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THE CABINET

Wednesday, 11th November, 2020 at 7.15 pm
Virtual Meeting/Remote - Please use the 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/2Ttx85n>

Membership:

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

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Mustafa Cetinkaya (Associate Cabinet Member – Non Voting), Katherine Chibah (Associate Cabinet Member – Non Voting), Ergin Erbil (Associate Cabinet Member – Non Voting) and Ahmet Hasan (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

Members of the public and representatives of the press are entitled to view meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. DEPUTATIONS

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

4. MINUTES (Pages 1 - 14)

To confirm the minutes of the previous Cabinet meeting held on 14 October 2020.

5. SAFEGUARDING ENFIELD ANNUAL REPORT 2019-2020 (Pages 15 - 88)

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

6. CULTURE STRATEGY - "CULTURE CONNECTS" (Pages 89 - 140)

A report from the Executive Director – Place is attached. **(Key decision – reference number 5165)**

7. CASE FOR CHANGE - DIGITAL SERVICES STRATEGY 2020-2023
(Pages 141 - 160)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5222)**

8. REVENUE MONITORING 2020/21: QUARTER 2 (SEPTEMBER 2020)
(Pages 161 - 238)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5200)**

9. CAPITAL PROGRAMME MONITOR 2020/21: SECOND QUARTER (SEPTEMBER 2020) (Pages 239 - 268)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5201)**

10. TREASURY MANAGEMENT MID YEAR REPORT FOR 2020/21 (Pages 269 - 288)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5214)**

11. TRADING COMPANY ANNUAL ACCOUNTS AND PERFORMANCE (Pages 289 - 418)

A report from the Director of Law and Governance is attached. Note: Restricted appendices containing exempt information also refer. **(Key decision – reference number 5197)**

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

12. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 419 - 422)

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

13. DATE OF NEXT MEETING

To note that the next Cabinet meeting is scheduled to take place on Wednesday 9 December 2020.

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 14 OCTOBER 2020****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Rick Jewell (Cabinet Member for Children's Services), Mary Maguire (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing and Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members (Non-Executive and Non-Voting): Mustafa Cetinkaya (Enfield South East), Ahmet Hasan (Enfield North), Katherine Chibah (Enfield West) and Ergin Erbil (Non Geographical)

ABSENT

Guney Dogan (Cabinet Member for Environment and Sustainability) and Nneka Keazor (Cabinet Member for Community Safety and Cohesion),

OFFICERS:

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Tinu Olowe (Director of Human Resources and Organisational Development), Jeremy Chambers (Director of Law and Governance), Bindi Nagra (Director of Adult Social Care), Matt Bowmer (Interim Director of Finance), Doug Wilkinson (Director of Environment & Operational Services), Mark Bradbury (Director of Property & Economy), Joanne Drew (Director of Housing and Regeneration), Peter George (Programme Director - Meridian Water), Clare Bryant (Senior Governance Officer), Jayne Middleton-Albooye (Head of Legal Services), Doug Wilson (Head of Strategy, Performance and Policy) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) and Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion).

2**DECLARATIONS OF INTEREST**

There were no declarations of interest.

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3

DEPUTATIONS

NOTED, that no requests for deputations had been received for presentation to this Cabinet meeting.

4

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 16 September 2020 be confirmed and signed by the Chair as a correct record.

5

UPTON AND RAYNHAM REDEVELOPMENT

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place on the progress and delivery of the Upton and Raynham redevelopment scheme.

NOTED

1. That approval of this decision would allow progress on the delivery of the redevelopment scheme, as part of the Council's Building Council Homes for Londoners programme.
2. The proposals in relation to Beck House as detailed in the report.
3. That the scheme would significantly increase the supply of both affordable homes and private sale homes in the borough. It would be a significant investment for the Edmonton area and would also provide opportunities for construction jobs for local people.
4. That the homes would be delivered to the highest possible standard and so provide quality housing options for residents. The development would be in line with other significant regeneration projects in the Borough at Meridian Water and Snells and Joyce.
5. That the scheme currently proposed the delivery of 90 homes of London Affordable Rent and 60 units for private sale and two commercial units. The development would revitalise the area and provide an improved public realm.
6. The housing would be provided to a high standard, with 10% being wheelchair accessible, The development would be in line with the aims of the Council's Plan, the London Plan and would comply with environmental and climate change considerations, as set out in the report.
7. The proposals set out in the report and detailed in the decisions below.

