. Montagu Industrial Estate (£8.647m): Evidence to date suggests that potential claimants will wait for the Council's resolution to grant a Compulsory Purchase Order (CPO) and then confirmation of the CPO Order, before engaging in meaningful dialogue on either acquisition by agreement or settlement through the CPO code. Although offers have been made, a significant number have declined or not yet accepted; negotiations are ongoing. There is a possibility of further slippage as the CPOs may not be confirmed until the end March 2021.
33. Town Centre Regeneration (£2.166m): The total budget is being reviewed and presently attributed to two main schemes: The Liveable Neighbourhoods programme in Enfield Town and the Good Growth Fund in Angel Edmonton. These are at the very early stages, hence the reprofiling.
34. Vehicle Replacement Programme (£0.500m): Reprofiled to 2021/22 due to vehicles not being available. The replacement program for small vans, where diesel vans will be replaced by electric variants. However, the new electric models (which were anticipated being release this year) will not be available for purchase until June 2021.
35. Energetik (£12.784m): The loan drawdowns have been reprofiled to ensure the construction of required infrastructure aligns with the completion of Meridian One, Meridian Two and the Housing infrastructure works.
36. Housing Gateway Ltd (£30.216m): HGL had anticipated purchasing 100 properties in 2020/21 pre-COVID19. Lockdown has delayed potential purchases until September 2020 at the earliest, therefore the company has adjusted its loan drawdown forecasts to reflect the adjustment of its acquisition strategy. The current forecast assumes the purchase of 50 properties in 2020/21.

Approved Requested Additions

37. These are programmes within the approved 10 Year Capital Programme budget envelope), which, are still subject to further approval, to spend the budget envelope.
38. Appendix B details the Requested Additions, where further approval has not been requested.
39. Table 3 below lists the programmes which have now obtained the required approval and can commence spending.

TABLE 3

| Approved Requested Additions | 2020/21 £'000 | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 - 2029/30 £'000 | Total £'000 | Funding Sources (Approval Report) |
|---|------------------|------------------|------------------|------------------|------------------|----------------------------------|----------------|--|
| Education | 4,587 | | | | | | 4,587 | Grant(TBC) |
| PEOPLE | 4,587 | 0 | 0 | 0 | 0 | 0 | 4,587 | |
| Alley Gating | 80 | 0 | 0 | 0 | 0 | 0 | 80 | Borrowing (KD5103) |
| Corporate Condition Programme | 2,500 | 0 | 0 | 0 | 0 | 0 | 2,500 | Borrowing (KD5004) |
| Corporate Property Investment Programme | 5,910 | 11,584 | 0 | 0 | 0 | 0 | 17,494 | Borrowing (KD5006) |
| Flood Alleviation | 130 | 0 | 0 | 0 | 0 | 0 | 130 | Borrowing (KD5103) & Grants (EA) |
| Highways & Street Scene | 7,205 | 0 | 0 | 0 | 0 | 0 | 7,205 | Borrowing (KD5103) |
| Housing Adaptations & Assistance (DFG) | 2,200 | 0 | 0 | 0 | 0 | 0 | 2,200 | Grants - (Better Care Fund: DFG) |
| Montagu Industrial Estate | 3,536 | 1,925 | 20,291 | 7,427 | 180 | 0 | 33,360 | Borrowing (KD4876) |
| Traffic and Transportation | 2,826 | 0 | 0 | 0 | 0 | 0 | 2,826 | Grants (TfL and DfT) |
| Vehicle Replacement Programme | 2,900 | 0 | 0 | 0 | 0 | 0 | 2,900 | Borrowing (KD5057) |
| PLACE | 27,287 | 13,509 | 20,291 | 7,427 | 180 | 0 | 68,694 | |
| Housing Gateway Ltd | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 | Borrowing (KD5099) |
| COMPANIES | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 | |
| Place - HRA | 0 | 0 | 0 | 0 | 0 | 436,651 | 436,651 | Various (KD4969) |
| TOTAL | 36,873 | 13,509 | 20,291 | 7,427 | 180 | 436,651 | 514,932 | |

Reductions

40. £1,276m removed from the overall Capital Programme since the 2020/21 Strategy Report (KD5026).
41. Table 4 below details those budgets which have been removed from the existing approved capital programme.

TABLE 4

| Reductions to the Approved Capital Programme | 2020/21 £'000 | Total Reduction £'000 |
|--|------------------|-----------------------------|
| Vehicle Replacement Programme | (1,276) | (1,276) |
| PLACE | (1,276) | (1,276) |

42. Historically the Vehicle Replacement Programme (VRP) was funded through revenue contributions to a reserve fund. KD5057 approved a change of treatment to fund VRP through borrowing. The original revenue funded budget is therefore being removed from the Capital Programme and being replaced by the addition of a £2.9m capital budget.
43. Table 5 shows the adjustment to the Capital Programme following changes to Requested Additions.

TABLE 5

| Reductions to the Budget Envelope (Requested Additions) | 2020/21 £'000 | 2021/22 £'000 | Total Reduction £'000 |
|---|------------------|------------------|-----------------------------|
| Town Centre Regeneration | (1,000) | (1,000) | (2,000) |
| Montagu Industrial Estate | (3,032) | 0 | (3,032) |
| PLACE | (4,032) | (1,000) | (5,032) |

44. The approved 10 Year Capital Programme included a requested addition of £2m to match fund the Liveable Neighbourhoods projects in Enfield Town and Angel Edmonton. A subsequent review of the existing approved Town Centre Regeneration budget showed that the match funding requirement can be funded from existing approved budgets. The requested addition is therefore not required and has been removed.
45. The requested addition for Montagu in the Strategy Report was £36.392m, but the individual approval for the programme (KD4876) authorised £33.360m. The difference of £3.032m has been removed from the overall Capital Programme.

2020/21 Forecast and Expected Outcomes

46. The 2020/21 revised Capital Programme budget (i.e. forecast) is £336m, as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe expected outcomes for the significant programmes.

Resources

47. IT Investment (£6.016m): This budget is currently allocated across a total of 23 projects delivered by Transformation, ICT and Knowledge & Insights teams.
48. £2.1m is assigned to the Customer Platform Replacement (CRM) project which will provide IT software & hardware to create and manage cases for Enfield residents. The Infrastructure Programme forecasts to spend £0.975m for implementing the Mobile Phone contract and completing the installation of networks and moving away from the data centre.
49. Other IT Investment projects include £0.303m - Build the Change (New Device Rollout); £0.180m - Payments Programme phase 2 (PayPoint/ replacing cashiers & kiosks, e-billing, direct debit & VAT compliance); £0.120m - Libraries Management System; £0.1363m – Liquid Logic and Synergy (Children’s & Schools’ Transformation); £0.055m - Build the Change (SharePoint); £0.044m - Bulk Mail and Transactional Printing; £0.033m - Corporate Intelligence; and £0.032m – Commercial Service Microsite.
50. The balance of approximately £2m is currently unallocated. A review of organisational ICT priorities is underway, following which this will be allocated.
51. Libraries-Access Centre (£0.250m): This project has been developed into a wider Community Hub project concept, which will explore and develop opportunities to promote the LBE prevention and intervention agenda; with a view to harnessing the diversity of resources and assets currently deployed towards tackling, financial hardship, homelessness, mental and public health, deprivation, social housing, education and other allied socio-economic challenges faced by residents. The project has been split into 2 main phases.
52. Phase-1: Re-opening two main Libraries, with Customer Service provision (Access centres) co-locating within the Libraries, as a response to the COVID19, and easing of lockdown.
53. Phase-2: Develop and implement the Community Hub concept that builds on the foundation of Access Centres, with the main objectives to:
 - a. Resolve issues early by connecting and streamlining services;
 - b. Reduce demand for services by empowering residents to self-service;
 - c. Respond to the needs of vulnerable customers and customers with complex service needs, using a range of light touch to ongoing casework methods;
 - d. Build individual and community resilience by providing activities, support, advice, information and guidance on a wide range of topics.

People

54. Reardon Court Extra Care Housing (£7.224m): The project is to deliver a 91-bed extra care facility. A project report is scheduled to be presented to Council in September, which will include an update on the forecast outputs and timescales.
55. Schools Capital Programme (£31.100m): This programme is continually reviewed on a project-by-project basis . The strategy of expansion of school places for SEND children include the following: ongoing expansion of West Lea Special School, Winchmore 6th Form and Autistic Unit and continuing with the programme to rebuild Fern House and Waverley at Honilands.

56. The key maintenance projects involve roofing, heating and domestic hot water systems in various schools including Oakthorpe, as well as fire alarm and protection services at various schools. The forecast spend also includes professional fees and retention amounts.

Place

57. Southgate Cemetery (£0.799m): This project will deliver 363 chambers and 24 mausolea (as well as the drainage scheme) for the whole site (i.e. including phase-1 of 95 burial chambers and 24 mausolea). Work is progressing and currently its anticipated that works will be completed within the current financial year.
58. Flood Alleviation (£1.280m): £0.792m is estimated for works on Turkey Brook, £0.168m on Haselbury Neighbourhood, £0.150m on Enfield Chase, £0.150m on Four Hills Public Realm and £0.020m spend on Enfield Town Alleviation. Works on these projects will reduce the risk of flooding to homes in the borough, enhance underutilised green spaces and improve the public realm. These include construction of rain gardens, and other features to reduce surface water runoff, wildflower swales, creation of 60 hectares of woodland and a path linking Trent Park and Hilly Fields.
59. LED Street Lighting (£5.137m): This project will replace the borough's street lights with LED units. The installation programme was held up for approximately 2 months due to COVID19, but the contractor has now re-commenced installation. The programme completion is still due before the end of this financial year. Project outputs achieve significant reductions in electricity consumption with associated reductions in revenue costs and carbon emissions as set out in the Climate Action Plan recently agreed by Cabinet. Completion of installations due by December 2020.
60. Highways & Street Scene (£7.037m): £4.376m relates to estimated works on carriageways, £1.257m on Footways and £0.848m on structures, bridges and watercourses. Various other works on parks and streetscene, including works on trees, street nameplates etc. Contractors will be carrying out planned works to carriageways and footways as identified by inspectors throughout the year. There will also be the removal of deteriorating tree stock and the replacement with young healthy trees. This work is seasonal and will be carried out between November and February. All of these works will improve carriageways, footways and the general streetscene within the borough.
61. Tennis Courts Works at Broomfield Park (£0.514m): This involves the refurbishment of the courts at Broomfield Park. Approval from the planning committee was granted on the 7th of July, with a start date of August 2020. Highways are currently in discussions with contractors.
62. Vehicle Replacement Programme (£2.400m): This will allow for the continuation of the fleet replacement program, as well as the additional requirements, should the proposal to return the contract back in-house be agreed.
63. Traffic and Transportation (£3.506m) – This is an indicative budget and work is ongoing with the service to update this. Discussions are ongoing with TfL to agree

revised budget allocations and deliverables. A full update will be provided in the Q2 Report.

64. Meridian Water (£90.621m) .The following milestones are forecast to be delivered in 2020/21:
 - Delivery of a revised masterplan incorporating the Council's vision and strategies for Meridian Water;
 - Purchasing the land required to deliver the non-rail strategic infrastructure funded by the Housing Infrastructure Fund (HIF) grant;
 - Completing the planning and design for the rail and non-rail strategic infrastructure funded by the HIF grant;
 - Relocation of the gas Pressure Reduction Station (PRS) on Willoughby Lane to enable development of Meridian One and future development of Phase 4;
 - Delivery of the meanwhile strategy for Meridian Water to maximise revenue income and place-making;
 - Delivery of the Building BLoQs meanwhile scheme;
 - Complete purchase of London affordable rent units at Meridian One from Vistry and;
 - The delivering of an employment strategy for Meridian Water and a Skills Academy.
65. Corporate Condition Programme (£3.269m): The programme will deliver works on various sites including St Andrew's Court, Church St. Recreation, Edmonton Cemetery Chapel and others. Works on Civic Centre are estimated to be circa £1.4m and £0.382m for Beech Barn Farm.
66. Corporate Property Investment Programme-CPIP (£7.168m): The programme specifically aims to support the delivery of the Council's Strategic Asset Management Plan (SAMP) in the management of operational and commercial investment buildings. Expected outputs for CPIP include the start of improvements to General Fund residential properties, rural farms and park assets.
67. CPIP works have commenced on the renovation of the Enfield Highway Library Building which will enable the relocation of the Independent Learning Disabilities Services (ILDS) from St Andrew's Court, resulting in a better working environment, improved service delivery and savings on rental expenditure.
68. CPIP will also be focussed on the Civic Centre; expectations for 2020/21 include the toilet refurbishment for B-Block and alteration works to the Civic Reception area. There will be data gathering and feasibility costs for further developments at the Civic Centre, including proposals for the Civic Centre Business Hub.
69. Electric Quarter (£1.830m): This will deliver the fit-out of the library and surplus space. There may be extra costs for the decentralised energy network which is currently being investigated.
70. Genotin Road -Metaswitch (£10.472m): The fit-out works are being finalised and due to complete in December 2020. Metaswitch (now owned by Microsoft) will be in occupation in January 2021.

71. Montagu Industrial Estate (£6.000m): Key outputs to be delivered include obtaining CPO resolution and phase-1 planning approval. Offers to acquire property interests will be made to all freeholders and leaseholders by December.
72. Town Centre Regeneration (£0.500m): Forecast outcomes for 2020/21 includes completing the landscape architect brief for the Liveable Neighbourhoods scheme in Enfield Town and early design work for the Good Growth Fund in Angel Edmonton.
73. Housing Adaptations & Assistance -Disabled Facilities Grant (£2.200m): quarter one has seen 38 approved cases waiting for works to start/complete, with a further 45 cases being processed. Works have resumed back on sites and we expect this to ramp up over the next few weeks. Social Service have a backlog of work waiting to assess and process. An influx of referrals is expected in late summer/early autumn.
74. Energetik (£6.942m): The forecast outputs include a Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter, setting up of a construction site, sewer diversions and commencing build of the Energy Centre at EcoPark, as well as Meridian Water heat network pipe installation.
75. Housing Gateway Ltd (£21.500m): HGL continues to assist Enfield residents through providing a further avenue to obtain suitable housing. It also helps to reduce the time that service users may spend in temporary accommodation. HGL is on target to acquire 50 properties in 2020/21.
76. Refer to paragraph 93 onwards for the HRA expected outcomes.

Actuals

77. The actual spend as at Q1 was £26.5m (including accrued recharges of circa £3m).
78. The actuals at quarter one also includes outstanding accruals estimated at £2.01m, of which £1.23m, relates to the LED Conversion scheme in Highways.

Financing the Capital Programme

79. Table 6 sets out the current financing position for the 2020/21 to 2029/30 Capital Programme.
80. Overall Financing

TABLE 6

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26- 2029/30 | TOTAL |
|---|---------|---------|---------|---------|---------|---------------------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| External Sources- Grants & Contributions | 38,380 | 42,454 | 41,182 | 7,698 | 180 | 0 | 132,753 |
| LBE Resources-Reserves & Capital Receipts | 1,860 | 2,660 | 0 | 688 | 0 | 0 | 5,208 |

| | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Borrowing | 176,479 | 248,904 | 2,078 | 513 | 0 | 0 | 425,115 |
| Total General Fund | 216,719 | 293,998 | 43,260 | 8,899 | 180 | 0 | 563,076 |
| External Sources- Grants & Contributions | 14,004 | 14,450 | 49,048 | 6,460 | 9,464 | 80,900 | 174,326 |
| LBE Resources- Reserves & Capital Receipts | 21,688 | 48,912 | 50,606 | 72,633 | 81,696 | 197,751 | 473,286 |
| Borrowing | 83,591 | 82,998 | 101,360 | 94,101 | 15,376 | 158,000 | 535,426 |
| Total HRA | 119,283 | 146,360 | 201,014 | 173,194 | 106,536 | 436,651 | 1,183,038 |
| Total Programme | 336,002 | 440,378 | 244,274 | 182,093 | 106,716 | 436,651 | 1,746,114 |

81. Financing: Capital Grants

TABLE 7

| Department | 2020/21 | Funding Sources |
|-----------------------------------|---------------|--|
| | £'000 | |
| PEOPLE | | |
| Extra Care Housing: Reardon Court | 1,000 | Greater London Authority (GLA) |
| Schools' Future Programme | 24,010 | Education and Skills Funding Agency (ESFA) |
| Total PEOPLE | 25,010 | |
| PLACE | | |
| Flood Alleviation | 792 | GLA, Thames21 and Environment Agency |
| Tennis Courts Works | 514 | Environment Agency (EA) |
| Meridian Water | 9,864 | Housing Infrastructure Fund |
| Housing Adaptations (DFG) | 2,200 | Disabled Facilities Grant (BCF) |
| Total PLACE | 13,370 | |
| Total GENERAL FUND | 38,379 | |
| Housing Revenue Account: | | |
| Development Programme | 14,004 | Greater London Authority |
| Total HRA | 14,004 | |
| Total Capital Grants | 52,384 | |

82. Table 8 summaries the current S.106 and Community Infrastructure Levy (CIL) receipts and other external contributions as at Q1 2020/21.

TABLE 8

| | S106 Balance as at Q1 (£'000) | CIL Balance as at Q1 (£'000) |
|--------------------------------|-------------------------------|------------------------------|
| Opening Balance 2020/21 | 4,460 | 4,184 |
| In-Year Receipts 2020/21 | 136 | 259 |
| Allocated – Revenue | (27) | 0 |
| Allocated – Capital | 0 | 0 |
| TOTAL s106 Balance | 4,570 | 4,443 |

83. Much of our planned s106 spending will be focused on small-scale improvement works to directly mitigate the impact of development. This includes:

- supporting supply chains, apprenticeships and local employment opportunities (through the Build Enfield programme)
- improvements to cycle lanes and routes
- highway and streetscape improvement schemes as part of the healthy streets' agenda

- school expansion schemes that will serve borough-wide needs including the specialist provision.

84. CIL spending is decided on an annual basis. Spending is allocated to support infrastructure projects that are in line with the priorities set out the capital programme. An update will be provided in the Q2 report.

HRA Capital Programme

85. Table 9 below summarises the HRA 10 Year Capital Programme.

TABLE 9

| HRA APPROVED CAPITAL PROGRAMME | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26-2029/30 | TOTAL |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Asset-Led Works | 5,607 | 15,096 | 3,000 | 0 | 0 | 0 | 23,703 |
| Demand-Led Works | 2,365 | 2,350 | 2,550 | 2,350 | 0 | 0 | 9,615 |
| Fire-Led Projects | 10,189 | 26,750 | 9,186 | 4,200 | 0 | 0 | 50,325 |
| Stock-Condition-Led Works | 18,468 | 18,274 | 29,649 | 28,957 | 14,539 | 71,195 | 181,082 |
| Development Programme | 51,368 | 65,454 | 149,538 | 133,435 | 89,943 | 363,831 | 853,569 |
| Dev. Prog.: Bury Street | 6,822 | 9,071 | 2,876 | 778 | 0 | 0 | 19,546 |
| Dev. Prog.: Electric Quarter | 5,668 | 6,683 | 0 | 0 | 0 | 0 | 12,351 |
| Estate Regeneration | 4,035 | 1,861 | 32 | 0 | 0 | 0 | 5,928 |
| Estate Regen.: Alma Towers | 10,771 | 456 | 3,730 | 3,159 | 1,777 | 1,515 | 21,407 |
| Estate Regen.: Ladderswood | 189 | 160 | 250 | 110 | 110 | 110 | 929 |
| Estate Regen.: New Avenue | 3,405 | 205 | 205 | 205 | 166 | 0 | 4,186 |
| Estate Regen.: Small Sites 1 | 398 | 0 | 0 | 0 | 0 | 0 | 398 |
| Total HRA | 119,283 | 146,360 | 201,014 | 173,194 | 106,536 | 436,651 | 1,183,039 |

HRA Budget Reprofileing

86. Table 10 analyses the HRA budget reprofileing, with explanations below the table for the significant items.

TABLE 10

| HRA Budget Reprofileing | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | Total |
|----------------------------------|-----------------|---------------|--------------|------------|--------------|----------|
| Asset Led Works | (8,072) | 13,996 | 3,000 | 0 | 0 | 8,924 |
| Demand Led Works | 0 | 27 | 227 | 27 | (3,323) | (3,042) |
| Fire Led Projects | (3,832) | 16,934 | (1,063) | (250) | 0 | 11,789 |
| Stock Condition Led Works | (9,323) | (10,259) | 615 | 324 | 3,323 | (15,320) |
| Development Programme | (1,360) | (7,074) | (817) | (2,540) | 8,471 | (3,320) |
| Development Prog.: Bury Street | (12,746) | 9,071 | 2,876 | 778 | 0 | (22) |
| Estate Regeneration | 0 | (139) | 32 | 0 | 0 | (107) |
| Estate Regeneration: Alma Towers | 0 | (3,623) | 1,791 | 1,812 | 627 | 607 |
| Estate Regeneration: Ladderswood | 0 | 160 | 250 | 110 | 110 | 630 |
| Estate Regeneration: New Avenue | 0 | (960) | (50) | (160) | 167 | (139) |
| Total HRA Reprofileing | (35,333) | 18,997 | 6,859 | 101 | 9,375 | 0 |

Asset Led Works

87. A revised planning application was submitted for the external works in Upper Edmonton, which has delayed the start date. The budget has been re-profiled to reflect this.
88. The Cambridge Road West project has experienced delays in the tendering process due to COVID19 factors. The tender period was extended to reflect amendments to the quality questions and bidders were experiencing difficulties in completing site surveys for their submissions. The project is due to start on site before the end of the financial year and the budget has been re-profiled to reflect this.

Fire Led Projects

89. The procurement duration has been extended to make provision for changes to scope of works, these works will be within recommended standards.

Stock Condition Led Works

90. The boroughwide decent homes programme was due to start in 2019/20, however, due to the detailed procurement process required to ensure service and contract delivery, these projects have been delayed. The programme including, electrical works, heating and insulation works, replacement kitchen and bathrooms, did not commence until the end of the financial year. Term contracts have now been procured to deliver a three-year programme of decency led works, however COVID19 restrictions have meant that these works have experienced further delays.

Development Programme

91. The 2020/21 pipeline included Upton and Raynham and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start on site has been delayed and the budget re-profiled.
92. The Bury Street West development has seen delays of 12 weeks due to COVID19 restrictions. There has also been a delay in the applications for payment, the budget has been reprofiled to reflect the latest payment plan.

HRA Capital Programme: Expected Outcomes for 2020/21

Council Housing Investment Programme

93. In line with the Better Council Homes programme, investment in the Council's housing stock is a priority to bring it up to the Decent Homes Standard, address building safety risks and to reduce the need for responsive repairs. This has resulted in programmes that fundamentally aim to tackle the aging infrastructure in the stock and address at a root cause level the persistent problems such as leaks and lift failures.
94. Major and Minor Works have now been reclassified into: Demand-Led Works, Stock-Condition Works, Asset & Fire-Led projects, to reflect their scope and purpose.

Asset-Led Works

95. This year's programme, is focused on replacing external elements of the building fabric that have reached the end of their functional life, ensuring homes are weather tight and free from damp before winter.
96. Programmes include the replacement of flats roofs; rainwater goods; external brickwork and concrete repairs; replacement windows and doors and the redecoration of timber elements, to protect them from deterioration and extend their life span.
97. Works will benefit circa 600 homes across three Estates: Enfield North, Cambridge Road West and Upper Edmonton.
98. A standalone project is being undertaken at Churchbury Road to address structural and latent defects in the wall construction and window installation . This scheme will also incorporate improvements to the thermal performance (Standard Assessment Performance (SAP) ratings) and fire integrity, as a result of the opening of the wall structure.
99. The aged communal boiler plant at Pruden Close Sheltered block, is being replaced with a new ground source heat pump (GSHP) in line with the Councils Carbon reduction strategy, which will also deliver more efficient, reliable and cost-effective heating and hot water for residents.

Demand-Led Works

100. A new term contractor has been engaged to enable the delivery of in-flat aids and adaptations works, although access to undertake works, has been impacted by COVID19. Delivery is being monitored and the programme re-prioritised where we are unable to access homes.
101. £500k has been allocated to address failing water infrastructure at the four Exeter Road blocks, enabling the Council to bring forward the replacement of water supply and waste pipework, to mitigate the impact of re-occurring leaks on residents, benefitting 340 households.
102. In addition, at the request of residents, a budget of £20k has been allocated to the Exeter Road blocks to seal the existing internal bin chutes and make external bin storage provision to address noise and foul odours.
103. The above works will be delivered via the planned building safety programme, currently being scoped, with works due to commence on site in January.
104. We are currently awaiting the results of a stock wide structural survey programme, to allocate this year's structural remediation budget.
105. A proportion of the annual environmental improvements budget has been allocated to several schemes nominated by colleagues across the housing department, to address a variety of concerns raised by residents regarding:
 - Potholes in vehicle routes
 - Resurfacing of roads and pedestrian pathways
 - Paving replacement
 - Provision of external bin stores

106. Survey works are currently underway across several estates, including Joyce and Snells, Oswalds & Newdales and others, to identify priority works that need to be undertaken.

Fire-Led Projects

107. Walbrook House - As one of our High-Rise pilots, the scheme will encompass a full deep retrofit of the block, encompassing cladding and thermal improvements; replacement windows; new heating source; lateral main upgrades and active and passive fire safety system improvements.
108. The building will be the first of our high-rise residential buildings to achieve our EPC B target and be carbon neutral, delivering warmer, safer and more cost-efficient homes to 123 households.
109. Design team appointments have now been made up to RIBA stage 3 and a number of preliminary enabling work packages are currently being tendered.
110. Several meetings have taken place with Energetik to explore connecting the block to the heating network, as a cost and time effective alternative to the installation of a Ground Source Heat Pumps. A full options appraisal is awaited.
111. In order to speed up delivery and ensure the block is re-clad in the shortest possible timescales and mitigate potential health impacts to residents as we enter the winter months, a Rule 16 exemption has been secured.
112. Bliss & Purcell Houses: External works to re-clad the blocks were successfully delivered last year, this second package of works, looks to improve internal active and passive systems; replace aged expired water supply and waste services and improve building security. Works are due to commence on site next month.
113. Planned lift replacement works will be delivered in accordance with residents' preferences.
114. Channel Islands (4 blocks – 200 homes): As above, this package of works looks to replace the age expired water and service infrastructure, whilst upgrading existing active and passive fire precautions. Tenders have been returned and the project is at pre-award stage.
115. Brittany House (Sheltered scheme – 89 homes): Brittany as the Council's tallest sheltered scheme is being retrofitted with sprinklers to ensure the safety of residents, in line with current best practice. A number of internal active and passive fire safety works are also being completed.
116. The project has been delayed, as residents are still being shielded in line with Government advice. The package has now gone to tender, and we expect to commence on site (subject to Government guidance re shielding) in the new year.
117. Building Safety Works packages (five packages – 1,000 homes): This year sees the start of our main programme of building safety works across our high-rise residential buildings, to ensure that we meet our existing and future statutory duties under the forthcoming Building Safety Bill and residents are safe in their homes.

118. Works at 20 tower blocks, which equates to 1,000 homes has been prioritised within this year's programme;
- Jackson & Swinson Houses
 - Gainsborough, Bonnington & Constable Houses
 - Brookbank House
 - Shropshire, Cheshire, Hereford & Leicester Houses
 - Scott & Bridport Houses
 - Kettering & Exeter Roadblocks (8no)
119. Whilst the extent of works varies from block to block, all blocks will receive; new third party certified flat entrance fire doors sets; new communal certified fire doors; fire compartmentation improvements; in-flat detection, signage and decorations. Two blocks will also have small scale cladding remediation undertaken in line with Government guidance, whilst others will have life expired window and spandrel replacements.
120. Whilst we have included the retrofitting of sprinklers in scope of the work packages, progression of this element will be subject to central government funding being made available.
121. The above work packages are currently at technical design stage and we expect works to be on site in the new year.
122. A small budget has also been made available to address works at Cormorant, Curlew and Shepcot Houses', pre-demolition. These works are being procured separately.
123. A borough wide flat fire door replacement programme has now been procured and launches next month. It will deliver replacement fire doors across circa 8,000 homes over the next three years, ensuring that residents benefit from the highest level of fire safety, but also enhanced security. Leasehold owners will have the opportunity to buy into the programme and attain a new fire door set, at below market rate. The Council is also waiving landlord alterations costs and building control charges, for those leaseholders who wish to purchase a door via this programme.
124. A programme of compartmentation and communal fire door replacements is also being delivered by our building safety team, across the mid and low-rise stock.

Stock-Condition-Led Works

125. External flat and house programmes: These are similar in scope to the asset led programme detailed above, four programmes of works totalling circa £3.4m are currently being procured to address the condition of external fabric to mid-rise flat blocks and houses, including replacement and repair to roofs; rainwater goods; external wall repairs and window replacements. This programme will assist in reducing damp, cold and water ingress and improving thermal performance across the stock. The programme will deliver:
- New roofs - 735 homes
 - New Windows - 506 homes
 - New external doors - 1029 homes.

126. Domestic heating programme (1,250 homes): In 2020/21 £1.4m will be invested in replacing central heating boilers to 1250 homes which have reached the end of their life, with new energy efficient boilers, improving performance and delivering more efficient and cost effective, heating and hot water for residents.
127. Kitchen bathroom and electrical upgrade works (3,700 homes): As of the 31st March 2020, we had identified via the last year stock condition survey, that 3306 homes were identified as non-decent. As such we have awarded two new term contracts to deliver a programme of decency led works over a three-year term, which will deliver improvements to all those homes whilst also addressing additional homes, where we believe improvements will become due over the term of the contract.
128. Additional homes may be added to this programme where identified, during the course of our ongoing stock condition survey programme.
129. Brimsdown modular bathroom scheme (207 homes): this year's programme incorporates the replacement of modular bathroom units to 207 homes, to replace age expired extensions, installed to provide internal bathrooms in the 1970s. The modular units will provide a modern and well insulated bathroom, reducing cold damp and mould and improving decency standards across the housing stock. New energy efficient boilers will also be fitted, improving overall energy performance and reducing heating bills for residents.
130. Specialised housing: warden call systems and communal AFD upgrades. As part of an enabling package, ahead of planned works in future years to enhance fire safety, this year we will be replacing the warden call systems and communal fire alarm systems across 9 schemes, to replace life expired hardware and enable digital data transfer. The project is currently at pre-tender stage, awaiting confirmation that the ARC upgrade has been completed.
131. Lift replacement programmes (7 blocks): a programme of lift replacements will be delivered this year to replace lifts which have now reached their end of life and address increasing service outages, which are have a detrimental impact on residents. Lifts will be replaced at:
 - Burgundy; Normandy & Picardy houses
 - Dover House
 - Walmer House
 - Jackson & Swinson Houses
132. Dry riser installations (12 blocks): works to retrofit dry riser installations at 12 high rise blocks, has been completed.
133. Communal boiler replacement (Buckfast House & Chaddlewood): tender documents to replace the communal boiler plant at the above two sheltered schemes are currently being finalised, we expect works to commence on site in September.
134. Water tank replacement works delivery has been delayed due to COVID19, as the contractor shut down. The M&E team have taken the opportunity to review the project scope, with a view to converting homes to mains fed water and removing stored water. The impact of this change in approach, has not as yet

been quantified, but it is likely to result in an underspend, as we remove units from scope.

Development Programme

135. The 10-Year Development Programme is targeted to deliver approximately 3,500 new affordable homes by 2029/30 funded through a mix of GLA grant, Right to Buy (RTB) receipts, HRA borrowing and cross subsidy from sales. The programme aims to bring forward a number of Council owned sites to develop housing and generate a long-term revenue stream to support the provision of wider Council services included in the HRA 30-year Business Plan. Although a variety of tenures will be created, the focus will be on Council homes for residents on the waiting list. To increase pace of delivery, the Council is exploring construction of modular homes which will help to meet GLA targets and bring in rental income earlier.
136. In 2019/20, starts on site were achieved on 5 sites (Electric Quarter, Bury Street West, Gatward Green, Newstead House and Maldon Road) and 50% of the GLA grant allocation for the sites was claimed.
137. The investment this year will deliver:
 - Accelerated feasibility design for 5 Council owned sites and facilitate the delivery of good quality homes which are well designed, aligned to resident needs.
 - Demolition of Newstead House for the construction of new homes.
 - Construction of homes at Bury Street West, Gatward Green and Maldon Car park. The completed homes will create an additional revenue stream over the 30-year business plan, primarily from rents.
 - Acquisition of newbuild units at Electric Quarter which will deliver £17.6m in rental income over the 30-year business plan.
 - Bringing Beck House, at Upton and Raynham, into 100% Council ownership, thereby reducing cost of third-party temporary accommodation, reducing anti-social behaviour and preparing the site for demolition and redevelopment.
138. In addition to the projects which have started on site, the 10-Year Development Programme includes, rooftop conversions and future estate regeneration , opportunities to bring vacant land back into use, including improvements to public realm.
139. The direct delivery schemes attract grant of £100k for every new build rented unit which offsets the cost of borrowing £250k/unit.
140. A review of the development programme is underway in response to the impact of COVID19 (such as programme delays and increased build cost due to labour and supply chain insecurities). Other potential impacts are a downturn in sales projections due to forecasted contractions in market demand, uncertainty about future funding from both the GLA and MHCLG, proposed changes to planning policy and pressures on the capital programme budget.
141. Achieving start on site for the 2020/21 GLA programme possesses significant challenges and conversations are underway with the GLA to mitigate against the risk of losing grant funding.

142. The 2020/21 pipeline included Upton and Raynham and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start for these sites have been re-profiled into the 2021/22.

Development Programme: Bury Street West

143. Bury Street West development will deliver 50 new homes of which 25 will be affordable. Start on site was achieved on 13 March 2020 and 50% of the GLA grant has been claimed.
144. The contractor, Hill Partnership Ltd, was able to complete tree felling before downing tools during the lockdown. They have returned to site and are observing safe operational practices, which has meant a reduction in capacity and resulted in approximately 12 weeks programme slippage, but they are adjusting the programme to achieve delivery of the first tranche of units as scheduled.
145. Due to delays in application for payment, the budget has been reprofiled to reflect the latest payment plan.

Development Programme: Electric Quarter

146. Electric Quarter is a 167 unit scheme being delivered by Lovell in Ponders End. The Council entered into an agreement to acquire 75 of the homes for social tenants and key workers, bringing the level of affordable homes on the scheme to over 47%. 50% of the GLA funding for the purchase has been claimed and 11 homes have been completed and let to Enfield tenants.
147. Lovell downed tools during the lockdown and have returned to site at 75% of their previous capacity. This has resulted in slippage of about 2 months, which they are working towards recovering. No variations are projected.

Estate Regeneration

148. The estate regeneration programme includes the Alma Estate, New Avenue and Ladderswood. These schemes are investing in large scale phased regeneration projects which are delivering much needed affordable housing and unlocking new homes for low cost home ownership for Enfield residents. As a result of COVID19, sites stalled for a period of three months during the lockdown from March to June. Additionally, in line with social distancing, the capacity on site has reduced by 30% in most cases, which will impact on construction activity. This is being closely monitored and forecasting will continue to reflect changes to spend if pace does slow down on site.
149. The changes to building regulations, specifically requirements for sprinklers, will increase build costs. We are requiring developers to deliver compliant homes, but this is likely to be a point of negotiation. Currently there are discussions underway to increase the number of units across the projects, which are subject to planning and will, if approved, fall into the new regulatory requirements. Over the 30-year business plan, the estate regeneration schemes will deliver rental income for the Council and help to rebalance the age/investment profile of the stock.
150. The investment this year will deliver:
- 177 newbuild completions, of which 78 will be Council owned rented homes, 46 shared ownership and 53 open market sale homes.

- 583 starts on site
- New community centres
- New Youth centre
- New Commercial units and revenue stream for the Council
- New Nursery
- Open space play area for families
- Construction jobs with over 30% local labour workforce
- Activity sustaining local high street economy
- 36 new homes adapted to meet the enduring needs of tenants
- Private sector investment

Alma

151. The investment will unlock 340 starts on sites (all tenures) and enable vacant possession of existing commercial units and leaseholder buybacks. Demolition of two of the three remaining towers (Cormorant and Merlin) has commenced to maintain construction while the intensification planning strategy is progressed. A new Youth Centre will be delivered by the end of the year for estate residents. A new energy centre is planned to complete this year, which supports the wider corporate priorities to increase future capacity for Ponders End and income for Energetik. Fit Out is due to commence on a new medical centre and construction set to start on a new community centre, to replace the existing facility and unlock the site for residential redevelopment.
152. The main risk on Alma relates to the need to secure a successful planning application that meets housing needs and our financial requirements. The housing mix and phasing are to be negotiated with the CPOK which will need to be resolved by the end of quarter two to maintain progress on site. If not resolved satisfactorily in line with the Development Agreement(DA) expectations in the HRA, there may be financial implications for the business plan. Although values have improved, the overage forecasts in the HRA are unsecured, as the income is linked to market sales. An assessment of the DA obligations and likelihood of a return in the current market has been undertaken and will continue to be monitored.

Ladderswood

153. The scheme will deliver a new Community centre (to be owned and managed by One Housing Group) and 6 new commercial units (with income going to LBE) this year alongside the hotel and 135 residential units of which 21 were affordable (owned by One Housing Group) that completed in Q4 last year. Works are scheduled to commence on site for Phase 4 in February 2021, but the LLP have indicated there may be delays whilst they amend design work in response to the latest fire regulations. The residents will be decanted into the new build properties owned by One Housing Group, which offer a better quality of accommodation. Due to changes to the GLA grant offer, the optimised scheme (which would have intensified the scheme from 517 homes to c.1000 homes) is no longer being progressed as a viable option.
154. The main risk relates to the planning timetable for the commercial units. The Council has applied liquidated damages as the units should have been ready last year for occupation. In terms of income, the business plan assumes £22m in 2022/23, but this will need to be re-profiled to reflect the latest estimates. Negotiations with the developer are seeking to de-risk any income loss and

maintain construction as per the current phasing. At present there is a planning requirement to offer the units at their current use class (light industrial) for 12 months before an application can be made for a change of use (to retail), the units have now been marketed for 6 months so there is a remaining six month period to go. However, this may be reduced in response to the impact of COVID19 and/or the recently announced changes to national planning policy.