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8. A discussion followed with a number of questions and points of clarification raised by Cabinet Members, including the issues outlined below.
9. The scheme was welcomed; it was a significant investment in Edmonton and would provide a range of high-quality housing to suit a variety of needs including a percentage for disabled access, as set out in the report.
10. That the proposals were at the Concept Design stage, which was explained in detail to the Cabinet. The design and planning proposals would be prepared in consultation with the community. The Local Authority would also need to follow due planning processes as was the case for any developers external to the Council.
11. In response to a question raised, that it was proposed that 60 units be for private sale, this was necessary to allow the financial viability of the delivery of 90 units for social housing; and, was in line with the strategy to develop schemes of mixed housing tenure that were of high quality and affordable.
12. The positive regeneration of the area that would result from the scheme. Members were advised of the housing allocation proposals and how the local residents would benefit, as detailed in the report.
13. That the number of units had been reduced from 174 following discussions with planning officers. The regeneration and planning officers would continue to work together on the final scheme proposals.
14. The positive public health implications for the local area and community, as detailed in the report. The provision of high-quality housing and improved public realm would help to reduce health inequalities.

Alternative Options Considered: NOTED, the detailed options that had been considered as set out in paragraphs 64 to 67 of the report including: direct delivery; development agreement; development partnership/joint venture; and, disposal.

DECISION: The Cabinet agreed to

1. Approve the allocation of £40.35m from the Housing Revenue Account (HRA) to fund the development of 150 residential units for the Upton and Raynham scheme as per paragraphs 3 to 7 of appendix 3 to the report (containing exempt information). The Cabinet report of 12 February 2020 has approved an overall budget envelope for the development programme. Each proposed scheme would require a report to approve the budget and scheme. A total budget of £43.5m from the HRA capital programme had been identified in the 30-year

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Business Plan (KD 4969) which Cabinet had agreed on 28 January 2020, to fund the development, land purchases and private treaty negotiations associated with the scheme.

2. Note that the 150 residential units and 2 commercial units that the scheme would provide represented a reduction from the 174 units that the £43.5m allocation, within the HRA Business Plan, had originally been intended to provide.
3. Delegate authority to the Director of Housing and Regeneration in consultation with the Executive Director – Resources, for the award of construction work contracts for the demolition and redevelopment of the site, project management and procurement arrangements including operational resourcing, design teams, and appointments for all pre and post contract construction services and the potential submission of a revised planning application.

Reason: To progress the deliver of the redevelopment scheme, as part of the Council's Building Council Homes for Londoners programme.

(Key decision – reference number 5217)

6

MERIDIAN WATER SCRUTINY WORK STREAM 2019/20 REPORT AND RESPONSE

Councillor Nesil Caliskan (Leader of the Council) introduced a report from the Meridian Water Scrutiny Work Stream 2019/20 together with responses from herself and the Meridian Water Programme Director including points of accuracy.

NOTED, the report and responses which had been received.

7

MEDIUM TERM FINANCIAL PLAN (MTFP) 2021/22 - 2025/26 UPDATE AND EARLY SAVINGS

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources updating the assumptions in the Medium-Term Financial Strategy approved by Cabinet in July and bringing forward early savings proposals for 2021/22.

NOTED

1. That the cost of the Covid-19 pandemic on the Council to date was approximately £64m; £27m of Government funding had been received so far. Prior to the pandemic the budget gap for 2021/22 had been estimated to be £1.75m; this had now risen to more than £18m.

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2. That the report proposed bringing forward early savings proposals for 2021/22. The Council was continuing to lobby the Government robustly for full funding to meet the costs of the pandemic.
3. The number of Covid-19 related financial risks as detailed in the report. The challenges and uncertainties continued into the medium term. This included the Collection Fund deficit which were forecast to be £19.207m; local authorities could run a deficit for three years.
4. The significant number of residents in the Borough who had been furloughed and the increasing unemployment rates. Members noted the impact on the Council Tax Support fund which would continue to help to support the poorest families with their Council Tax payments.
5. The increasing cost pressures on demand-led services as set out in the report.
6. The significant level of uncertainties faced; for example, it was anticipated that there was likely to be only a single year announcement for Local Government funding for 2021/22 in December; Government funding reform had been delayed; the Fair Funding Review and Business rates reset would not take place before 2022/23; and, there had been no visible progress on Adult Social Care Funding, as detailed in the report.
7. The detailed savings proposals outlined in the report. A further report with additional savings would be presented to Cabinet in December.
8. That the experiences being faced by the Council were mirrored by other local authorities nationwide. A comprehensive Government funding plan for local government was required to meet the funding gaps arising from the impact of Covid-19 and to provide future stability and financial planning. This had followed ten years of austerity. The Cabinet was committed to do everything possible to seek to protect its most vulnerable residents and to maintain crucial services. This was a difficult economic period and residents would continue to seek support from the Council.
9. The risks and uncertainties being faced, as set out in the report. The pressures detailed in paragraphs 38 to 45 of the report were highlighted.