New Avenue

155. The project is on track to deliver 78 affordable housing completions this year, which will enable all remaining 57 tenants and leaseholders to be re-housed in newbuild accommodation in Phase 1. The housing offer is a like-for-like replacement but better designed to meet the needs of the residents. 18 units have been adapted at additional cost to the scheme, to improve the quality of living for the residents. These adaptations range from minor adaptations to through-floor lifts and wet rooms. The remaining 21 units on Phase 1 will provide additional affordable housing for those in housing need. By accelerating the affordable housing in Phase 1, the decant will unlock Phase 2 and 3 for development. Currently a S73 application is being developed.
156. The main risks on New Avenue are viability which may impact on the projected income for the project. Due to significant site wide infrastructure and flood attenuation, Phase 1 has resulted in increased costs and borrowing for Countryside Properties UK (CPUK). Over the project lifetime, the HRA is forecasting income of £14.5m in receipts, based on land receipts and leaseholder buyback reimbursements from the Developer. The Council is working with CPUK to achieve our commercial and housing requirements whilst ensuring delivery and forecast receipts are as planned. We are currently reviewing the use and phasing of GLA grant on this scheme which may require reprofiling of capital budgets.
157. Small Sites – The development of this project is complete; the remaining budget will cover the retention payment and any outstanding project costs.

Social Value

158. Year to date contracts awarded in the first quarter will deliver the following social value outcomes:
 - 4 Apprenticeships
 - 12 school placement/ work experience placements, with 4 targeted at BME and disabled school leavers
 - DIY skills workshops (2 per year) for residents
 - 2 greening projects
 - A commitment that 40% of all contract labour will be from Enfield residents
 - A 3-tonne reduction in carbon generated from the council
 - 100% recyclable waste target
 - Resident energy awareness programme to address energy consumption and fuel poverty.

Joyce and Snell's Estates

159. The ballot was postponed from June 2020 due to COVID19. Work is underway to develop a viable masterplan that reflects the needs of the existing residents and future housing requirements. The current spend profile relates to the cost of design development, financial modelling and the ballot. Critical to the viability is

the housing offer being made via the Landlord Offer, as this forms the basis of the Council's financial requirement in the HRA.

160. The main risk is if the ballot is unsuccessful then the costs incurred to date will revert to revenue, which will increase pressures on core services.

Risks

161. New and emerging legislation around the Building Safety, Decency standards and the Climate Action agenda, are placing significant financial pressures on the Housing Revenue Account and it is acknowledged that the Council will need to explore external funding and continue to lobby Central Government, for additional financial support, to enable it to deliver this strategy.

Development Programme

162. The main risks relate to planning timescales and cost of development. In the current climate, the contractor market is likely to amend pricing to include the risk of reduced supply and material chains which will impact on the Council's ability to deliver within hurdle rates. Based on tender prices for the schemes on site and initial feasibility for sites in this year's programme, increasing the unit build cost to £350k (including professional services for design development) will de-risk the programme in the next two years.
163. Also, the ability to extend the HRA Business Plan to 35 or 40 years would enable schemes to perform better without impacting on delivery and risking grant into the schemes. The current 10-year development strategy will be reprofiled to accelerate housing sites with minimal site constraints, identify a package of sites for disposal and increase private for sale homes to cross-subsidise homes. For sites which present affordability challenges to the business plan, the Council will explore joint ventures with Registered providers and contractors to ensure the most value is created from the direct delivery schemes.
164. Small Sites Risk – reviewing current tenure mix of units with a view to changing shared equity units to London affordable rent (LAR). This will lead to loss of initial capital receipts, but the Business Plan will benefit from the long-term rental income.
165. These potential changes will be modelled as scenarios, by Finance in the next Business plan refresh.
166. The overall programme risk is the availability of grant for future years which is likely to have a stringent set of restrictions. In the short term, it is important to develop processes and a flexible approach to planning and hurdle rates to maintain grant levels currently allocated for this financial year. Current grant conditions require the Council to deliver by 19 March 2020, which if achieved will put us in a good position for any new funding.
167. However, if the Council is unable to deliver its full Building Council Homes for Londoners programme, the assumptions for HRA capital and income will need further review. The GLA has recognised that the level of grant is insufficient to provide the necessary subsidy to ensure delivery in the light of the pressures we and other Councils face. It is lobbying Government for increased funding to

increase the scale of the programme and to address the cost/subsidy pressures. This is key to the long-term success of our Development programme.

Public Health Implications

168. Through investment in capital building and maintenance; the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

Environmental and Climate Change Considerations

169. Environmental and climate changes implications are referenced as relevant in the body of the report.

Financial Implications

170. Financial implications are implicit in the report.

Legal Implications

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

Property Implications

172. Property implications are implicit in the report.

APPENDIX A – 10-YEAR CAPITAL PROGRAMME (projects with approval to spend).

| Approved Capital Programme | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | TOTAL |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| RESOURCES | | | | | | | | | | | |
| Digital Data & Technology | | | | | | | | | | | |
| IT Investment | 6,016 | 91 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,106 |
| Total Digital Data & Technology | 6,016 | 91 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,106 |
| Customer Experience & Change | | | | | | | | | | | |
| Libraries - Access Centres | 250 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 331 |
| Total Customer Experience & Change | 250 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 331 |
| Total RESOURCES | 6,266 | 172 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,437 |
| PEOPLE | | | | | | | | | | | |
| Adult Social Care | | | | | | | | | | | |
| Extra Care Housing: Reardon Court | 7,224 | 12,420 | 6,515 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,159 |
| Mental Health and Wellbeing Centre | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| Total Adult Social Care | 7,224 | 14,920 | 6,515 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28,659 |
| Children & Family Services | | | | | | | | | | | |
| Extensions to Foster Carers' Homes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Children & Family Services | 0 | 0 | 0 | 0 | 0 |
| Education | | | | | | | | | | | |
| School Expansions | 1,382 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,382 |
| Schools Maintenance | 1,291 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,291 |
| Schools' Future Programme | 28,427 | 7,765 | 2,578 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38,770 |
| Total Education | 31,100 | 7,765 | 2,578 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 41,443 |
| Strategic Commissioning | | | | | | | | | | | |
| Community Safety | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Strategic Commissioning | 0 | 0 | 0 | 0 | 0 |
| Total PEOPLE | 38,324 | 22,684 | 9,093 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 70,102 |
| PLACE | | | | | | | | | | | |
| Environment & Operations | | | | | | | | | | | |
| Alley Gating | 81 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 101 |
| Edmonton Cemetery | 374 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 374 |
| Southgate Cemetery | 799 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 799 |
| Crematorium (New Development) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highways: | | | | | | | | | | | |
| Flood Alleviation | 1,280 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,280 |
| LED Street Lighting | 5,137 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,137 |
| Highways & Street Scene | 7,037 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,037 |
| Public Realm Services: | | | | | | | | | | | |
| Changes to Waste & Recycling Collections | 376 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 376 |
| Workshops for External Commercialisation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Growth of Trade Waste Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tennis Courts Works at Broomfield Park | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 514 |
| Vehicle Replacement Programme | 2,400 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,900 |
| Traffic & Transportation: | | | | | | | | | | | |
| Dft: Healthy Streets | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Highways England: Healthy Streets | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| TfL: Extra Investment | 268 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 268 |
| TfL: Healthy Streets: LIP | 178 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 178 |
| TfL: Healthy Streets: Liveable Neighbourhoods | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 |
| TfL: Healthy Streets: Mini Holland | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90 |
| TfL: Healthy Streets: Streetspace | 1,990 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,990 |
| TFL: Traffic and Transport: LIP | 605 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 605 |
| Total Environment & Operations | 21,502 | 520 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,022 |
| Meridian Water | | | | | | | | | | | |
| Meridian Water | 90,621 | 196,483 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 287,104 |
| Total Meridian Water | 90,621 | 196,483 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 287,104 |
| Property & Economy | | | | | | | | | | | |
| Broomfield House | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| Corporate Condition Programme | 3,269 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,269 |
| Corporate Property Investment Programme | 7,168 | 11,584 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 18,752 |
| Edmonton Cemetery Chapel Conversion | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Electric Quarter | 1,830 | 4,923 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,753 |
| Forty Hall | 38 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38 |
| Genotin Road (Metaswitch) | 10,472 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,472 |
| Montagu Industrial Estate | 6,000 | 10,572 | 20,291 | 7,427 | 180 | 0 | 0 | 0 | 0 | 0 | 44,470 |
| Town Centre Regeneration | 500 | 4,166 | 2,011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,677 |
| Vacant Property Review | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Property & Economy | 29,306 | 31,245 | 22,302 | 7,427 | 180 | 0 | 0 | 0 | 0 | 0 | 90,460 |
| Assessment Services | | | | | | | | | | | |
| Housing Adaptations & Assistance (DFG) | 2,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,200 |
| Total Assessment Services | 2,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,200 |
| Total PLACE exc. HRA | 143,630 | 228,248 | 22,302 | 7,427 | 180 | 0 | 0 | 0 | 0 | 0 | 401,787 |
| Chief Executive (CEX) | | | | | | | | | | | |
| Gentlemen's Row | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57 |
| Total GENERAL FUND exc. COMPANIES | 188,277 | 251,104 | 31,396 | 7,427 | 180 | 0 | 0 | 0 | 0 | 0 | 478,383 |
| Chief Executive (CEX) | | | | | | | | | | | |
| Companies: | | | | | | | | | | | |
| Energetik | 6,942 | 12,698 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 32,976 |
| Housing Gateway Ltd | 21,500 | 30,216 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 51,716 |
| Total COMPANIES | 28,442 | 42,914 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 84,692 |
| Total Chief Executive (CEX) | 28,499 | 42,914 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 84,749 |
| Total GENERAL FUND inc. COMPANIES | 216,719 | 294,018 | 43,260 | 8,899 | 180 | 0 | 0 | 0 | 0 | 0 | 563,075 |
| Housing Revenue Account: | | | | | | | | | | | |
| Asset-Led Works | 5,607 | 15,096 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,703 |
| Demand-Led Works | 2,365 | 2,350 | 2,550 | 2,350 | 0 | 0 | 0 | 0 | 0 | 0 | 9,615 |
| Development Programme | 63,858 | 81,208 | 152,413 | 134,213 | 89,943 | 175,941 | 90,830 | 42,708 | 54,208 | 144 | 885,467 |
| Estate Regeneration | 18,797 | 2,682 | 4,216 | 3,474 | 2,053 | 1,177 | 448 | 0 | 0 | 0 | 32,847 |
| Fire-Led Projects | 12,814 | 30,225 | 13,661 | 8,275 | 0 | 0 | 0 | 0 | 0 | 0 | 64,975 |
| Stock-Condition-Led Works | 15,843 | 14,799 | 25,174 | 24,882 | 14,539 | 14,539 | 14,539 | 14,539 | 14,539 | 13,039 | 166,432 |
| Total HRA | 119,283 | 146,360 | 201,014 | 173,194 | 106,536 | 191,657 | 105,817 | 57,247 | 68,747 | 13,183 | 1,183,038 |
| Total PLACE inc. HRA | 262,913 | 374,608 | 223,317 | 180,621 | 106,716 | 191,657 | 105,817 | 57,247 | 68,747 | 13,183 | 1,584,825 |
| APPROVED CAPITAL PROGRAMME | 336,002 | 440,378 | 244,274 | 182,093 | 106,716 | 191,657 | 105,817 | 57,247 | 68,747 | 13,183 | 1,746,114 |

APPENDIX B – REQUESTED ADDITIONS (subject to individual approvals).

| Requested Additions in 10Years Capital Programme (Strategy Report) | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | TOTAL |
|--|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| RESOURCES | | | | | | | | | | | |
| Digital Data & Technology | | | | | | | | | | | |
| IT Investment | 3,200 | 6,790 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 23,090 |
| Total Digital Data & Technology | 3,200 | 6,790 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 23,090 |
| Total RESOURCES | 3,200 | 6,790 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 23,090 |
| PEOPLE | | | | | | | | | | | |
| Children & Family Services | | | | | | | | | | | |
| Extensions to Foster Carers' Homes | 105 | 315 | 210 | 210 | 210 | 210 | 210 | 210 | 210 | 0 | 1,890 |
| Total Children & Family Services | 105 | 315 | 210 | 210 | 210 | 210 | 210 | 210 | 210 | 0 | 1,890 |
| Education | | | | | | | | | | | |
| School Expansions | 0 | 0 | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 21,000 |
| Schools Maintenance | 0 | 0 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 35,000 |
| Total Education | 0 | 0 | 0 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 56,000 |
| Strategic Commissioning | | | | | | | | | | | |
| Community Safety | 300 | 300 | 300 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,950 |
| Total Strategic Commissioning | 300 | 300 | 300 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,950 |
| Total PEOPLE | 405 | 615 | 510 | 8,360 | 8,360 | 8,360 | 8,360 | 8,360 | 8,360 | 8,150 | 59,840 |
| PLACE | | | | | | | | | | | |
| Environment & Operations | | | | | | | | | | | |
| Alley Gating | 0 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 720 |
| Edmonton Cemetery | 450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 450 |
| Crematorium (New Development) | 0 | 7,650 | 2,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,100 |
| Highways: | | | | | | | | | | | |
| Flood Alleviation | 0 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 0 | 2,000 |
| Highways & Street Scene | 0 | 7,973 | 7,311 | 7,667 | 9,040 | 8,432 | 8,844 | 9,276 | 10,730 | 200 | 69,471 |
| Public Realm Services: | | | | | | | | | | | |
| Workshops for External Commercialisation | 0 | 250 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Growth of Trade Waste Service | 0 | 250 | 250 | 250 | 250 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Vehicle Replacement Programme | 0 | 2,541 | 2,054 | 1,913 | 1,862 | 7,746 | 1,806 | 881 | 2,600 | 1,465 | 22,867 |
| Traffic & Transportation: | | | | | | | | | | | |
| TFL: Healthy Streets | 3,600 | 3,150 | 10,400 | 6,750 | 3,650 | 0 | 0 | 0 | 0 | 0 | 27,550 |
| TFL: Local Implementation Plans | 2,584 | 2,584 | 2,584 | 2,584 | 0 | 0 | 0 | 0 | 0 | 0 | 10,336 |
| Total Environment & Operations | 6,634 | 24,727 | 25,629 | 19,494 | 15,132 | 16,508 | 10,979 | 10,487 | 13,659 | 1,745 | 144,994 |
| Meridian Water | | | | | | | | | | | |
| Meridian Water | 0 | 0 | 63,534 | 26,672 | 25,826 | 28,942 | 37,196 | 35,667 | 26,688 | 0 | 244,525 |
| Total Meridian Water | 0 | 0 | 63,534 | 26,672 | 25,826 | 28,942 | 37,196 | 35,667 | 26,688 | 0 | 244,525 |
| Property & Economy | | | | | | | | | | | |
| Corporate Condition Programme | 0 | 2,650 | 2,809 | 2,978 | 3,156 | 3,346 | 3,546 | 3,759 | 3,985 | 0 | 26,228 |
| Corporate Property Investment Programme | 0 | 0 | 11,257 | 3,957 | 2,500 | 3,553 | 2,500 | 0 | 0 | 0 | 23,767 |
| Town Centre Regeneration | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vacant Property Review | 200 | 200 | 200 | 200 | 200 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Total Property & Economy | 200 | 2,850 | 14,266 | 7,135 | 5,856 | 6,899 | 6,046 | 3,759 | 3,985 | 0 | 50,995 |
| Assessment Services | | | | | | | | | | | |
| Housing Adaptations & Assistance (DFG) | 0 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 0 | 16,008 |
| Total Assessment Services | 0 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 0 | 16,008 |
| Total PLACE | 6,834 | 29,578 | 105,430 | 55,301 | 48,815 | 54,350 | 56,222 | 51,914 | 46,333 | 1,745 | 456,522 |
| Total (GF) REQUESTED ADDITIONS | 10,439 | 36,983 | 107,440 | 66,361 | 60,375 | 63,510 | 69,282 | 60,474 | 54,693 | 9,895 | 539,452 |

APPENDIX C – TOTAL 10-YEAR CAPITAL PROGRAMME BUDGET

| 10-Year Capital Programme | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | TOTAL |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| RESOURCES | | | | | | | | | | | |
| Digital Data & Technology | | | | | | | | | | | |
| IT Investment | 9,216 | 6,881 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 29,196 |
| Total Digital Data & Technology | 9,216 | 6,881 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 29,196 |
| Customer Experience & Change | | | | | | | | | | | |
| Libraries - Access Centres | 250 | 81 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 331 |
| Total Customer Experience & Change | 250 | 81 | 0 | 0 | 331 |
| Total RESOURCES | 9,466 | 6,962 | 1,500 | 2,700 | 3,200 | 800 | 4,700 | 200 | 0 | 0 | 29,527 |
| PEOPLE | | | | | | | | | | | |
| Adult Social Care | | | | | | | | | | | |
| Extra Care Housing: Reardon Court | 7,224 | 12,420 | 6,515 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,159 |
| Mental Health and Wellbeing Centre | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| Total Adult Social Care | 7,224 | 14,920 | 6,515 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28,659 |
| Children & Family Services | | | | | | | | | | | |
| Extensions to Foster Carers' Homes | 105 | 315 | 210 | 210 | 210 | 210 | 210 | 210 | 210 | 0 | 1,890 |
| Total Children & Family Services | 105 | 315 | 210 | 0 | 1,890 |
| Education | | | | | | | | | | | |
| School Expansions | 1,382 | 0 | 0 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 22,382 |
| Schools Maintenance | 1,291 | 0 | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 36,291 |
| Schools' Future Programme | 28,427 | 7,765 | 2,578 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38,770 |
| Total Education | 31,100 | 7,765 | 2,578 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 97,443 |
| Strategic Commissioning | | | | | | | | | | | |
| Community Safety | 300 | 300 | 300 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,950 |
| Total Strategic Commissioning | 300 | 300 | 300 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,950 |
| Total PEOPLE | 38,729 | 23,299 | 9,603 | 8,360 | 8,360 | 8,360 | 8,360 | 8,360 | 8,360 | 8,150 | 129,942 |
| PLACE | | | | | | | | | | | |
| Environment & Operations | | | | | | | | | | | |
| Alley Gating | 81 | 100 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 821 |
| Edmonton Cemetery | 824 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 824 |
| Southgate Cemetery | 799 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 799 |
| Crematorium (New Development) | 0 | 7,650 | 2,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,100 |
| Highways: | | | | | | | | | | | |
| Flood Alleviation | 1,280 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 0 | 3,280 |
| LED Street Lighting | 5,137 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,137 |
| Highways & Street Scene | 7,037 | 7,973 | 7,311 | 7,667 | 9,040 | 8,432 | 8,844 | 9,276 | 10,730 | 200 | 76,508 |
| Public Realm Services: | | | | | | | | | | | |
| Changes to Waste & Recycling Collections | 376 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 376 |
| Workshops for External Commercialisation | 0 | 250 | 250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Growth of Trade Waste Service | 0 | 250 | 250 | 250 | 250 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Tennis Courts Works at Broomfield Park | 514 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 514 |
| Vehicle Replacement Programme | 2,400 | 3,041 | 2,054 | 1,913 | 1,862 | 7,746 | 1,806 | 881 | 2,600 | 1,465 | 25,767 |
| Traffic & Transportation: | | | | | | | | | | | |
| Dft: Healthy Streets | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Highways England: Healthy Streets | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| TfL: Extra Investment | 268 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 268 |
| TfL: Healthy Streets | 3,600 | 3,150 | 10,400 | 6,750 | 3,650 | 0 | 0 | 0 | 0 | 0 | 27,550 |
| TfL: Healthy Streets: LIP | 178 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 178 |
| TfL: Healthy Streets: Liveable Neighbourhoods | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 |
| TfL: Healthy Streets: Mini Holland | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 90 |
| TfL: Healthy Streets: Streetspace | 1,990 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,990 |
| TfL: Local Implementation Plans | 2,584 | 2,584 | 2,584 | 2,584 | 0 | 0 | 0 | 0 | 0 | 0 | 10,336 |
| TfL: Traffic and Transport: LIP | 605 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 605 |
| Total Environment & Operations | 28,136 | 25,247 | 25,629 | 19,494 | 15,132 | 16,508 | 10,979 | 10,487 | 13,659 | 1,745 | 167,016 |
| Meridian Water | | | | | | | | | | | |
| Meridian Water | 90,621 | 196,483 | 63,534 | 26,672 | 25,826 | 28,942 | 37,196 | 35,667 | 26,688 | 0 | 531,629 |
| Total Meridian Water | 90,621 | 196,483 | 63,534 | 26,672 | 25,826 | 28,942 | 37,196 | 35,667 | 26,688 | 0 | 531,629 |
| Property & Economy | | | | | | | | | | | |
| Broomfield House | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| Corporate Condition Programme | 3,269 | 2,650 | 2,809 | 2,978 | 3,156 | 3,346 | 3,546 | 3,759 | 3,985 | 0 | 29,497 |
| Corporate Property Investment Programme | 7,168 | 11,584 | 11,257 | 3,957 | 2,500 | 3,553 | 2,500 | 0 | 0 | 0 | 42,519 |
| Electric Quarter | 1,830 | 4,923 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,753 |
| Forty Hall | 38 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 38 |
| Genotin Road (Metaswitch) | 10,472 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,472 |
| Montagu Industrial Estate | 6,000 | 10,572 | 20,291 | 7,427 | 180 | 0 | 0 | 0 | 0 | 0 | 44,470 |
| Town Centre Regeneration | 500 | 4,166 | 2,011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,677 |
| Vacant Property Review | 200 | 200 | 200 | 200 | 200 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Total Property & Economy | 29,506 | 34,095 | 36,568 | 14,561 | 6,036 | 6,899 | 6,046 | 3,759 | 3,985 | 0 | 141,456 |
| Housing & Regeneration | | | | | | | | | | | |
| Assessment Services: | | | | | | | | | | | |
| Housing Adaptations & Assistance (DFG) | 2,200 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 0 | 18,208 |
| Total Assessment Services | 2,200 | 2,001 | 0 | 18,208 |
| Total PLACE exc. HRA | 150,464 | 257,826 | 127,732 | 62,728 | 48,995 | 54,350 | 56,222 | 51,914 | 46,333 | 1,745 | 858,309 |
| Chief Executive (CEX) | | | | | | | | | | | |
| Gentlemen's Row | 57 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57 |
| Total GENERAL FUND exc. COMPANIES | 198,716 | 288,087 | 138,836 | 73,788 | 60,555 | 63,510 | 69,282 | 60,474 | 54,693 | 9,895 | 1,017,835 |
| Chief Executive (CEX) | | | | | | | | | | | |
| Companies: | | | | | | | | | | | |
| Energetik | 6,942 | 12,698 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 32,976 |
| Housing Gateway Ltd | 21,500 | 30,216 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 51,716 |
| Total COMPANIES | 28,442 | 42,914 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 84,692 |
| Total Chief Executive (CEX) | 28,499 | 42,914 | 11,864 | 1,472 | 0 | 0 | 0 | 0 | 0 | 0 | 84,749 |
| Total GENERAL FUND inc. COMPANIES | 227,158 | 331,001 | 150,700 | 75,260 | 60,555 | 63,510 | 69,282 | 60,474 | 54,693 | 9,895 | 1,102,527 |
| Housing Revenue Account: | | | | | | | | | | | |
| Asset-Led Works | 5,607 | 15,096 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,703 |
| Demand-Led Works | 2,365 | 2,350 | 2,550 | 2,350 | 0 | 0 | 0 | 0 | 0 | 0 | 9,615 |
| Development Programme | 63,858 | 81,208 | 152,413 | 134,213 | 89,943 | 175,941 | 90,830 | 42,708 | 54,208 | 144 | 885,467 |
| Estate Regeneration | 18,797 | 2,682 | 4,216 | 3,474 | 2,053 | 1,177 | 448 | 0 | 0 | 0 | 32,847 |
| Fire-Led Projects | 12,814 | 30,225 | 13,661 | 8,275 | 0 | 0 | 0 | 0 | 0 | 0 | 64,975 |
| Major Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Minor Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stock-Condition-Led Works | 15,843 | 14,799 | 25,174 | 24,882 | 14,539 | 14,539 | 14,539 | 14,539 | 14,539 | 13,039 | 166,432 |
| Total HRA | 119,283 | 146,360 | 201,014 | 173,194 | 106,536 | 191,657 | 105,817 | 57,247 | 68,747 | 13,183 | 1,183,038 |
| Total PLACE inc. HRA | 269,747 | 404,186 | 328,747 | 235,922 | 155,531 | 246,007 | 162,039 | 109,161 | 115,080 | 14,928 | 2,041,347 |
| TOTAL CAPITAL PROGRAMME BUDGET | 346,441 | 477,361 | 351,714 | 248,454 | 167,091 | 255,167 | 175,099 | 117,721 | 123,440 | 23,078 | 2,285,566 |

Report Author:

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Director of Finance
Matt.bowmer@enfield.gov.uk

Date of report 7 September 2020

Appendices

As above

Background Papers

None

London Borough of Enfield

Cabinet

Meeting Date: 14th October 2020

Subject: Quarter 1 Performance Report

Cabinet Member: Cllr. Ian Barnes

Executive Director: Fay Hammond, Executive Director Resources

Key Decision: Non-Key

Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan. The report attached at Appendix 1 shows the Quarter One performance for 2020/21 (April-June 2020) and compares it to the Council's performance across the previous four quarters for a series of Key Performance Indicators (KPIs).
2. Appendix 2 focuses on a selection of priority measures where performance is currently off target and/or direction of travel is negative. For each measure an Action Plan with delivery timeframes has been provided to demonstrate what is being done in each service area to address underperformance.

Proposal(s)

3. Cabinet is asked to note, for information only, the progress being made towards delivering the key priority indicators for Enfield.

Reason for Proposal(s)

4. The report is part of the Quarterly timetable for Cabinet to review performance.

Relevance to the Council's Plan

5. The performance measures are grouped under the Council's Corporate Plan themes and our guiding principles. These are being updated to reflect the new corporate plan for future reports

Background

6. Information is provided in line with the previous quarterly information for 2019/2020. An updated set of performance indicators will feature in the 2020/2021 Quarter 2 performance report.
7. In the continuing challenging local government financial environment, it is

important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include delivering alternative interventions to address underperformance or making a case to central government and other public bodies if the situation is beyond the control of the Council

8. The purpose of the Corporate Performance Scorecard is that it has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the Council Business Plan. The report is a management tool that supports Council directorates and the Executive Management Team (EMT) in scrutinising, challenging and monitoring progress towards achieving the Council's aims.
9. Performance information is reported quarterly to the Departmental Management Teams (DMT) within each directorate and then to the Executive Management Team (EMT) and Cabinet. In addition, detailed management and operational performance information is monitored more regularly
10. The Corporate Scorecard is reviewed annually with departments and EMT to consider the KPIs that should feature in the scorecard for the coming year. Targets are set based on considering the previous 3 years performance, direction of travel, local demand and by considering available resources to deliver services.
11. Targets allow us to monitor performance. We apply a standard methodology which the vast majority of KPIs are then rated against. KPIs are rated at quarterly intervals as Red, Amber or Green (RAG). We have included a key on the Scorecard to explain these definitions, these are as follows:
 - a. Red: The KPI is behind/below target and is varying by over 10% from its target.
 - b. Amber: The KPI is narrowly missing target and/or there is information that performance will be on track in future quarters;
 - c. Green: The KPI is meeting/exceeding its target.
12. Under Performing KPI Action Plans: Appendix 2 focuses on a selection of priority KPIs that are underperforming. These priority KPIs are selected following discussion at EMT where KPIs that have been behind target for a sustained period are selected. This selection is then discussed and reviewed with the Deputy Leader of the Council. Individual meetings are then held with the owners of these KPIs and the owners are asked to draw up action plans to provide context and detail how performance will be improved. Areas will continue to be subject to these Action Plans until an upturn in performance is realised and that they have been rated Green for 2 quarters.
13. The KPIS subject to additional challenge where an Action Plan has been developed are as follows
 - o Waste and Recycling

- Temporary Accommodation
- Telephony and Customer Services
- Sickness Absence
- Complaints, Freedom of Information Requests and Members Enquiries

Main Considerations for the Council

14. There are several key trends to note within the outputs and comments within the Quarterly performance report

Safeguarding Implications

15. A safeguarding section relating to the Councils progress towards achieving its key performance indicators is set out in this report

Public Health Implications

16. The scorecard includes several health and wellbeing KPIs that aim to address the key health inequalities in Enfield.

Equalities Impact of the Proposal

17. 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. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.
18. Corporate advice has been sought regarding equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

Environmental and Climate Change Considerations

19. An Environmental and Climate Change Section relating to the Councils progress towards achieving its key performance indicators is set out in this report

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

20. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

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

21. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

Financial Implications

22. The cost of producing the quarterly reports will be met from existing resources.
23. A series of financial measures that have been reported at Cabinet are included in this report.

Legal Implications

24. There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

Workforce Implications

25. The scorecard includes several KPIs that report on staff sickness within Enfield

Property Implications

26. None

Other Implications

27. None

Options Considered

28. Not to report regularly on the Council's performance in a public report. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by council services.

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Date of report: 24th September 2020

Appendices

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS

Background Papers

None

Q1 2020-21 Performance Review

Report Author: Sam Buckley
Generated: 24th September 2020



Key: For the purpose of this report, Key Performance Indicators (KPIs) will be RAG (Red, Amber, Green) rated as per the following methodology

Where the KPI is meeting/exceeding its target, it will be marked as GREEN

Where the KPI is narrowly missing target and/or there is information that performance will be on track in future quarters it will be marked as AMBER

Where KPIs are behind/below target and is varying by over 10% from its target it will be marked as RED

| Summary of Indicator Status in the Report (Excluding the Budget Monitor) | Q4 2019-2020 | Q1 2020-2021 |
|--|----------------------|-------------------|
| | (January-March 2020) | (April-June 2020) |
| Number Key Performance Indicators rated as Red | 13 (17%) | 15 (19%) |
| Number Key Performance Indicators rated as Amber | 12 (16%) | 8 (10%) |
| Number Key Performance Indicators rated as Green | 32 (42%) | 28 (36%) |
| Data only Indicators/Most recent Quarterly data unavailable | 19 (25%) | 27(35%) |

1. Resource Management: Budget Monitor

| Financial Indicator | Key Highlights | Status |
|---|--|---|
| FR&CS 100 Income & Expenditure Position - Year end forecast variances | Year-end variances of £10.6m overspend in relation to General Fund net controllable expenditure. However, it should be noted that if the impact of Covid-19 and the Councils response is removed the Net Overspend is £0.6m. |  |
| FR&CS 102 Income & Expenditure Position - HRA | The HRA is projecting a £0.6m overspend, which is all related to the impact of the pandemic. |  |
| FR&CS 103 Income & Expenditure Position - DSG | The DSG forecast is a £2.5m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £7.0m and will be the first call on the 2021/22 grant allocation. |  |
| FR&CS 104 Cash Investments: Borrowing & Cash Flow | The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return |  |
| FR&CS 105 Balance Sheet - General Fund balances year end projections | The outturn for General Fund balances will meet the Council's Medium-Term Financial Plan target based on the use of uncommitted reserves to meet one-off overspends in 2020/21. |  |
| FR&CS 106 Progress to Achieving Savings MTFP (Current Year) | Savings monitoring has identified a total of £3.9m considered a high risk rated/ undeliverable and a further £7.4m that are at risk of delivery. These are reflected in the reported overspend for quarter 1 2020/21. |  |

2. Good Homes in Well Connected Neighbourhoods

(a) Planning

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|------------|------------|------------|------------|------------|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| NI157a BV109a % MAJOR applications determined within target | 75% | 66.7% | 100% | 100% | 100% | 90% | 90% | April: 0/0; May: 2/2; June: 3/3; Q1: 5/5 (100%): |
| NI157b BV109b % MINOR applications determined within target | 75.5% | 79.5% | 93.9% | 87.8% | 97.8% | 86% | 86% | April: 59/59; May: 40/41; June: 37/39; Q1: 136/139 (97.8%). |
| NI157c BV109c % OTHER applications determined within target | 85.8% | 87.6% | 91.9% | 87.4% | 97% | 88% | 88% | April: 95/99; May: 95/99; June: 72/72; Q1: 262/270 (97%); Q1 2019/20: 85.8%. |

| Indicator |
|--|
| ENV247 % 2 year rolling MAJOR applications determined within target |
| ENV247a % 2 year rolling MINOR applications determined within target |
| ENV247b % 2 year rolling MINOR & OTHER applications determined within target |
| ENV319 Undetermined applications validated over 6 months ago |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|---|---|---|---|
| Value | Value | Value | Value |
| 75.4% | 75.4% | 79.3% | 81.7% |
| 73.5% | 72.6% | 73.4% | 75% |
| 79% | 78.4% | 78.6% | 79.2% |
| 304  | 342  | 350  | 346  |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|-----------|-----------------------|--|
| Value | Target | | |
| 80% | 86% | 86% | Q1: 44 of the 55 major planning applications determined within the last 24 months were processed within 13 weeks. |
| 78.3% | 85% | 85% | Q1: 1,009 of the 1,289 (78.3%) minor applications determined within the last 24 months were processed within 8 weeks. |
| 81.4% | 85% | 85% | Q1: 2,557 of the 3,143 (81.4%) minor and other applications determined within the last 24 months were processed within 8 weeks. |
| 376  | Data Only | | This is a data only measure with no target. Arrows indicate an increase/decrease in volumes. Value reflects the position on the last day of the quarter. Includes all applications validated on or after 01/04/2015 to date where no decision is recorded. |

(b) Section 106 Agreements

| Indicator |
|---|
| ENV261a % Section 106 Agreements closed within 6 months of the date of resolution |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 33.3% | 75% | 100% | 100% |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| 50% | 90% | 90% | Q1: 50% represents 1 case which was closed within timeframe from a total of 2. Figure as at Q1 2019/20: 33.3% (1/3 cases). |

(c) Housing

| Indicator |
|--|
| NI156i Number of households living in temporary accommodation |
| SGB144b Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review |
| AUD FC003 Recovery of Properties that have been unlawfully used, including those fraudulently obtained, sublet, or abandoned (Council and TA properties) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 3410 | 3428 | 3446 | 3474 |
| 0 | 0 | 1 | 0 |
| 36 | 54 | 71 | 97 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| 3553 | 3210 | 3210 | There has been an increase of 79 cases across the first Quarter April -June 2020. The Covid Pandemic has had a direct impact on performance in this area and further information can be located in the associated action plan. |
| 1 | 0 | 0 | Quarter 1 total shows as 1 as this was the position as at end June 2020. 1 family in B&B April-June during Quarter 1 2020/21. |
| 5 | 25 | 100 | 3 Council Housing and 2 TA recoveries. Figures are very low – for Council Housing, all evictions suspended nationally due to Covid-19; for TA, visiting activities only resumed during June. |

| (d) Council Homes | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|-----------------------|---|
| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| HO002b Council Housing - Current Tenants: Total Arrears | £2,167,849 | £2,288,098 | £2,310,884 | £2,104,342 | £2,230,031 | £2,300,000 | £2,300,000 | June 2020: Current tenant arrears: £2,230,031. June 2019: Arrears £2,167,849. |
| TP150 Responsive repairs completed by agreed target date - (YTD) | 94.6% | 93.6% | 92.4% | 90% | 96.3% | 98% | 98% | Data outturns are inclusive of all term contractor repairs that were raised from April 2020 and completed by the end of June 2020. A total of 3,764 responsive repairs were completed in time from a total of 3,909 repairs completed. This is a cumulative total for the year. April will show a decrease in the number of repairs completed due to the Covid 19 lockdown. Contractors were only attending to those classified as emergency or urgent repairs. |

3. Build our Local Economy to Create a Thriving Place

(a) Education & Training

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| SCS117 % of 16-17-year olds not in education, employment or training (NEET) AND Not Known (NK) | 6% | 71.2% | 5.2% | 3.5% | 3% | 7% | 7% | 3% Represents the total 1.2% NEET (103) and 1.8% (149), out of the 8,460 16-17-year-old cohort. Position as at June 2019: 6% NEET - 36 Female, 67 Male 65 (63.1%) Seeking employment or training, 15 (14.6%) Illness, 5 (4.9%) have an agreed start date, 5 (4.9%) Teenage parents; the remainder is made up of low numbers for 6 other reasons. Snapshot by ward: Lower Edmonton: 14, Enfield Highway: 10, Southbury: 9 NEET: England average = 3.2%, London = 2%, SN = 2.9% NK: England average = 2.5%, London = 1.9%, SN = 2.5% |

(b) Safeguarding Children

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|------------|------------|------------|------------|------------|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| LAC18 (PAFCH39) Children looked after (CLA) per 10000 population age under 18 | 46 | 47.5 | 46.5 | 46.7 | 46 | 50 | 50 | 46 LAC per 10,000 388 CLA as at the end of June 39 cases with a disability 12-month average figure of looked after children is 394/month; 367 for same period in 2019 |
| NI060A Percentage of C&F Assessments for children's social care that were authorised within 45 working days of their commencement | 93.0% | 90.5% | 90.8% | 87.4% | 92.3% | 80.0% | 80.0% | 961 out of 1041 completed assessments have been authorised within 45 working days of the assessment start date. The average duration for those authorised was 25.9 days. 83.4% of assessments completed by the Social Worker within 35 working days, average duration for completion of 24.2 days. |
| SG11 (CS20) No of children on the Child Protection Plan per 10,000 Children | 35.7 | 31 | 28.3 | 24 | 26.3 | 45 | 45 | Rate of children per 10,000 with a CP plan at end of June: 26.3. CPP/ Enfield under 18 population of 84,309. |

| Indicator |
|--|
| |
| NI065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years |
| YOU 028 Total number of Young People sentenced at Court that are given a Custodial sentence in the Month |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|---|--|---|---|
| Value | Value | Value | Value |
| | | | |
| 11.5%  | 8.2%  | 10.9%  | 12.2%  |
| 1 | 3 | 2 | 6 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|-----------|-----------------------|--|
| Value | Target | | |
| | | | 222 total CPP: 28 new CPP and 7 cessations 15 (6.8%) young people with a disability Rate per 10,000 as at June 2019: 35.7 |
| 9.8%  | Data Only | | This is a data only measure with no target. Arrows indicate an increase/decrease in volumes This indicator relates to children who have had a previous Child Protection Plan in the past two years. Of the 256 children who became subject to a CPP during the past 12 months, 25 had previously been on a CP Plan in the past two years; 48 (18.8%) children at the end of June 2020 have had a previous CPP at some point in the past. |
| 3 | 9 | 36 | |