Alternative Options Considered: None applicable to this report.

DECISION: The Cabinet agreed to

1. Note the significant impact of Covid-19 on the Council's financial position:

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- (a) Excluding the impact of Covid-19; after the identification of £7.313m savings and income generation being brought to Cabinet for approval in this report, plus a further £2.690m to be considered at December Cabinet the updated budget gap for 2021/22 was £1.715m.
 - (b) Including the impact of Covid-19; the updated budget gap for 2021/22 was £18.117m.
2. Note the updated financial position for the medium term.
 3. Note the early savings of £6.718m and income generation proposals of £0.595m for 2020/21 summarised in paragraphs 49 to 55 of the report and set out in detail in Appendix E of the report.
 4. Note the refreshed prior year savings in the Medium Term Financial Plan in February summarised in paragraphs 46 to 48 of the report and set out in Appendix D of the report.
 5. Note that there were a number of Covid-19 related financial risks that it was difficult to quantify for the 2021/22 budget and beyond. The timing of the financial settlement meant that the Council was faced with needing to make savings to cover unknown or potential risks with unknown funding levels. In this context, Cabinet noted the risks set out in paragraph 40 of the report which had not been quantified in the 2021/22 budget.
 6. Instruct Officers to continue to lobby the Ministry of Housing, Communities and Local Government (MHCLG) for:
 - (a) Full recompense for all costs borne in responding to the Covid-19 pandemic.
 - (b) For an announcement on the 2021/22 settlement for local government at the earliest possible opportunity.
 - (c) Multi-year settlements.
 - (d) To bring forward Fair Funding and the Business Rate Reset at the earliest opportunity; and
 - (e) Reform adult social care funding.

Reason: The Council had a statutory duty to approve a balanced budget for 2021/22 in February along with consideration of the finances over the medium term and the Council's reserves and balances. It was essential that there was a clear understanding of the anticipated income and expenditure flows for the Council, despite the uncertainties, and for proposals for savings to come forward early to ensure full delivery from 1 April 2021 or indeed to also contribute to addressing the financial pressures in 2021/22.

(Key decision – reference number 5215)

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Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People providing details of the 2020/21 Section 75 funding arrangement between the London Borough of Enfield and NHS North Central London Commissioning Clinical Group (CCG).

NOTED

1. That no significant changes to funding arrangements were proposed. Both parties were seeking to renew the Section 75 (pooled funding) Agreement for 2020/21. The spending plan was subject to joint agreement by NHS North Central London Clinical Commissioning Group (CCG) and the Council.
2. That the Better Care Fund was a programme spanning both the NHS and local government which sought to join up health and care services, so that people could manage their own health and wellbeing and live independently in their communities for as long as possible, as detailed in the report.
3. The detailed funding and summary schedules provided in the report.
4. The significant impact of and increasing pressures arising from Covid-19. There was a joint commitment to continue to deliver the services required. The Council would continue to lobby Government for increased funding levels to meet service demands.
5. The proposals set out in the report and reflected in the decisions below.

Alternative Options Considered: NOTED, that the pooled budget arrangement had been an effective way for the Commissioning Clinical Group and the Council to pool resource together to support some of the most vulnerable people in the community. A collaborative approach to meeting both organisations strategic goals had delivered the desired outcomes. NHS England guidance required the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet agreed to

1. Note the arrangements for pooled funding.
2. Delegate formal sign off of the Section 75 Agreement between NHS North Central London CCG and the Council to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services).
3. That within the financial year 2020/21 the Director for Adult Social Care could make minor amendments throughout the year to the schemes and funding arrangements based on the Government Guidance published in 2019 up until the formal national guidance was available and launched.