(c) Libraries, Arts & Culture

| Indicator |
|--|
| ENV317 Participation in Council Led Arts Activities |
| LM04 Enfield Library Visits |
| LM07.021 Enfield Town Library and Community Libraries (Issues & Renewals) |
| LM07.022 Edmonton Green Library and Community (Issues & Renewals) |
| LM07.023 Palmers Green Library and Community Libraries (Issues & Renewals) |
| LM07.024 Ordnance Unity Centre Library and Community Libraries (Issues & Renewals) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 61,040 | 69,850 | 74,850 | 72,192 |
| 369,380 | 332,145 | 345,840 | 312,474 |
| 68911 | 75780 | 70337 | 66934 |
| 33863 | 34756 | 37757 | 37668 |
| 62382 | 66507 | 63201 | 63569 |
| 20115 | 20537 | 17337 | 17139 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|-------------------------------|-----------------------|--|
| Value | Target | | |
| 0 | Suspended due to the Pandemic | | Leisure Centre Activities have been suspended. |
| 0 | Suspended due to the Pandemic | | All libraries were shut due to Covid19 measures for the period 23.03.2020 - 12.07.2020. |
| 2069 | Suspended due to the Pandemic | | Online issues and renewals account for the library Activity. As libraries have been closed the targets have been removed |
| 2270 | Suspended due to the Pandemic | | Online issues and renewals account for the library Activity. As libraries have been closed the targets have been removed |
| 2948 | Suspended due to the Pandemic | | Online issues and renewals account for the library Activity. As libraries have been closed the targets have been removed |
| 958 | Suspended due to the Pandemic | | Online issues and renewals account for the library Activity. As libraries have been closed the targets have been removed |

(d) Physical Activity

| Indicator |
|--|
| ENV318 Satisfaction with Leisure Centre Users |
| ENV335 Number of Visitors to the Active Enfield Programme (Young People) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 74% | 63.6% | 69.1% | 67.1% |
| 2,296 | 1,438 | 2,695 | 2,485 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|-------------------------------|-----------------------|---|
| Value | Target | | |
| N/A | Suspended due to the Pandemic | | All facilities closed during Quarter 1 due to the pandemic |
| 0 | Suspended due to the Pandemic | | Target removed as Activity numbers affected by the pandemic |

| Indicator |
|--|
| ENV336 Number of Visitors to the Active Enfield Programme (Older People) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 6,812 | 3,141 | 7,953 | 7,117 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|-------------------------------|-----------------------|---|
| Value | Target | | |
| 0 | Suspended due to the Pandemic | | Target removed as Activity numbers affected by the pandemic |

4. Sustain Strong and Healthy Communities

(a) Adult Social Care

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|------------|------------|------------|------------|--|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long-term service) | 21.9% | 40.3% | 47.8% | 55.1% | 14.7% | 17.5% | 70.0% | Q1 2020/21: 14.7% represents 581 of 3,945 clients receiving long term support having a review within the quarter. This number is lower than last year, but this has been impacted by events such as the significant introduction of a new software system (Q3) and the recent Covid-19 pandemic (Mar 2020 onwards). However, for the duration of the lockdown period the Council continue to make regular contact by phone or face to face where necessary with our most vulnerable clients, with each one individually risk assessed to determine the appropriate level of ongoing contact. The review figures do not reflect this contact as this is not within the national guidance. |
| NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 2,831 Current clients with LTS receiving Self Directed Support |
| NI130s(LTS-DP%) Percentage of current clients with Long Term Support (LTS) receiving a Direct Payment | 62.9% | 63.0% | 62.6% | 59.5% | 56.9% | 58.0% | 58.0% | 1,611/2,831 Clients receiving Direct Payments (56.9%). As face to face contact is needed to set up DPs, these have been suspended in favour of temporary Council managed accounts. These will transition into DP's once the current pandemic is over. Enfield had the best figure nationally when looking at 2018-19 performance for direct payments. |
| NI131 (F10) Delayed transfers of care (days): Profile within Each Quarter | 928 | 1279 | 1503 | 848 | National and Local Collection suspended until October 2020 | | | This represent data until February 2020, which is the latest available. Due to Covid-19, data collection for March to September 2020 has been suspended nationally. 848 for Quarter 4 represents the delays (and associated target) for January and February only. |
| NI131 (F11) Delayed Transfer of Care - Days Delayed (SOCIAL CARE Delays): Profile within Each Quarter | 181 | 278 | 657 | 396 | National and Local Collection suspended until October 2020 | | | This represent data until February 2020, which is the latest available. Due to Covid-19, data collection for March to September 2020 has been suspended nationally. 396 for Quarter 4 represents the delays (and associated target) for January and February only. |
| NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre) | 16.96% | 28.84% | 36.41% | 42.32% | 22.87% | 12.00% | 48.00% | This figure (22.87%) represents the highest recorded Quarter 1 figure for this measure and is an increase on the same period last year (16.96%). |
| NI145 Adults with learning disabilities in settled accommodation | 85.1% | 87.3% | 85.3% | 83.6% | 82.0% | 81.0% | 81.0% | Q1 2020/21: 680 adults with learning disabilities of 829 (82%) known to ASC in settled accommodation. |
| NI146 % of Adults with learning disabilities in employment | 18.39% | 18.96% | 18.57% | 16.12% | 15.8% | 17% | 17% | Q1 2020/21: 131 adults with learning disabilities of 829 (15.8%) known to ASC in employment. This performance has been impacted by the drop-in employment that has been seen nationally since Covid-19 |

| Indicator |
|--|
| PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65 |
| AF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population). |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 121.1 | 258.2 | 381.5 | 461.5 |
| 2.44 | 3.41 | 4.87 | 5.85 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| 24.7 | 120.0 | 479.8 | Q1 2020/21: 12 Admissions of 44,564 population age 65+ (<i>note new population figure</i>). Quarterly numbers are lower than expected for this period, of which Covid-19 has been a factor. |
| 2.44 | 1.44 | 5.85 | 2020/21: 5 Admissions of 204,921 population aged 18-64. Although this represents a slight increase against last year, we are in the top 20% nationally for this indicator (2018-19) |

(b) Public Health

| Indicator |
|---|
| DAAT-001 NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users: |
| PH002c New Baby Reviews completed (10-14 days after birth) |
| PH002o Substance Misuse: Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT) |
| PH003i % completed treatment within a month of diagnosis at Enfield Sexual Health Clinics |
| PH003x Number of Children that received at least one Fluoride Varnish |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 18.6% | 18.3% | 20.3% | 21.8% |
| 99.3% | 97.25% | 96.6% | 99% |
| 90% | 90% | 81% | 81% |
| 95% | 97% | 92% | 97% |
| 1,400 | 2,099 | 3,248 | 4,487 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--------------------------------|--------|-----------------------|--|
| Value | Target | | |
| 22.0% | 20.0% | 20.0% | NDTMS monthly data for April-May only, June not yet available. |
| 98% | 92% | 92% | Contacts continued following changes in service delivery in response to Covid which commenced in mid-March. |
| Q1 2020 data not yet available | | | Q1 2020 data not yet available From April until the end of March 2020 a total of 122 young people exited treatment in a planned way out of a total of 150 treatment exits overall |
| 98% | 90% | 90% | |
| Q1 2020 data not yet available | | | The final outturn for the financial year starting from April 2019-March 2020, shows that 4,487 children had at least one fluoride varnish application during this period. Please note that this spans over 2 academic years. To be more precise this figure can be broken down into 2,442 children who had only one application and 2,045 that received two applications (during the period April to July 2019). |

(c) Waste, Recycling and Cleanliness

| Indicator |
|---|
| NI191 Residual Waste Per Household (kg) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------------|------------------|----------------|--|
| Value | Value | Value | Value |
| 162.4 kg per h/h | 321.5 kg per h/h | 485 kg per h/h | No Q4 Data available due to Statutory timeframes. The KPI is |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|----------------|-----------------------|--|
| Value | Target | | |
| No Q4 Data available due to Statutory timeframes. The KPI is reported | 600 kg per h/h | 600 kg per h/h | The percentage of household material sent for reuse, recycling and composting (also known as NI192) and the amount of residual waste per household (NI191) is reported to Government through Waste Data Flow and is available to the public once data verification is complete. The data is verified |

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|---|------------|------------|------------|---|
| | Value | Value | Value | Value |
| | | | | reported one quarter |
| NI192 % of household waste sent for reuse, recycling and composting | 35.1% | 35.1% | 30.8% | No Q4 Data available due to Statutory timeframes. The KPI is reported one quarter |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|---|--------|-----------------------|--|
| Value | Target | | |
| one quarter | | | by the London Borough of Enfield (LBE), North London Waste Authority and Waste Data Flow. Data remains provisional until published which is around six months after the quarter. In addition, the Waste Implementation Board (WIB) has oversight of the changes made to the waste and recycling service including scrutiny of the overall performance. Further information including actions to improve performance can be found in the action plan in the appendices |
| No Q4 Data available due to Statutory timeframes. The KPI is reported one quarter | 37% | 37% | The percentage of household material sent for reuse, recycling and composting (also known as NI192) and the amount of residual waste per household (NI191) is reported to Government through Waste Data Flow and is available to the public once data verification is complete. The data is verified by the London Borough of Enfield (LBE), North London Waste Authority and Waste Data Flow. Data remains provisional until published which is around six months after the quarter. In addition, the Waste Implementation Board (WIB) has oversight of the changes made to the waste and recycling service including scrutiny of the overall performance. Further information including actions to improve performance can be found in the action plan in the appendices |

(d) Community Safety

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | Notes |
|--|------------|------------|------------|------------|------------|--|
| | Value | Value | Value | Value | Value | |
| <p>Please note in this section there are no targets, the arrows indicate whether volumes have increased, decreased or remained the same since the last quarter. An arrow pointing up means that the volume has increased since the last quarter, a downwards arrow indicates a lower volume from the last quarter</p> | | | | | | |
| SGB501 Number of knife possession offences YTD | 50 | 52 | 32 | 35 | 48 | In Q1 2020/21 there has been a 4% decrease in Knife Possession offences in Enfield, compared to the same quarter last year. Overall, in the year ending June 2020 Enfield there has been a reduction of 6.9%, compared to a decrease of 8.8% in the capital in the same period. |
| CS-SSCB009 Burglary - Residential Offences | 640 | 528 | 797 | 743 | 261 | Residential Burglary offences recorded the lowest monthly figures in Q1 2020/21 in the last two years to June 2020, due to the Covid-19 lockdown measures put in place in the last week of March 2020, recording a decrease of 59.2% in offences, compared with the same quarter in 2019/20. Overall, offences decreased in Enfield by 8.7% in the year ending June 2020, slightly higher than London recording a decrease of 8.2% in the same period. Residential Burglary offences have continued to increase in this quarter, month on month, with the easing of lockdown restrictions providing more opportunities for offenders but are still significantly lower than the seasonal trend recorded last year. |
| CS-SSCB010 Domestic Abuse Incidents | 1,439 | 1,602 | 1,446 | 1,420 | 1,741 | In Q1 2020/21 there was an increase of 21% in Domestic Abuse Incidents, compared with the same quarter last year. Over the year to June 2020, Enfield recorded an increase of 9.2% above London recording an increase of 3.2%. This increase has been contributed to by the lockdown restrictions and has led to the new Domestic Violence Hub being set up in May 2020. |

| Indicator | Q1 2019/20 | | Q2 2019/20 | | Q3 2019/20 | | Q4 2019/20 | |
|---|------------|---|------------|---|------------|---|------------|---|
| | Value | | Value | | Value | | Value | |
| CS-SSCB011 Domestic Abuse Violence with Injury Offences | 220 | ↓ | 251 | ↑ | 242 | ↓ | 211 | ↓ |
| CS-SSCB012 Serious Youth Violence | 120 | ↑ | 118 | ↓ | 153 | ↑ | 103 | ↓ |
| CS-SSCB013 Anti-Social Behaviour Calls | 2,523 | ↑ | 2,670 | ↑ | 2,283 | ↓ | 2,291 | ↑ |
| CS-SSCB014 Hate Crime Overall Total | 137 | ↑ | 129 | ↓ | 132 | ↑ | 134 | ↑ |
| CS-SSCB015 Non-Domestic Abuse Violence with Injury Offences | 479 | ↑ | 426 | ↓ | 421 | ↓ | 415 | ↓ |
| CS-SSCB016 Violence against the Person Offences | 1,967 | ↓ | 1,996 | ↑ | 1,959 | ↓ | 1,871 | ↓ |
| SGB500 Number of knife crime offences YTD | 200 | ↑ | 182 | ↓ | 230 | ↑ | 156 | ↓ |

| Q1 2020/21 | | Notes |
|------------|---|---|
| Value | | |
| 276 | ↑ | In Q1 2020/21 there was an increase of 21% in Domestic Abuse Incidents, compared with the same quarter last year. Over the year to June 2020, Enfield recorded an increase of 9.2% above London recording an increase of 3.2%. This increase has been contributed to by the lockdown restrictions and has led to the new Domestic Violence Hub being set up in May 2020. |
| 50 | ↓ | In Q1 2020/21 there was a decrease of 58.3% in Serious Youth Violence victims, compared with the same time last year. Overall, in Enfield there has been an increase of 8.4% in the year to June 2020, compared with London experiencing a decrease of 1.3% and Enfield is currently the highest borough in the capital at this time for SYV. April 2020 recorded the lowest number of victims in the last two years and the numbers have gradually increased in this quarter as the Covid-19 lockdown restrictions have been relaxed. |
| 6,896 | ↑ | In Q1 2020/21 there was an increase of 173.3% in ASB calls compared to the same time last year. This was a national trend. Overall Enfield experienced an increase of 55%, slightly above London that experienced an increase of 51.4% in the year ending June 2020. ASB calls reached their highest levels in two years in April 2020, recording 2994 calls and this significant increase experienced in Enfield and in the capital was contributed to by the Covid-19 lockdown restrictions. Volumes have reduced in the following months. |
| 199 | ↑ | In Q1 2020/21 Hate Crime in Enfield increased by 45.3% compared with the same quarter last year. Overall Enfield has increased by 23.4% in the year ending June 2020, higher than London recording an increase of 7.9% in the same period. Hate Crime offences recorded its highest levels in the last two years in June 2020 with 105 offences and this was contributed to by Racist and Religious Hate Crimes that more than doubled in June 2020 recording 88 offences, compared to 43 offences recorded in May 2020. This increase in offences may have been contributed to by the Black Lives Matter Movement and confidence in reporting. |
| 376 | ↓ | In Q1 2020/21 Non-Domestic Violence with Injury Offences decreased by 21.5% compared to the same quarter last year. Overall, in Enfield there was a decrease of 0.2% in the year to June 2020, compared with a decrease of 4.6% in the capital in the same period. The month of April 2020 recorded the lowest number of offences in two years with 113 offences, contributed to by the Covid-19 lockdown restrictions, but as restrictions were relaxed the number of offences has increased month on month to June 2020. |
| 2,128 | ↑ | In Q1 2020/21 there has been an 8.2% increase in Violence Against the Person offences compared to the same quarter last year. Overall, Enfield increased by 8.5% in the year ending June 2020, higher than London that experienced an increase of 1.2% in the same period. VAP offences have continued to increase month on month in this quarter, recording the second highest monthly levels in two years in June 2020. This category includes offences such as harassment which do not include injury and may be linked to lockdown. |
| 91 | ↓ | In Q1 2020/21 there was a 54.5% decrease in Knife Crime Offences compared to the same quarter last year. Overall, in Enfield there has been an increase of 5.7% in the year to June 2020, above London that experienced a decrease of 0.9% in the same period. Knife Crime offences reached its lowest monthly level in two years in April 2020 and as lockdown restrictions have been relaxed, offences have increased month on month to June 2020, but are still significantly lower than the same time last year. |

5. Communicate with You

(a) Customer Experience

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| CE 007 Customer Satisfaction: Webchat | 75.7% | 76.3% | 72.3% | 70.7% | 77.3% | 85.0% | 85.0% | This is 6.6 % improvement compared to previous quarter. As well as the figures improving there has also been a significant increase in the use of Web Chats. Web Chat is growing in popularity and there was over 10,000 webchats between April-June 2020 in comparison to 4000 between April -June 2019. Since June we've revamped the web chat survey and as well improved and developed our agents' training. We continue to evolve and audit our training offer to staff. The result for the first month of Q2 (July) was 85.6% so performance continues to improve and in real time is now green. |
| GWH 002 Gateway Telephones - Answer Rate | 77.7% | 85% | 77.9% | 91.3% | 97.5% | 88% | 88% | Continued the significantly improved performance in a fully operational working from home environment. The Answer Rate is now showing at 97.5% which is well above the 80% target. This is reflective of staffing levels and efficient processes and delivery. |
| GWH 003 Gateway Telephones - Average Wait Time | 00h 06m 52s | 00h 04m 12s | 00h 06m 41s | 00h 02m 59s | 00h 00m 34s | 00h 03m 00s | 00h 03m 00s | Significant improvement and an all-time low, in terms of Call Volumes there was a 5.4% reduction in call volume in comparison to the same period last year. This is reflective of staffing levels and efficient processes and delivery. |
| GWH 014b Customer Services: % of Calls Answered Within 5 Minutes | 69.97% | 82.9% | 69.17% | 98.13% | 99.53% | 90% | 90% | Significant improvement., In terms of Call Volumes there was a 5.4% reduction in call volume in comparison to the same period last year. |

Corporate Measures

(a) Complaints, MEQs, FOIs

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| COMP 01a Initial Review Complaints - Council Overall (% inside target) | | 81.9% | 83.1% | 82.2% | 77.6% | 95.0% | 95.0% | Q1: 270 of 348 Initial Review Complaints inside target: 77.6%. Please note that the performance across these areas was directly affected by the Covid Pandemic. Staff across the council were redeployed into the Enfield Stands together programme and the Councils associated response. This had a large and direct impact on these figures as staff were asked to prioritise this work and were unable to meet the corporate response times. This was discussed and raised and agreed as part of senior management meetings. There was also changes to processes during the last quarter due to COVID, in that we stopped sending weekly report reminders as it was recognised that the pandemic work needed to be prioritised. |
| FOI 01a All Departments - FOIs answered within 20 days | 70.4% | 81.8% | 94.2% | 82.5% | 79.1% | 100.0% | 100.0% | Q1 2020/21: 189 of 239 (79.1%) within timescale for all departments. Q1 2019/20: 259 of 368 (70.4%) within timescale for all departments Please note that the performance across these areas was directly affected by the Covid Pandemic. Staff across the council were redeployed into the Enfield Stands together programme and the Councils associated response. This had |

| Indicator |
|---|
| MEQ 01a All Departments - MEQs closed within 8 days |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 73.3% | 83.9% | 86.6% | 76.8% |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| 77.7% | 95.0% | 95.0% | a large and direct impact on these figures as staff were asked to prioritise this work and were unable to meet the corporate response times. This was discussed and raised and agreed as part of senior management meetings. There was also changes to processes during the last quarter due to COVID, in that we stopped sending weekly report reminders as it was recognised that the pandemic work needed to be prioritised. |
| | | | Q1 2020/21: 1,082 of 1,392 inside target (77.7%). Please note that the performance across these areas was directly affected by the Covid Pandemic. Staff across the council were redeployed into the Enfield Stands together programme and the Councils associated response. This had a large and direct impact on these figures as staff were asked to prioritise this work and were unable to meet the corporate response times. This was discussed and raised and agreed as part of senior management meetings. There was also changes to processes during the last quarter due to COVID, in that we stopped sending weekly report reminders as it was recognised that the pandemic work needed to be prioritised. |