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Reason: The detailed reasons for the proposals were set out in paragraphs 10 to 13 of the report. The report informed Cabinet of the requirement to deliver the Section 75 agreement and of the pooled funding arrangements which underpin it.

(Key decision – reference number 5173)

9

MERIDIAN WATER ENVIRONMENTAL SUSTAINABILITY STRATEGY

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place providing an overview of the Meridian Water Environmental Sustainability Strategy and seeking approval for its adoption and implementation.

NOTED

1. That the Strategy was a detailed and thorough document which followed on from and supported the Enfield Climate Action Plan and was aligned with both the Council's and the UK targets. The Strategy would embed environmental sustainability into all stages of the Meridian Water development lifecycle.
2. That the Strategy was founded on three core goals: Carbon positive; environment positive; and, zero waste and circular, as set out in detail in the Strategy.
3. The significance of the Meridian Water development in the Borough and the environmentally sustainable approach that was being taken. This was not a statutory duty for local authorities but met the Council's clear aspirations and targets for tackling climate change. There would be robust performance monitoring; an annual report to Cabinet; and, regular reports to stakeholders on progress and actions.
4. The range of measures that would be included, as set out in the report, including active travel, low levels of parking provision, electric vehicle charging points and the use of Energetik for the reasons outlined in the report.
5. That the Strategy would be embedded into the tender bids for the Meridian Water project, including Housing Infrastructure works, the supply chains and through the detailed designs and specifications adopted. The Council was in control of the overall Meridian Water project and would ensure that the principles of the Strategy were followed. The Council would be able to adapt its approach as technologies developed and improved. For example, in the use of building materials that were environmentally sustainable. It was noted that Meridian Water was a significant long-term project. The Council would continue to work with suppliers to seek innovative and sustainable methods of construction. Members were advised that the

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project had been successful in receiving European funding for one year regarding climate action innovation.

Alternative Options Considered: None, the Strategy was required for the reasons outlined in the report.

DECISION: The Cabinet agreed to

1. Adopt the Meridian Water Environmental Sustainability Strategy as set out in the report and its appendices.
2. Delegate responsibility for the implementation of the Meridian Water Environmental Sustainability Strategy to the Meridian Water Programme Director.

Reason: To adopt and implement the Meridian Water Environmental Sustainability Strategy.

(Key decision – reference number 5089)

10

DISPOSAL OF SURPLUS OR UNDER-PERFORMING ASSETS

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place.

NOTED

1. That the Council's Strategic Asset Management Plan, approved in June 2019, set out a number of core principles in order to reshape the Council's property portfolio which had influenced the proposals set out in the report.
2. That the list of assets in the confidential appendix to the report, containing exempt information, were either surplus to operational requirements; not "fit for purpose"; or were underperforming against the core principles of the Council's Strategic Asset Management Plan. The capital receipts from the disposals would reduce the Council's borrowing requirements and/or contribute towards the Council's capital programme.
3. The identification and sale of properties had been accelerated due to the financial impact of the Covid-19 pandemic and the shortfall of funding from the Government.
4. That a comprehensive exercise had been undertaken, as set out in the report, and all ward Councillors had been advised as appropriate.
5. That all disposals would be undertaken in accordance with the Council's Property Procedure Rules. Best value would be sought in all cases, as set out in the report. The most appropriate disposal method

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would be considered for each individual sale, for example, overage would be looked at on a site by site basis but would not be appropriate in all cases.

Alternative Options Considered: NOTED, the options considered as set out in full in paragraphs 46 to 48 of the report, including: Do nothing; disposal with all identified properties sold immediately in a single wave without any effort to optimise potential value; and, disposal with all identified properties sold in a phased approach so that efforts could be made to maximise potential value.

DECISION: The Cabinet agreed that the

1. Council proceeds with the disposal of the assets listed as Wave 1 and Wave 2 in the confidential (part two) appendix to the report, at the earliest opportunity, and in accordance with the Council's Property Procedure Rules.
2. Director of Property and Economy had delegated authority to agree terms in consultation with the Cabinet Member for Finance and Procurement and the Executive Director of Resources in accordance with the Council's Property Procedure Rules.
3. Director of Property and Economy has delegated authority to appoint external property consultants as necessary to implement the decisions in accordance with the Council's Procurement Rules.

Reason: The assets listed in the part two appendix to the report were no longer required for operational purposes or were underperforming and therefore identified as surplus and released for sale to reduce the Council's borrowing requirements and/or contribute towards the Council's Capital Programme.