(b) Sickness Absence
Annual - Council Overall

| Indicator |
|---|
| BV012a Average Sick Days - Council Staff (rolling 4 quarters) |
| BV012b Average Sick Days: SHORT TERM ABSENCE – Council Staff (rolling 4 quarters) |
| BV012c Average Sick Days: LONG TERM ABSENCE – Council Staff (rolling 4 quarters) |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 9.03 | 9.08 | 8.99 | 8.99 |
| 3.12 | 3.15 | 3.28 | 3.39 |
| 5.91 | 5.93 | 5.71 | 5.60 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| 9.27 | 7.96 | 7.96 | Sickness absence includes sickness relating to or due to Covid-19. 30% of Sickness in April-June 2020 was related to Covid and as such understandably there was an increase in sickness rates. |
| 3.32 | 2.80 | 2.80 | Whilst Covid has had an impact on sickness figures, the increase in Q1 is also due to the insourcing of the cleaning contact and IWE where there have been higher levels of sickness |
| 5.95 | 5.16 | 5.16 | Compared to the same period last year sickness levels are similar in the CEX Department, lower in the Resources and People Department and higher in the Place Department |

Monthly by Department (Targets 0.66 day per month; 1.99 days per quarter)

| Indicator |
|---|
| Average Sick Days per FTE per Month – Chief Executive's |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 1.51 | 1.29 | 1.67 | 1.56 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| 1.59 | 1.99 | 7.96 | Sickness levels are above the agreed target in Law & Governance. There are three long-term sickness cases in Law & Governance. In all other services |

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|---|------------|------------|------------|------------|
| | Value | Value | Value | Value |
| Average Sick Days per FTE per Month – Resources | 2.14 | 1.94 | 1.84 | 1.81 |
| Average Sick Days per FTE per Month – People | 1.85 | 1.63 | 1.53 | 2.03 |
| Average Sick Days per FTE per Month – Place | 2.52 | 2.91 | 3.18 | 3.39 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| 1.33 | 1.99 | 7.96 | within the CEX department sickness levels are below the corporate target. Sickness levels are below the agreed corporate target in all services within the Resources department. |
| 1.55 | 1.99 | 7.96 | Sickness has increased in Adult Social Care following the insourcing of IWE. Sickness levels are below the corporate target in all other services within the People department. |
| 3.82 | 1.99 | 7.96 | The Place Department has a higher number of manual workers where Sickness rates tend to be higher than average. Environment & Operational Services Sickness levels have increased following the outbreak of Covid-19. Front-line service workers are unable to work with Covid-19 symptoms and do not have the ability to work remotely if they are symptomatic. During Q1 several staff have reported sick due to Covid-19 related symptoms, shielding and anxiety. Sickness levels in Property & Economy have increased following the insourcing of cleaning. Eight long-term sickness cases transferred to the Council with no record that they had been managed through a process. These cases are now being proactively managed. Housing & Regeneration Sickness levels in Council Housing have now stabilized. In Q1 15 members of staff reported sick due to Covid-19 related reasons |

(c) Payment of Council Invoices

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|---|------------|------------|------------|------------|
| | Value | Value | Value | Value |
| INV004 Invoices Council Overall: Invoices Paid within 30 days | 95.9% | 96.6% | 97.4% | 97.5% |
| INV004 CEX CEX Group: Invoices Paid within 30 days | 96.7% | 96.3% | 97.9% | 98.1% |
| INV004 PEOP People Group: Invoices Paid within 30 days | 95.6% | 96.6% | 97.2% | 97.5% |
| INV004 PLACE Place Group: Invoices Paid within 30 days | 96.5% | 96.6% | 97.3% | 97.0% |
| INV004 RES Resources Group: Invoices Paid within 30 days | 95.7% | 96.8% | 98.3% | 98.0% |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| 98.4% | 100.0% | 100.0% | YTD 98.4% - 16,144 invoices paid inside 30 days from 16,407 paid. |
| 96.4% | 100.0% | 100.0% | YTD 96.4% - 267 invoices paid inside 30 days from 277 paid. |
| 98.5% | 100.0% | 100.0% | YTD 98.5% - 11,066 invoices paid inside 30 days from 11,229 paid. |
| 98.1% | 100.0% | 100.0% | YTD 98.1% - 3,823 invoices paid inside 30 days from 3,896 paid. |
| 98.3% | 100.0% | 100.0% | YTD 98.3% - 988 invoices paid inside 30 days from 1,005 paid. |

6. Work with You

(a) borough Information

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Notes |
|---|------------|------------|------------|------------|-----------------------------|-----------|--|
| | Value | Value | Value | Value | Value | Target | |
| PH003v NHS Indicator - A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge | 86.4% ↑ | 85.4% ↓ | 80.3% ↓ | 79.0% ↓ | 89.4% ↑ | Data Only | This is a data only measure. Q1 2019/20: 89.4% (24,864 attendance seen within 4 hours; 27,805 attendances). Total attendances reduced by 16,125 compared to Q4 Figures for North Middlesex University Hospital |
| RLCPI 0012 Employment rate in Enfield - working age Population | 67.0% ↓ | 64.5% ↓ | 65.9% ↑ | 69.6% ↑ | No Quarter 1 Data Available | Data Only | This is a data only measure. 69.6% is the latest figure available and covers the period April 2019 - March 2020 for those aged 16-64. Employment rate for London - 75.1%. The unemployment rate for Enfield is 5.9% (9,900 claimants) compared to 4.7% for London over the same period. |

7. Work Smartly for You

(a) Council Tax and Business Rates

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| BV009 % of Council Tax collected (in year collection) Combined | 29.16% | 55.09% | 81.40% | 95.50% | 28.47% | 29.16% | 95.7% | Due to the award of £5.9m in CTSH additional reliefs from Central government, overall CT collection has not fallen too far behind its 2019/20 level. However, council tax collection for taxpayers not receiving council tax support has dropped significantly. Statutory reminders have been issued from July although no court action can start yet. Q1 target based on actual collection rate for Q1 2019/20. |
| BV010 % of Business Rates collected (in year collection) | 27.47% | 55.92% | 82.18% | 98.6% | 21.26% | 27.23% | 99% | The net debit for NDR has reduced from £121m in June 2019 to £77m in June 2020 due to the granting of £45m worth of additional reliefs for the retail and high street sector. Collection of 2020/21 debt has been adversely impacted due to the uncertainty for businesses during the pandemic and Enfield has decided to suspend the normal Recovery programme until it can be reviewed later in the year. |

(b) Benefits Processing & Support

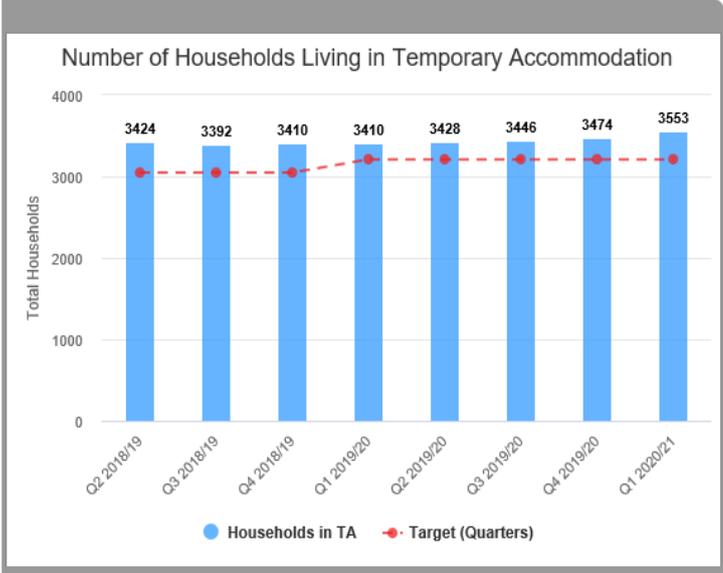
| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| BV079b(i) % of Housing Benefit Overpayments recovered. | 72.04% | 77.61% | 75.11% | 77.52% | 92.61% | 83.00% | 83.00% | There has been an upturn in performance. This is combination of fewer new overpayment recovery cases and a reduction in DWP data matching (VEP) due COVID. The DWP stopped the Council from deducting payments from DWP administered benefits during lockdown and suspended new referrals. These restrictions are still in place. |

| Indicator |
|---|
| FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative) |
| FCRCP33 Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD |

| Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 22.63 | 22.22 | 21.76 | 23.21 |
| 3.75 | 3.82 | 4.29 | 3.85 |

| Q1 2020/21 | | Annual Target 2020/21 | Notes |
|------------|--------|-----------------------|-------|
| Value | Target | | |
| 18.98 | 23 | 23 | |
| 3.62 | 7 | 7 | |

Action Plan Subject: Temporary Accommodation
Lead Director: Executive Director Place

| Trend Data | Commentary | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------------|-------------------|-------------------|------------|------|-------|------------|------|-------|------------|------|-------|------------|------|-------|------------|------|-------|------------|------|-------|------------|------|-------|------------|------|-------|--|
|  <table border="1"> <caption>Number of Households Living in Temporary Accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Households in TA</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>3424</td> <td>~3000</td> </tr> <tr> <td>Q3 2018/19</td> <td>3392</td> <td>~3000</td> </tr> <tr> <td>Q4 2018/19</td> <td>3410</td> <td>~3000</td> </tr> <tr> <td>Q1 2019/20</td> <td>3410</td> <td>~3200</td> </tr> <tr> <td>Q2 2019/20</td> <td>3428</td> <td>~3200</td> </tr> <tr> <td>Q3 2019/20</td> <td>3446</td> <td>~3200</td> </tr> <tr> <td>Q4 2019/20</td> <td>3474</td> <td>~3200</td> </tr> <tr> <td>Q1 2020/21</td> <td>3553</td> <td>~3200</td> </tr> </tbody> </table> | Quarter | Households in TA | Target (Quarters) | Q2 2018/19 | 3424 | ~3000 | Q3 2018/19 | 3392 | ~3000 | Q4 2018/19 | 3410 | ~3000 | Q1 2019/20 | 3410 | ~3200 | Q2 2019/20 | 3428 | ~3200 | Q3 2019/20 | 3446 | ~3200 | Q4 2019/20 | 3474 | ~3200 | Q1 2020/21 | 3553 | ~3200 | <p>Quarter 1 showed that Enfield had 3553 households in Temporary Accommodation (TA). This is a slight increase from the end of year and Quarter three figure of 3474. Demand continues to place pressure on the service</p> <p><u>COVID pandemic - Emergency Accommodation provision</u></p> <p>The country went into lockdown on 22 March 2020, following this the closure of all rough sleeper shelters by 27th March 2020. In preparation to house rough sleepers and single people at imminent risk of rough sleeping we began the process of procuring/negotiating room/studio/1-bedroom accommodation from the following provision:</p> <ul style="list-style-type: none"> • Registered Providers • Empty council stock • Use of refurbished decants (regen areas) • Block book of Travelodge Edmonton (supported housing provision) • Nightly let accommodation • Supported housing providers <p>From contacting the above providers, a listing was created of suitable accommodation to support both COVID symptomatic and non-symptomatic cases to ensure safety for a lock down period of up to 12 weeks. The Allocations scheme was suspended in accordance with government guidance and stock was used where possible for emergency purposes.</p> <p>The government issued a moratorium for evictions in the private rented sector, therefore stopping any further bailiff warrants for the period of lock down to continue to 20th September along with new notice periods.</p> <p><u>Update on Service Design for homeless and Prevention Services</u></p> <p>As part of the transformational change programme in homelessness, new ways of delivering homelessness and prevention Services were started in January 2020 with new teams and more experienced caseworkers working on the</p> |
| Quarter | Households in TA | Target (Quarters) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 3424 | ~3000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 3392 | ~3000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 3410 | ~3000 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 3410 | ~3200 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 3428 | ~3200 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 3446 | ~3200 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 3474 | ~3200 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 3553 | ~3200 | | | | | | | | | | | | | | | | | | | | | | | | | | |

front line at John Wilkes House to receive enquiries, offer advice and take on casework with minimum hand offs. This means new customers have one caseworker dealing with homelessness prevention and any follow up homeless application. The new Service Model is more efficient, enabling caseworkers to undertake 'outreach' homelessness prevention surgeries, co-located with the Council's front-line MASH and Children's Services' Early Help Services. Standing Together Domestic Abuse charity has been reviewing Enfield's approach to Domestic Abuse in housing cases through research, surveys, interviews and workshops with staff and partners to inform Enfield's new service model. Pending their recommendations, a new risk-based housing focused domestic abuse checklist has been designed to support and improve our response to those facing domestic abuse and in preparing for new housing statutory duties in this regard.

The COVID pandemic led to a rapid redesign of the service offer. All services are now provided through a central phone line with the number advertised to other agencies and through our website. Calls are monitored to ensure that all calls are answered within 5 rings. Once someone is registered with the service, they can contact their caseworker directly by phone or email. Alternative solutions have been found for submitting documents and signing agreements, meaning that we are able to provide the service remotely. The lessons for this are now being built into the future service model.

Also, in response to the COVID pandemic we have set up a landlord advice line (launched 04/05/20) to assist landlords with advice and guidance for tenant payment/benefit issues. We have promoted this to more than 3,500 private landlords operating in Enfield. This forms a key part of the new service offer

Cabinet agreed on the January 22nd, 2020 for the following to take place with the associated timeframes:

- New service design restructure – starting June 2020
- Join Capital Letters – April 2020
- Establish Enfield Let (subject to approval)
- Use of Single Homelessness Program (SHPS) – April 2020

We have the new structure partially in place, most Leadership roles are in place and we hope to have a fully staffed structure by end October 2020. The timescale is subject to union and staff consultation (Market Management Team).

Timescales for Improvement:

In terms of seeing an improvement in the TA figures, this will only be realised through the service design.

Positive Actions undertaken in Quarter 1

Other positive actions include:

- 155 rough sleepers housed (verified) – 81 of the cases have no recourse to public funds
- Moved on 30 families from TA
- Prevented 97 families from going into TA

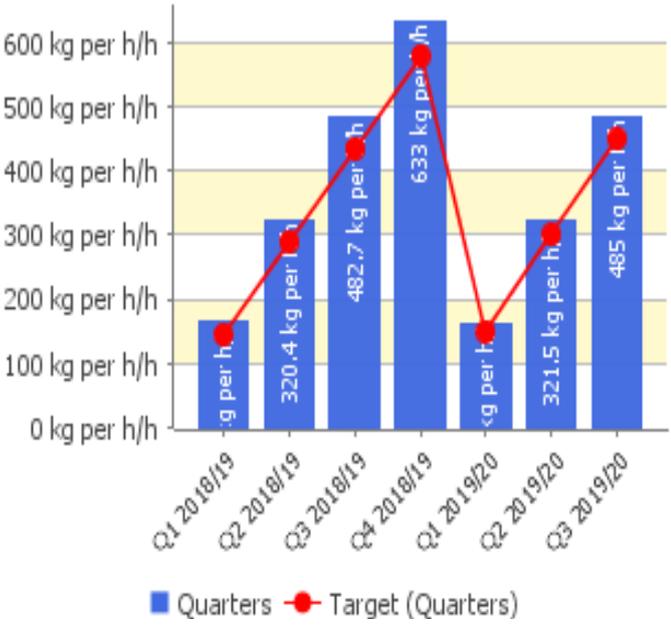
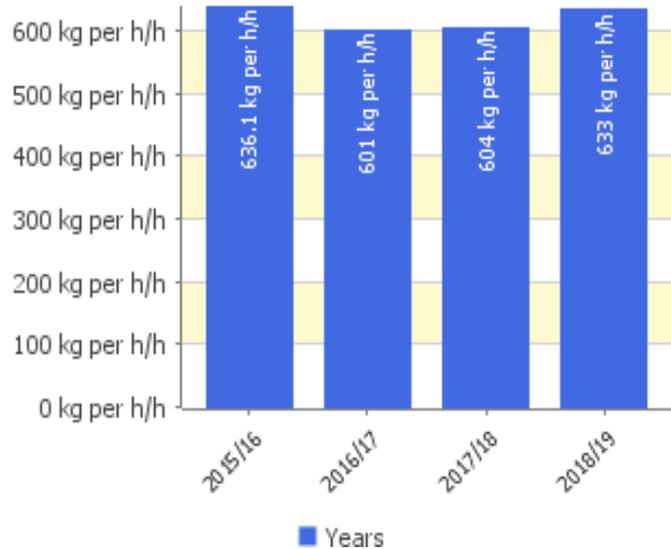
We worked collaboratively with Haringey Council to provide 20 bed spaces for rough sleepers at our block booked hotel in Edmonton – Travelodge. For the period we recharged Haringey both hotel and full staff costs (supported housing provision)

Capital Letters – although we joined this pan London letting agency in April, due to the COVID pandemic there has been a slow start. We have now procured 22 PRS tenancies (since mid-June), with currently a further 11 in the pipeline.

Action Plan Subject: Household Waste and Recycling
Lead Director: Executive Director Place



| Trend Data | Commentary | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------------|------------|---------|------------|---------|-------|------------|-------|---------|------------|--|-----|------------|-------|-----|------------|-------|-------|------------|-------|-------|------------|-------|-------|---|
| <p>% of household waste sent for reuse, recycling and composting</p> <table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>36.9%</td> <td>40%</td> </tr> <tr> <td>Q2 2018/19</td> <td>35.1%</td> <td>40%</td> </tr> <tr> <td>Q3 2018/19</td> <td>31.5%</td> <td>40%</td> </tr> <tr> <td>Q4 2018/19</td> <td>29.3%</td> <td>40%</td> </tr> <tr> <td>Q1 2019/20</td> <td>35.1%</td> <td>37.5%</td> </tr> <tr> <td>Q2 2019/20</td> <td>35.1%</td> <td>37.5%</td> </tr> <tr> <td>Q3 2019/20</td> <td>30.8%</td> <td>37.5%</td> </tr> </tbody> </table> | Quarter | Percentage | Target | Q1 2018/19 | 36.9% | 40% | Q2 2018/19 | 35.1% | 40% | Q3 2018/19 | 31.5% | 40% | Q4 2018/19 | 29.3% | 40% | Q1 2019/20 | 35.1% | 37.5% | Q2 2019/20 | 35.1% | 37.5% | Q3 2019/20 | 30.8% | 37.5% | <p>Current Performance</p> <p>The percentage of household material sent for reuse, recycling and composting (also known as NI192) and the amount of residual waste per household (NI191) is reported to Government through Waste Data Flow and is available to the public once data verification is complete. The data is verified by the London Borough of Enfield (LBE), North London Waste Authority and Waste Data Flow. Data remains provisional until published which is around six months after the quarter.</p> <p>NI192 and NI191 data published through Waste Data Flow forms part of the Council's corporate key performance indicators and is monitored on a quarterly basis.</p> <p>In addition, the Waste Implementation Board (WIB) has oversight of the changes made to the waste and recycling service including scrutiny of the overall performance.</p> |
| Quarter | Percentage | Target | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 36.9% | 40% | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 35.1% | 40% | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 31.5% | 40% | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 29.3% | 40% | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 35.1% | 37.5% | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 35.1% | 37.5% | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 30.8% | 37.5% | | | | | | | | | | | | | | | | | | | | | | | |
| <p>% of household waste sent for reuse, recycling and composting</p> <table border="1"> <caption>Annual Performance Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>35.9%</td> </tr> <tr> <td>2016/17</td> <td>37.2%</td> </tr> <tr> <td>2017/18</td> <td>35.9%</td> </tr> <tr> <td>2018/19</td> <td>33.4%</td> </tr> </tbody> </table> | Year | Percentage | 2015/16 | 35.9% | 2016/17 | 37.2% | 2017/18 | 35.9% | 2018/19 | 33.4% | <p>The most recent available NI192 data is quarter three (1 October 2019 to 31 December 2019) and this was reported in the Council's corporate performance quarter four report (1 January 2020 to 31 March 2020). Quarter 4 data is currently provisional and therefore has not been verified.</p> <p>Naturally recycling decreases between quarter one and quarter four and can be seen in the graph opposite.</p> <p>London borough of Enfield's (LBE) recycling rate has fluctuated over the years. Recycling rates noticeably increased from 32 percent to 39 percent after wheeled bins were rolled out in 2012/13.</p> <p>As a result of a reduction in recycling officers and communication resource in 2015/16 rates decreased to 36 percent and then showed a slight increase in 2016/17 following a change in collections (a move from a weekly mixed food and garden waste collection to a fortnightly collection).</p> | | | | | | | | | | | | | | |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 35.9% | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 37.2% | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 35.9% | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 33.4% | | | | | | | | | | | | | | | | | | | | | | | | |

| Trend Data | Commentary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------------------|---------------------|---------------------|------------|------|------|------------|-------|------|------------|-------|------|------------|-----|------|------------|------|------|------------|-------|------|------------|-----|------|------|-----------------------------|---------|-------|---------|-----|---------|-----|---------|-----|---|
| <div data-bbox="215 459 662 504" data-label="Caption"> <p>Residual Waste Per Household (kg)</p> </div>  <table border="1" data-bbox="103 504 774 1131"> <caption>Residual Waste Per Household (kg) - Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual (kg per h/h)</th> <th>Target (kg per h/h)</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>~150</td> <td>~150</td> </tr> <tr> <td>Q2 2018/19</td> <td>320.4</td> <td>~300</td> </tr> <tr> <td>Q3 2018/19</td> <td>482.7</td> <td>~450</td> </tr> <tr> <td>Q4 2018/19</td> <td>633</td> <td>~600</td> </tr> <tr> <td>Q1 2019/20</td> <td>~150</td> <td>~150</td> </tr> <tr> <td>Q2 2019/20</td> <td>321.5</td> <td>~300</td> </tr> <tr> <td>Q3 2019/20</td> <td>485</td> <td>~450</td> </tr> </tbody> </table> <div data-bbox="215 1254 662 1299" data-label="Caption"> <p>Residual Waste Per Household (kg)</p> </div>  <table border="1" data-bbox="103 1299 774 1848"> <caption>Residual Waste Per Household (kg) - Annual Data</caption> <thead> <tr> <th>Year</th> <th>Residual Waste (kg per h/h)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>636.1</td> </tr> <tr> <td>2016/17</td> <td>601</td> </tr> <tr> <td>2017/18</td> <td>604</td> </tr> <tr> <td>2018/19</td> <td>633</td> </tr> </tbody> </table> | Quarter | Actual (kg per h/h) | Target (kg per h/h) | Q1 2018/19 | ~150 | ~150 | Q2 2018/19 | 320.4 | ~300 | Q3 2018/19 | 482.7 | ~450 | Q4 2018/19 | 633 | ~600 | Q1 2019/20 | ~150 | ~150 | Q2 2019/20 | 321.5 | ~300 | Q3 2019/20 | 485 | ~450 | Year | Residual Waste (kg per h/h) | 2015/16 | 636.1 | 2016/17 | 601 | 2017/18 | 604 | 2018/19 | 633 | <p data-bbox="798 235 1540 313">Since 2016/17 LBE's recycling rates have decreased and has been below target (37%) since 2017/18:</p> <ul data-bbox="845 336 1133 459" style="list-style-type: none"> • 37.2% in 2016/17 • 35.9% in 2017/18 • 33.4% in 2018/19 <p data-bbox="798 481 1540 728">London Context - The majority of London boroughs show recycling levels that are stagnant or have decreased for the same time period. Where London borough recycling rates have increased this has mainly been due to a change made in the way waste and recycling is collected. This has been a driver for LBE to implement major changes to the services.</p> <p data-bbox="798 750 973 795">Action Plan</p> <p data-bbox="798 817 1540 996">On 4 November 2019, the collection service was changed from a fortnightly collection of <u>mixed</u> garden and food (free) to a paid for, fortnightly garden collection and a <u>separate</u> weekly food recycling service.</p> <p data-bbox="798 1019 1540 1288">On 2 March 2020, the service changed from a weekly collection of refuse and weekly collection of dry recycling to alternate weekly collections. This means refuse one week and dry recycling is collected on the alternative weeks. Additionally, investment has been put into communications (£100k per annum) and two additional resident engagement officers have been made to support these changes.</p> <p data-bbox="798 1288 1540 1467">The plan is that once the physical/ operational changes are embedded (normally 3-6 months) a series of behavioural engagement and communications would be deployed to support and change resident behaviour to increase recycling across the borough.</p> <p data-bbox="798 1489 1540 1736">However, implementation of the service change was disrupted by Covid-19 and the subsequent impact from lockdown on 23rd March. Temporary changes were made to the service in response to these impacts; both to tackle reduced staff numbers and the increased waste and recycling generated by the majority of the population being instructed to stay at home.</p> <p data-bbox="798 1758 1540 2038">A communications campaign and Resident Engagement and Education work to reduce waste and recycle will now start in September 2020 to coincide with children going back-to school. The introduction of alternate weekly collections of refuse and dry recycling supported with education will result in resident behavioural change and consequently will improve recycling performance.</p> <p data-bbox="798 2060 1540 2094">In addition, a Reuse and Recycling Plan (RRP) was</p> |
| Quarter | Actual (kg per h/h) | Target (kg per h/h) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | ~150 | ~150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 320.4 | ~300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 482.7 | ~450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 633 | ~600 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | ~150 | ~150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 321.5 | ~300 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 485 | ~450 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Residual Waste (kg per h/h) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 636.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 601 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 604 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 633 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

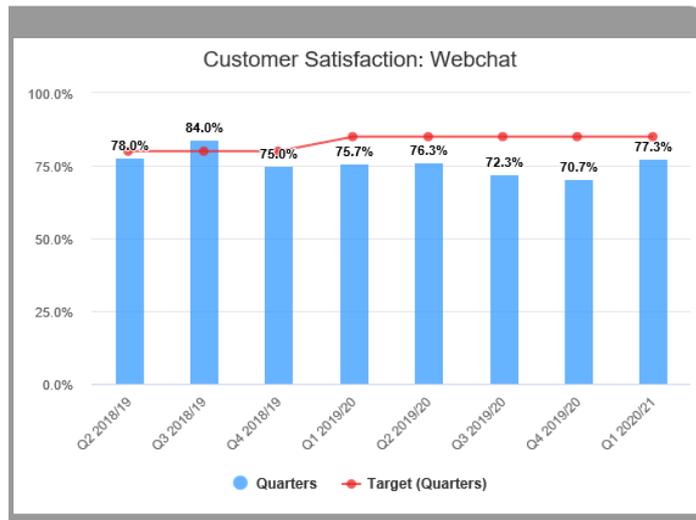
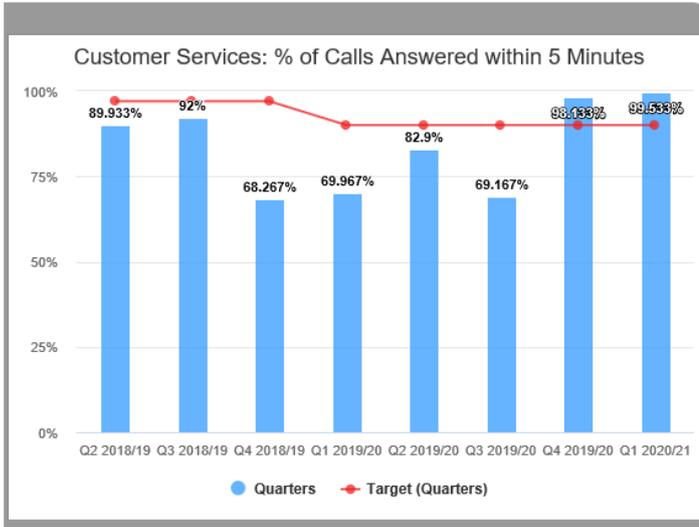
| Trend Data | Commentary |
|------------|---|
| | <p>approved in July 2019 and sets out LBE's commitment to a range of measures that will increase recycling performance. Key measures include working with businesses to reduce single use plastics and developing a strategy for improving recycling at flatted properties. The RRP runs until 2022.</p> <p>Timescale for Improvement</p> <p>It is anticipated that quarters 3 and 4 (2020/21) will improve compared to quarters 3 and 4 (2019/20), which will align with the launch of the resident engagement work and removal of temporary measures e.g. collecting refuse side waste, that were put in place to tackle the impacts of Covid-19.</p> <p>The annual NI192 figure will take longer to see an improvement in the figures due to the impact of Covid-19 on quarters 1 and 2 (2020/21). It is anticipated that the positive impact expected in 2020/21 will be delayed until 2021/22.</p> <p>We must be conscious that in light of Covid-19 many more people are and will remain working from home which is a significant change from where we started with our modelling of waste generated data and this will need to be kept under constant review to understand if it changes any of our original assumptions and figures.</p> |

Action Plan Subject: Telephony and Customer Services
Lead Director: Executive Director Resources

| Trend Data | Commentary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------------------------|--------------------------|------------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|-------------|---|----|-------|------------|----|-------|---|
| <p>Correlation between Customer Services staffing level & % of calls answered</p> <table border="1"> <caption>Correlation between Customer Services staffing level & % of calls answered</caption> <thead> <tr> <th>Quarter</th> <th>Staff FTE excl. trainees</th> <th>% calls answered</th> </tr> </thead> <tbody> <tr><td>Q4 2017/18</td><td>52</td><td>85.0%</td></tr> <tr><td>Q1 2018/19</td><td>45</td><td>85.0%</td></tr> <tr><td>Q2 2018/19</td><td>45</td><td>88.0%</td></tr> <tr><td>Q3 2018/19</td><td>40</td><td>92.0%</td></tr> <tr><td>Q4 2018/19</td><td>35</td><td>78.0%</td></tr> <tr><td>Q1 2019/20</td><td>30</td><td>78.0%</td></tr> <tr><td>Q2 2019/20</td><td>40</td><td>88.0%</td></tr> <tr><td>Q3 2019/20</td><td>45</td><td>78.0%</td></tr> <tr><td>Q4 2019/20</td><td>65</td><td>92.0%</td></tr> <tr><td>Q1 2020/21</td><td>75</td><td>97.5%</td></tr> </tbody> </table> | Quarter | Staff FTE excl. trainees | % calls answered | Q4 2017/18 | 52 | 85.0% | Q1 2018/19 | 45 | 85.0% | Q2 2018/19 | 45 | 88.0% | Q3 2018/19 | 40 | 92.0% | Q4 2018/19 | 35 | 78.0% | Q1 2019/20 | 30 | 78.0% | Q2 2019/20 | 40 | 88.0% | Q3 2019/20 | 45 | 78.0% | Q4 2019/20 | 65 | 92.0% | Q1 2020/21 | 75 | 97.5% | <p>Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.</p> <p>Call answer rates and wait times are determined largely by whether there are enough staff to meet the demand.</p> <p>This correlation is illustrated in the first chart.</p> <p>The next three charts demonstrate the impact of the additional staff which were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20 and continued into the 2020/2021 financial Year.</p> |
| Quarter | Staff FTE excl. trainees | % calls answered | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 52 | 85.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 45 | 85.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 45 | 88.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 40 | 92.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 35 | 78.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 30 | 78.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 40 | 88.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 45 | 78.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 65 | 92.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 75 | 97.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Gateway Telephones - Answer Rate</p> <table border="1"> <caption>Gateway Telephones - Answer Rate</caption> <thead> <tr> <th>Quarter</th> <th>Answer Rate (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>86.1%</td><td>80%</td></tr> <tr><td>Q3 2018/19</td><td>89.6%</td><td>80%</td></tr> <tr><td>Q4 2018/19</td><td>76.9%</td><td>80%</td></tr> <tr><td>Q1 2019/20</td><td>77.7%</td><td>80%</td></tr> <tr><td>Q2 2019/20</td><td>85%</td><td>80%</td></tr> <tr><td>Q3 2019/20</td><td>77.9%</td><td>80%</td></tr> <tr><td>Q4 2019/20</td><td>91.3%</td><td>80%</td></tr> <tr><td>Q1 2020/21</td><td>97.5%</td><td>80%</td></tr> </tbody> </table> | Quarter | Answer Rate (%) | Target (%) | Q2 2018/19 | 86.1% | 80% | Q3 2018/19 | 89.6% | 80% | Q4 2018/19 | 76.9% | 80% | Q1 2019/20 | 77.7% | 80% | Q2 2019/20 | 85% | 80% | Q3 2019/20 | 77.9% | 80% | Q4 2019/20 | 91.3% | 80% | Q1 2020/21 | 97.5% | 80% | <p>The Answer Rate is now showing at 97.5% which is well above the 80% target</p> <p>The Average Wait time is a 2-year low of 34 Seconds, well below the 3-minute target</p> <p>99.5% of all calls were answered within 5 minutes which again is well above the 90% Target</p> | | | | | | |
| Quarter | Answer Rate (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 86.1% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 89.6% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 76.9% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 77.7% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 85% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 77.9% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 91.3% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 97.5% | 80% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Gateway Telephones - Average Wait Time</p> <table border="1"> <caption>Gateway Telephones - Average Wait Time</caption> <thead> <tr> <th>Quarter</th> <th>Average Wait Time</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>00h 03m 40s</td><td>00h 02m 59s</td></tr> <tr><td>Q3 2018/19</td><td>00h 02m 47s</td><td>00h 02m 59s</td></tr> <tr><td>Q4 2018/19</td><td>00h 07m 17s</td><td>00h 02m 59s</td></tr> <tr><td>Q1 2019/20</td><td>00h 06m 41s</td><td>00h 02m 59s</td></tr> <tr><td>Q2 2019/20</td><td>00h 04m 12s</td><td>00h 02m 59s</td></tr> <tr><td>Q3 2019/20</td><td>00h 06m 41s</td><td>00h 02m 59s</td></tr> <tr><td>Q4 2019/20</td><td>00h 02m 59s</td><td>00h 02m 59s</td></tr> <tr><td>Q1 2020/21</td><td>00h 00m 34s</td><td>00h 02m 59s</td></tr> </tbody> </table> | Quarter | Average Wait Time | Target | Q2 2018/19 | 00h 03m 40s | 00h 02m 59s | Q3 2018/19 | 00h 02m 47s | 00h 02m 59s | Q4 2018/19 | 00h 07m 17s | 00h 02m 59s | Q1 2019/20 | 00h 06m 41s | 00h 02m 59s | Q2 2019/20 | 00h 04m 12s | 00h 02m 59s | Q3 2019/20 | 00h 06m 41s | 00h 02m 59s | Q4 2019/20 | 00h 02m 59s | 00h 02m 59s | Q1 2020/21 | 00h 00m 34s | 00h 02m 59s | <p>In terms of Call Volumes there was a 5.4% reduction in call volume in comparison to the same period last year.</p> <p>Customer Satisfaction with Web chat continues to increase and is now at 77.3%. this is below the 85% target</p> <p>Web chats have seen a 146% increase in volume in comparison to April-June 2019</p> <p>Webchat improvements</p> <ul style="list-style-type: none"> • Training - The first session was held on 14th August for 6 staff. A further session will take place in September. Content included how to respond to chats, classifying chats and quality and performance. Experienced members of staff contributed with key ideas that can help improve the service. These include researching queries to put ourselves in the customers' shoes and feeding back issues | | | | | | |
| Quarter | Average Wait Time | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 00h 03m 40s | 00h 02m 59s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 00h 02m 47s | 00h 02m 59s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q2 2019/20 | 00h 04m 12s | 00h 02m 59s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q4 2019/20 | 00h 02m 59s | 00h 02m 59s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 00h 00m 34s | 00h 02m 59s | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Trend Data

Commentary



with the website. Whilst staff were unable to carry out face to face duties, a programme of cross training took place on webchat.

- Questionnaires - A new customer satisfaction survey was introduced in mid-June comprising 4 questions to be rated from one to five stars. These relate to the ease of use, professionalism, pace of the chat and whether the response fully answered the questions asked. A fifth question allows for further comments and areas of improvement as free text. This final question has allowed us to make improvements such as systematically offering the customer a copy of the transcript.
- Audit and feedback - The management team are carrying out regular auditing of webchat and feeding back to staff.