(Key decision – reference number 5189)

11

REPORT OF THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN: INVESTIGATION INTO COMPLAINT AGAINST LONDON BOROUGH OF ENFIELD (REFERENCE NUMBER 19006598)

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Director of Law and Governance outlining the Ombudsman's report following the investigation of a complaint against the London Borough of Enfield.

NOTED

1. The comments of the Council's Monitoring Officer on the specific actions that the Council was required to take in the light of the report by the Local Government and Social Care Ombudsman and the finding of maladministration.

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2. That the matter dated back to 2017, since that time changes had taken place and improvements implemented to the Council's processes and policies. The report set out the progress being made in the transformation of the Homelessness Service, including the new Housing Advisory Service, designed to improve the Council's offer and service to residents. In addition, the launch of Enfield Let would enable the council to take a more proactive approach to the supply of adapted properties. Cabinet was now being asked to agree the Temporary Accommodation Procurement Policy to guide the Council's procurement activity going forward.
3. That the Council had considered the findings of the Ombudsman in this case and believed that they were accurate. The Council had taken steps to ensure that the issues identified in the report had been addressed for the complainant and other service users, and that they were not repeated.
4. The assurances provided on the actions that had implemented since and prior to the Ombudsman's investigation and the improvements made.
5. The significant challenges continuing to be faced as a result of the current housing crisis.

Alternative Options Considered: NOTED, the options considered as detailed in paragraphs 36 and 37 of the report: The Council could have chosen to contest the findings of the Ombudsman, however the Council had accepted the Ombudsman's view that there had been fault causing injustice to Mrs B. The Council could contest the recommendations of the Ombudsman, but as it had acknowledged the failings in this case and taken steps to ensure that no other customer was similarly affected, it believed it should accept the recommendations that the Ombudsman had proposed to remedy these failures.

DECISION: The Cabinet

1. Noted the findings of the Ombudsman report and the actions taken by the Council which included the rehousing of the family in permanent accommodation in the Borough.
2. Noted the further actions agreed, by the Council in relation to the complaint which had regard to the new, permanent accommodation in which the family now reside:
 - a. Apologised to the family for the faults identified.
 - b. Offered to complete a Care Act assessment should the family still require this.
 - c. Ensuring the equipment provided to the family following the occupational therapy assessments is fit for purpose.

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- d. To provide guidance for the complaints team about what constitutes a new complaint.
 - e. Pay Mr and Mrs B £250 for each month they had spent in unsuitable accommodation from July 2018, to the month they were suitably housed.
 - f. Written a procurement policy for securing accessible properties.
3. Noted the progress with the implementation of the new Housing Advisory Service outlined in the report and that a review of performance was on the work plan for the Housing Scrutiny Panel.
 4. Approved the Temporary Accommodation Procurement Policy.

Reason: The detailed reasons for the above decisions were set out in full in paragraphs 7 to 21 of the report.

12

QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Ian Barnes (Deputy Leader) introduced the report of the Executive Director – Resources presenting the quarterly report on the Corporate Performance Scorecard that reflected the Council's priorities as outlined in the new Council Business Plan.

NOTED

1. That the report showed the quarter one performance for 2020/21 (April – June 2020). This period had been affected by the Covid-19 pandemic with approximately 300 staff having been redeployed to focus on supporting vulnerable residents through the delivery of food parcels, medication and telephone calls. These actions had been a lifeline to a significant number of residents in the Borough. Members praised the work undertaken. It had inevitably impacted on normal service delivery which was reflected in the performance indicators.
2. That 30% of staff sickness recorded had been Covid-19 related. However, it was noted that sickness levels within Housing had improved.
3. Several of the performance indicators were highlighted to Members, both negative and positive as set out in the report. The key performance indicators that were subject to additional challenge, where an action plan had been developed, were outlined in Appendix 2 of the report and were: waste and recycling; temporary accommodation; telephony and customer services; sickness absence; and, complaints, freedom of information requests and Members' enquiries. The significant progress being made by telephony and customer services was highlighted. Close monitoring of these indicators would continue.