As a result of these initiatives we are already seeing improvements in satisfaction levels which will be reflected in the next quarter's results. **As an indication, July's data showed a satisfaction level of 85.6% which is above the corporate target of 85%.**

Action Plan Subject: Complaints, FOI's and Complaints
Lead Director: Director of Law and Governance

| Trend Data | Commentary | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------|-----------------|------------|------------|-------|-----|------------|-------|-----|------------|-------|-----|------------|-------|-----|--|-------|-----|------------|-------|-----|------------|-------|-----|------------|-------|-----|---|
| <p>Initial Review Complaints - Council Overall (% inside target)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>81.9%</td> <td>95%</td> </tr> <tr> <td>Q3 2019/20</td> <td>83.1%</td> <td>95%</td> </tr> <tr> <td>Q4 2019/20</td> <td>82.2%</td> <td>95%</td> </tr> <tr> <td>Q1 2020/21</td> <td>77.6%</td> <td>95%</td> </tr> </tbody> </table> | Quarter | Performance (%) | Target (%) | Q2 2019/20 | 81.9% | 95% | Q3 2019/20 | 83.1% | 95% | Q4 2019/20 | 82.2% | 95% | Q1 2020/21 | 77.6% | 95% | <p>The charts to the left show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.</p> <p>Please note that the performance across these areas was directly affected by the Covid Pandemic. Staff across the council were redeployed into the Community Hub and the Councils associated response. This had a large and direct impact on these figures as staff were asked to prioritise this work and were unable to meet the corporate response times. This was discussed and raised as part of the GOLD meetings. There was also changes to processes during the last quarter due to COVID, in that we stopped sending weekly reports and formal reports as it was recognised that the pandemic work needed to be prioritised.</p> | | | | | | | | | | | | |
| Quarter | Performance (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 81.9% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2019/20 | 83.1% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2019/20 | 82.2% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 77.6% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>All Departments - FOIs answered within 20 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>63.5%</td> <td>95%</td> </tr> <tr> <td>Q3 2018/19</td> <td>79.2%</td> <td>95%</td> </tr> <tr> <td>Q4 2018/19</td> <td>79.7%</td> <td>95%</td> </tr> <tr> <td>Q1 2019/20</td> <td>70.4%</td> <td>95%</td> </tr> <tr> <td>Q2 2019/20</td> <td>81.8%</td> <td>95%</td> </tr> <tr> <td>Q3 2019/20</td> <td>84.2%</td> <td>95%</td> </tr> <tr> <td>Q4 2019/20</td> <td>82.5%</td> <td>95%</td> </tr> <tr> <td>Q1 2020/21</td> <td>79.1%</td> <td>95%</td> </tr> </tbody> </table> | Quarter | Performance (%) | Target (%) | Q2 2018/19 | 63.5% | 95% | Q3 2018/19 | 79.2% | 95% | Q4 2018/19 | 79.7% | 95% | Q1 2019/20 | 70.4% | 95% | Q2 2019/20 | 81.8% | 95% | Q3 2019/20 | 84.2% | 95% | Q4 2019/20 | 82.5% | 95% | Q1 2020/21 | 79.1% | 95% | <p>Summary</p> <p>Complaints - Initial reviews a drop on Q4 of 4.6%. Performance is below the 95% target.</p> <p>FOIS: For Quarter 1 for FOIs, performance was 79.1% below the 100% target.</p> <p>Additional analysis is being undertaken to look at trends in terms of commonly asked questions and requests</p> |
| Quarter | Performance (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 63.5% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>All Departments - MEQs closed within 8 days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>65.9%</td> <td>95%</td> </tr> <tr> <td>Q3 2018/19</td> <td>80.3%</td> <td>95%</td> </tr> <tr> <td>Q4 2018/19</td> <td>79.7%</td> <td>95%</td> </tr> <tr> <td>Q1 2019/20</td> <td>73.3%</td> <td>95%</td> </tr> <tr> <td>Q2 2019/20</td> <td>83.9%</td> <td>95%</td> </tr> <tr> <td>Q3 2019/20</td> <td>86.6%</td> <td>95%</td> </tr> <tr> <td>Q4 2019/20</td> <td>76.8%</td> <td>95%</td> </tr> <tr> <td>Q1 2020/21</td> <td>77.7%</td> <td>95%</td> </tr> </tbody> </table> | Quarter | Performance (%) | Target (%) | Q2 2018/19 | 65.9% | 95% | Q3 2018/19 | 80.3% | 95% | Q4 2018/19 | 79.7% | 95% | Q1 2019/20 | 73.3% | 95% | Q2 2019/20 | 83.9% | 95% | Q3 2019/20 | 86.6% | 95% | Q4 2019/20 | 76.8% | 95% | Q1 2020/21 | 77.7% | 95% | <p>MEQs: Quarter 1 for MEQ's performance was 77.7% answered in 8 working days against a target of 95%. This is a slight rise in performance from Quarter 4.</p> |
| Quarter | Performance (%) | Target (%) | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 65.9% | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | |
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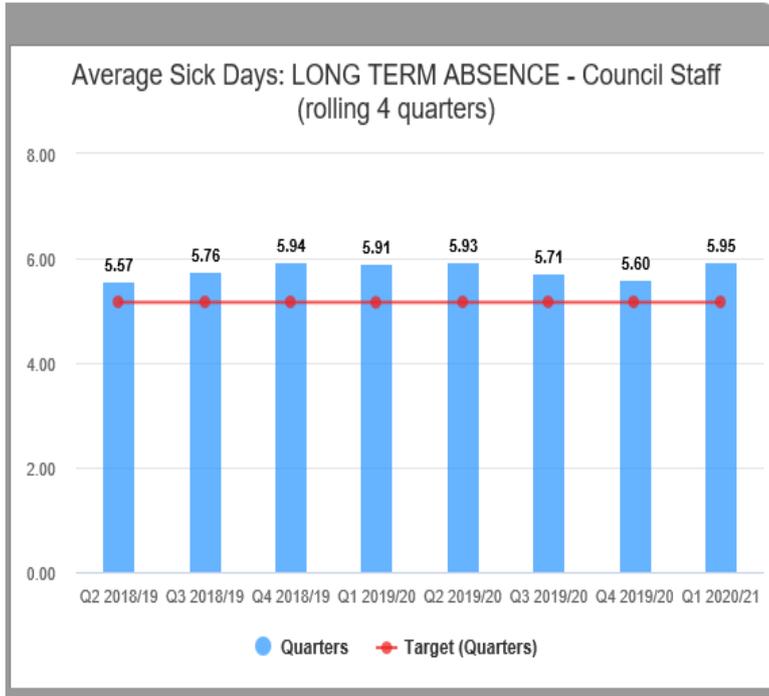
Action Plan Subject: Sickness Absence

Lead Director: Director of Human Resources & Organisational Design

| Trend Data | Commentary | | | | | | | | | | | | | | | | | | |
|--|-------------------|-------------------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|------------|------|---|
| <p>Average Sick Days - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>9.00</td></tr> <tr><td>Q3 2018/19</td><td>9.07</td></tr> <tr><td>Q4 2018/19</td><td>9.07</td></tr> <tr><td>Q1 2019/20</td><td>9.03</td></tr> <tr><td>Q2 2019/20</td><td>9.08</td></tr> <tr><td>Q3 2019/20</td><td>8.99</td></tr> <tr><td>Q4 2019/20</td><td>8.99</td></tr> <tr><td>Q1 2020/21</td><td>9.27</td></tr> </tbody> </table> <p>Target (Quarters): 7.50</p> | Quarter | Average Sick Days | Q2 2018/19 | 9.00 | Q3 2018/19 | 9.07 | Q4 2018/19 | 9.07 | Q1 2019/20 | 9.03 | Q2 2019/20 | 9.08 | Q3 2019/20 | 8.99 | Q4 2019/20 | 8.99 | Q1 2020/21 | 9.27 | <p>Please note the following definitions for the purposes of this report.</p> <p>FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p>Average FTE Days: This is the number of FTE working days lost to sickness absence divided by the number of FTE employees in the Service.</p> <p>Sickness absence includes sickness relating to or due to Covid-19. Over 30% of Sickness in April-June 2020 was related to Covid and as such there was an increase in sickness rates</p> |
| Quarter | Average Sick Days | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 9.00 | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 9.07 | | | | | | | | | | | | | | | | | | |
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| Q4 2019/20 | 8.99 | | | | | | | | | | | | | | | | | | |
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| <p>Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q2 2018/19</td><td>3.43</td></tr> <tr><td>Q3 2018/19</td><td>3.35</td></tr> <tr><td>Q4 2018/19</td><td>3.13</td></tr> <tr><td>Q1 2019/20</td><td>3.12</td></tr> <tr><td>Q2 2019/20</td><td>3.15</td></tr> <tr><td>Q3 2019/20</td><td>3.28</td></tr> <tr><td>Q4 2019/20</td><td>3.39</td></tr> <tr><td>Q1 2020/21</td><td>3.32</td></tr> </tbody> </table> <p>Target (Quarters): 2.80</p> | Quarter | Average Sick Days | Q2 2018/19 | 3.43 | Q3 2018/19 | 3.35 | Q4 2018/19 | 3.13 | Q1 2019/20 | 3.12 | Q2 2019/20 | 3.15 | Q3 2019/20 | 3.28 | Q4 2019/20 | 3.39 | Q1 2020/21 | 3.32 | <p>Whilst Covid has had an impact on sickness figures, the increase in Q1 is also due to the insourcing of the cleaning contract and IWE.</p> <p>Compared to the same period last year sickness levels are similar in the CEX and People Department, lower in the Resources Department and higher in the Place Department.</p> <p>Following the TUPE transfer of the cleaning service the Place department inherited 8</p> |
| Quarter | Average Sick Days | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 3.43 | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 3.35 | | | | | | | | | | | | | | | | | | |
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| Q4 2019/20 | 3.39 | | | | | | | | | | | | | | | | | | |
| Q1 2020/21 | 3.32 | | | | | | | | | | | | | | | | | | |

Trend Data

Commentary



long-term sickness absence cases. The new managers in this service have been trained on the Council's sickness process and with HR support, these are now being proactively managed through Council processes.

Short-term absence has increased during Q1. Several Covid-19 short-term absence cases have been recorded which will contribute to this increase

The rolling 8 quarters for sickness absence up to Quarter 1 (April – June 2020 is in the chart on the left-hand side. Current Council wide performance is above target with 9.27 FTE days being lost to sickness every year. The target is 7.96 FTE days lost which was the London average in 2018/19.

The annual target relates to 0.66 days per FTE per month and 1.99 FTE per quarter. The departmental breakdown of sickness for Quarter two shows the following:

Monthly by Department (Targets 0.66 day per month; 1.99 days per quarter)

| Indicator | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 | Q1 2020/21 | | Annual Target 2020/21 |
|--|------------|------------|------------|------------|------------|--------|-----------------------|
| | Value | Value | Value | Value | Value | Target | |
| Average Sick Days per FTE per Month - Chief Executives | 1.51 | 1.29 | 1.67 | 1.58 | 1.59 | 1.99 | 7.96 |
| Average Sick Days per FTE per Month - Resources | 2.14 | 1.94 | 1.84 | 1.81 | 1.33 | 1.99 | 7.96 |
| Average Sick Days per FTE per Month - People | 1.85 | 1.93 | 1.53 | 2.03 | 1.55 | 1.99 | 7.96 |
| Average Sick Days per FTE per Month - Place | 2.82 | 2.91 | 3.18 | 3.39 | 3.82 | 1.99 | 7.96 |

Average Sick Days per FTE for the **Chief Executive's Directorate** is 1.59 which is below the 1.99 target

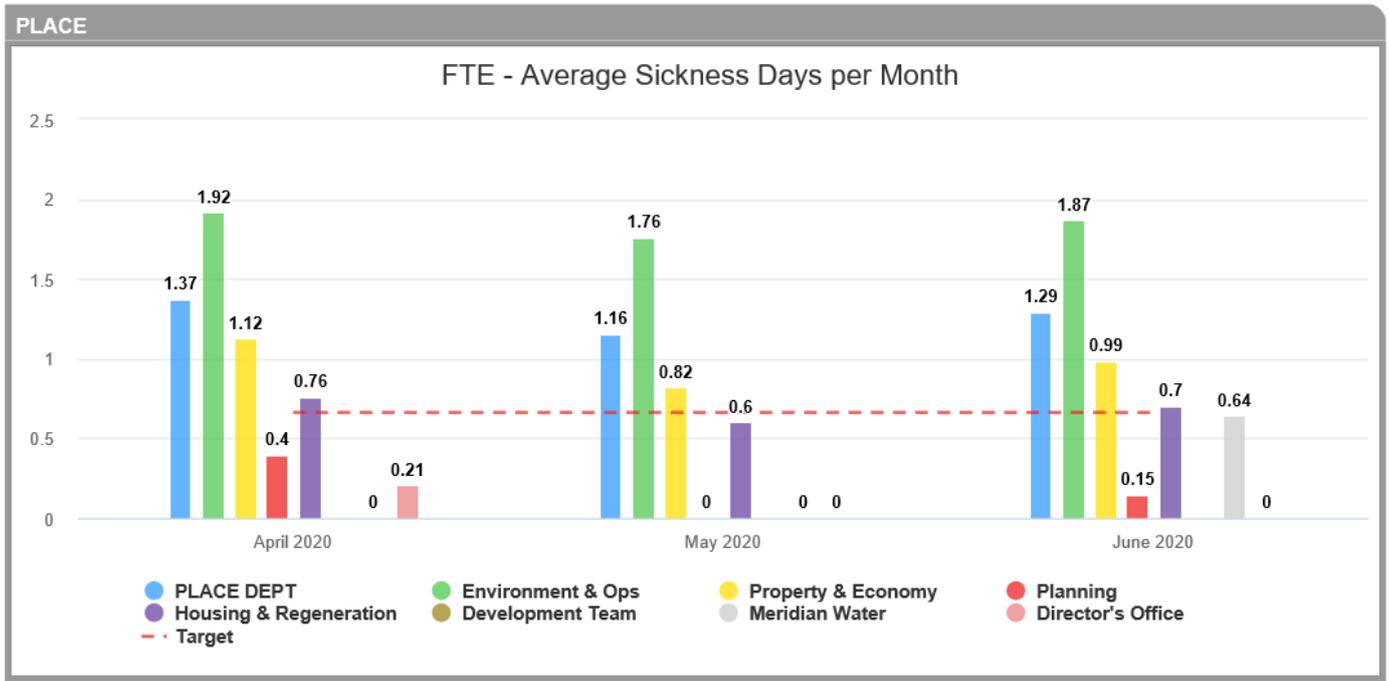
Average Sick Days per FTE for the **Resources Directorate** is 1.33 which is below the 1.99 target and a big improvement on Quarter 4

Average Sick Days per FTE for the **People Directorate** is 1.55 which is below target and is an improvement Quarter 3

Average Sick Days per FTE for the **Place Directorate** is 3.82 which is above the 1.99 target

it should be noted that the Place department has a large manual workforce where sickness absence levels does tend to be higher. This trend is not just within Enfield Council and is typical within this workforce category.

The following chart shows a breakdown in Sickness per month between April and June across the Place Department.



- Environment & Operational Services

Sickness levels have increased in Environment & Ops following the outbreak of Covid-19. Front-line service workers are unable to work with Covid-19 symptoms and do not have the ability to work remotely if they are symptomatic. During Q1 several staff have reported sick due to Covid-19 related symptoms, shielding and anxiety.

In this service there are a few long-term cases due to cancer and muscular skeletal issues. There have been some delays to treatment to resolve some of these cases due to Covid-19 and delays to planned surgery. All cases are being proactively managed with the local managers and some staff have now returned to work. Updates are reported to the Sickness Board. During April to June, 3 ill-health retirements have been processed and there has been one death in service.

- Property & Economy

Sickness levels in Property & Economy have increased following the insourcing of cleaning. A few long-term sickness cases transferred to the Council with no record that they had been managed through a process. These cases are now being proactively managed. In addition to this, there are four long-term sickness cases in other parts of this service that are being proactively managed through the Council's Absence & Attendance process. These cases have been exacerbated by Covid-19.

- Housing & Regeneration

Sickness levels in Council Housing have now stabilized.

In Q1 fifteen members of staff reported sick due to Covid-19 related reasons.

Additional Analysis and Further Actions:

The following shows a comparison of sickness levels at Q1 last year (April-June 2019) compared to this year April – June 2020) across the Council. The big increase is in Covid related sickness
Sickness relating to Stress and Depressions has seen a healthy reduction.

| Sickness Category | FTE Days Lost | | % FTE Days Lost | |
|--|----------------|----------------|-----------------|----------------|
| | Q1 2020-21 | Q1 2019-20 | Q1 2020-21 | Q1 2019-20 |
| Anxiety/stress/depression/other psychiatric illnesses | 1156.20 | 1397.67 | 16.46% | 24.15% |
| Asthma | 14.25 | 5.00 | 0.20% | 0.09% |
| Back problems | 441.33 | 275.00 | 6.28% | 4.75% |
| Benign and malignant tumours, cancers | 301.00 | 226.17 | 4.28% | 3.91% |
| Blood disorders (e.g. anaemia) | 16.39 | 12.75 | 0.23% | 0.22% |
| Burns, poisoning, frostbite, hypothermia | 19.00 | 4.17 | 0.27% | 0.07% |
| Chest & respiratory problems - exclude nose & throat problems, asthma, cold, cough, flu) | 113.38 | 119.10 | 1.61% | 2.06% |
| Cold, Cough, Flu - Influenza | 53.97 | 168.69 | 0.77% | 2.91% |
| Covid-19 | 2118.32 | - | 30.15% | - |
| Dental and oral problems | 13.50 | 25.61 | 0.19% | 0.44% |
| Ear, nose, throat (ENT) | 36.01 | 151.41 | 0.51% | 2.62% |
| Endocrine / glandular problems (e.g. diabetes, thyroid, metabolic problems) | 62.94 | - | 0.90% | - |
| Eye problems | 21.89 | 164.00 | 0.31% | 2.83% |
| Fatigue Syndromes | 64.33 | 19.47 | 0.92% | 0.34% |
| Gastrointestinal problems (e.g. abdominal pain, gastroenteritis, vomiting, diarrhoea) - exclude dental and oral problems | 222.32 | 299.46 | 3.16% | 5.17% |
| Genitourinary & gynaecological disorders - exclude pregnancy related disorders | 63.28 | 325.53 | 0.90% | 5.62% |
| Headache / migraine | 86.46 | 93.15 | 1.23% | 1.61% |
| Heart, cardiac & circulatory problems | 208.74 | 178.59 | 2.97% | 3.09% |
| Hospital / Investigation | 67.89 | 455.37 | 0.97% | 7.87% |
| Infectious diseases | 92.04 | 231.61 | 1.31% | 4.00% |
| Injury, fracture | 218.77 | 485.51 | 3.11% | 8.39% |
| Nervous system disorders - exclude headache/migraine | 113.00 | 92.00 | 1.61% | 1.59% |
| Other known causes (nec) - not elsewhere classified | 114.00 | 96.53 | 1.62% | 1.67% |
| Other musculoskeletal problems - exclude back problems- include neck problems | 865.87 | 671.35 | 12.33% | 11.60% |
| Pregnancy related disorders | 33.14 | 63.61 | 0.47% | 1.10% |
| Skin disorders | 3.53 | 55.30 | 0.05% | 0.96% |
| Unknown causes / Not specified | 503.65 | 170.28 | 7.17% | 2.94% |
| Grand Total (exc Self Isolation) | 7025.20 | 5787.34 | 100.00% | 100.00% |
| Self-Isolation | 2234.39 | - | 24.13% | - |
| Grand Total | 9259.59 | 5787.34 | 100.00% | - |

- Staff that have reached trigger points for sickness are reviewed by the services and cases of long term absence or frequent occurrences are being actively managed. Managers of these staff are being supported by HR.
- HR and Knowledge & Insight are working closely together, and management sickness absence reports are provided to all Directors on a monthly basis.
- HR Advisers will continue to have regular review meetings Directors and managers to ensure there is an agreed action plan for each case.
- Long term sickness absence cases over 100 days will be revisited and an action plan developed.

FINANCE & PERFORMANCE SCRUTINY PANEL WORK PROGRAMME 2020/21

| ITEM | 8 SEPTEMBER 2020 | 5 NOVEMBER 2020 | 6 JANUARY 2021 | 11 MARCH 2021 |
|---|-----------------------------|--|----------------|---------------|
| Annual Items | | | | |
| Setting the Panel's Work Programme 2020/21 | Agree work programme | | | |
| Budget 2021/22 and Medium-Term Financial Plan 2021/22 to 2025/26 | | To consider draft proposals and report onto Overview and Scrutiny Committee | | |
| Specific Items | | | | |
| Local Priorities for 2020/21 including the Council's response to the financial challenges of Covid 19 | Verbal presentation | | | |
| Impact of Covid 19 <ul style="list-style-type: none"> • Finance • Performance | | Report | | |
| Grants – including Council's strategy and approach for grant applications | | | | Report |
| Debts – including income and debt recovery; supporting residents in financial hardship | | | Report | |

| ITEM | 8 SEPTEMBER 2020 | 5 NOVEMBER 2020 | 6 JANUARY 2021 | 11 MARCH 2021 |
|---|---------------------|--------------------|----------------|---------------|
| Housing Revenue Account – updated business plan | | | Report | |
| Dedicated Schools Grant | | | | Report |
| Monitoring/Updates | | | | |
| Quarterly Monitoring Reports: <ul style="list-style-type: none"> • Revenue • Capital • Performance | | Review | Review | Review |