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4. Members praised the valuable work which had been undertaken during the pandemic to support the community. Cabinet also commended Councillor Nesil Caliskan (Leader of the Council) on all her efforts and in leading by example; appreciation was expressed on behalf of the Borough's residents. In response it was noted that the collective action and decision making of the Cabinet and, the response of Officers had enabled the Council as a whole to respond swiftly and excellently to the needs of its residents during the pandemic. Council services had continued to be delivered and adapted. Whilst a significant number of employees were not currently working within the Civic Centre, they were continuing to work hard and above and beyond expectations during a very difficult and anxious period for all. The Council continued to provide its services through skilful officers implementing the Labour values of the Council's administration.

Alternative Options Considered: 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.

DECISION: The Cabinet agreed to note, for information only, the progress being made towards delivering the key priority indicators for Enfield.

Reason: The report was part of the quarterly timetable for Cabinet to review performance.
(Non key)

13

CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED, for information, the provisional list of items scheduled for future Cabinet meetings.

14

DATE OF NEXT MEETING

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 11 November 2020 at 7.15pm.

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London Borough of Enfield**Cabinet****Meeting Date: 11th November 2020**

Subject: Safeguarding Enfield Annual Report 2019-20**Cabinet Member: Cllr Alev Cazimoglu and Cllr Rick Jewell****Key Decision: Not applicable**

Purpose of Report

1. The report is being presented for Cabinet to note the Safeguarding Partnership's activity to protect adults and children in 2019-20.
2. It highlights the positive actions taken to prevent neglect, abuse and exploitation against adults at risks, children and families, includes data to demonstrate the impact of these actions, and states the priorities of the partnership for the 2020-21 period.

Proposal(s)

3. The Safeguarding Enfield Annual Report 2019-20 is being presented to Cabinet in order to draw attention to the key safeguarding risks facing vulnerable residents and to raise the profile of the initiatives being carried out to prevent and combat these issues. Members should take note of the successes and challenges that have risen from safeguarding activity in the period 2019-20, to help inform future priorities and take effective action in the 2020-2021 period.

Relevance to the Council Plan**Safe, healthy and confident communities**

4. The work of the Safeguarding Enfield Partnership meets the Council's priority of "Safe, healthy and confident communities".
5. The purpose of safeguarding work is to protect children, young people, adults at risk, and their carers and families so that they can all thrive in the borough. The Partnership's approach to safeguarding focusses on well-trained staff who can effectively engage and manage the risks that may be present.
6. For Children, there is an emphasis on improving services for those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum, from early help to statutory interventions.

7. For Adults, as part of the 'Prevent Abuse' priority, the Partnership will be developing our IT/ Social Media offering alongside a community engagement programme, via the Community Awareness Raising group. The aim of both these areas of work is to improve the awareness of abuse, understand how to report it, and also to reduce isolation, an issue which is known to increase levels of vulnerability. There is also ongoing work with local adult social care providers, which will ensure we support local providers to maintain the standards and minimise the risk of services becoming unsafe.

Background

8. There are statutory duties for publishing an annual Safeguarding Adults Report and a Safeguarding Children Partnership report. These duties apply to the Safeguarding Adults Board and the Safeguarding Children's Partnership respectively. The duties require specific information to be provided. The specific actions taken to address the requirements are in italics.

9. For the Safeguarding Adults Board, the Care Act requires that the report include:

- what it has done during that year to achieve its objectives and strategy; *(the information of the report is organised by the priority areas of the strategy)*
- what each member has done during that year to implement the strategy *(this is done through the partner statement in the appendix)*
- information on Safeguarding Adults Reviews, including information on referrals received, on-going reviews and key learnings from reviews that have been published. *(this is detailed in the learning from experience section)*

10. For Safeguarding Children, Working Together requires that the report include:

- what the Safeguarding Partnership have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice *(the arrangements are highlighted in report, as are the safeguarding practice reviews).*

11. In addition, the report should also include:

- ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision *(for example Safeguarding Ambassador feedback on new website).*
- Safeguarding partners should make sure that the report is widely available, and the published safeguarding arrangements should set out where the reports will be published. *(Report will be published on website, promoted through newsletter and shared on twitter).*

- A copy of all published reports should be sent to the Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care within seven days of being published.
- The three safeguarding partners should report any updates to the published arrangements in their yearly report and the proposed timescale for implementation (*section on Children's safeguarding arrangements will cover this when necessary*).

Main Considerations for the Council

12. The summary of the key issues or achievements of the year highlight:

- Safeguarding response during COVID-19 across the Partnership. This involved carrying out many positive initiatives to protect vulnerable residents, including daily calls to care homes and thousands of welfare calls, with 2000 calls to our Learning Disability clients.
- Work carried out to combat Modern Slavery – including development of strategy, a multi-agency conference, and ongoing training and awareness raising.
- The development and launch of the Social Care Centre of Excellence.
- New arrangements to safeguard children, including meeting statutory deadlines for changes to be in place.
- National work on Safeguarding Adults thresholds.

13. Across the Partnership, our primary responsibility is to provide a way for local agencies to work together to safeguard children, young people and adults at risk, and to ensure that they do so effectively.

14. 2019/20 has been a busy year for the Safeguarding Enfield Partnership. Despite numerous changes, agencies across the partnership have continued to demonstrate their strong commitment to the Partnership and its activities. Whilst this report provides anecdotal partner updates of work carried out in response to Covid-19, a full analysis of these initiatives will be included in the 2020-21 report.

15. The Safeguarding Enfield Partnership remains committed to a programme of scrutiny, monitoring and, assuring the quality of safeguarding activity across Enfield. This programme of robust analysis and challenge will continue to ensure that children, young people and adults at risk of abuse or harm are identified and responded to speedily and effectively.

Safeguarding Implications

16. The report highlights the work of the Safeguarding partnership to safeguard adults at risk, children and families in Enfield. The safeguarding implications of this work are:

17. For Enfield Council – as lead agency for adults and with joint responsibility with Police and the CCG for Childrens, it is important that we highlight how we work together with our community and partners, and detail what we are learning and how we improve current provision.

18. For the community - improvements in understanding how to stay safe, how to recognise abuse and how to report it.

For our partners – good communications so that any issues with joint work (which is essential to effective safeguarding) can be escalated, managed and improved.

Public Health Implications

19. Important public health aims include enabling young people to ‘start life well’ and for older people to ‘live and age well’. Ensuring that the most vulnerable are safe and enabled to thrive is therefore very relevant.

20. The Safeguarding Enfield Partnership has strong links with the Health and Wellbeing Board. Public health officers are also members of the Safeguarding Adults Board and Children’s Activity Groups, to enable joined-up work with a focus on prevention.

21. The priorities identified in this strategy will support work with local people and partners to promote approaches that improve the quality of life for vulnerable children, young people, adults and families.

Equalities Impact of the Proposal

22. An Equality Impact Assessment has been carried out for the Safeguarding Adults Strategy 2018-23. This report provides progress against the Adults strategy.

23. It should be noted that partners that we engage with are required to assist us in meeting our obligations under the Equalities Act 2010.

Environmental and Climate Change Considerations

24. There are no environmental implications. However, the COVID-19 lockdown and the improved use of technology has enabled us to become paperless; and removed the need for travel.

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

25. Noting the Annual Report helps Enfield Council to demonstrate its commitment to safeguarding. It will also mitigate reputational risk, demonstrating openness and transparency about how the Safeguarding Enfield Partnership will address issues of abuse and exploitation in Enfield.

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

26. None

Financial Implications

27. There will be no additional finance costs as a result of this annual report.

Legal Implications

Children:

28. Section 16E of the Children Act 2004 requires safeguarding partners (which include the local authority) to set up safeguarding partnerships to work together to exercise their functions, so far as these are exercised for the purpose of safeguarding and promoting the wellbeing of children in their area.

29. Section 16G of the Children Act 2004 requires the safeguarding partners to prepare and publish a report at least once in every 12 month period on what the safeguarding partners have done as a result of the safeguarding partnership arrangements, and how effective the arrangements have been.

30. Guidance on children's safeguarding partnerships is set out in Working Together to Safeguard Children (July 2018) and explains the detail that should go into the annual report.

31. The matters set out in this report comply with the above statute and guidance.

Adults:

32. Section 43 (1) Care Act 2014 ("the Care Act") requires each local authority to establish a Safeguarding Adults Board ("SAB") for its area. The statutory objective of an SAB is to safeguard and protect vulnerable adults in its area. A SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective. The specific objectives are set out in Section 1 and 3 of this report.

33. Paragraph 4 of Schedule 2 of the Care Act requires a SAB to publish an annual report as soon as feasible after the end of each financial year about what it has done during that year to achieve its objectives, implement its strategy, the findings of safeguarding adults' reviews which have been concluded and which are ongoing. In addition, to publish what it has done to implement the findings of reviews and where it is decided not to publish the findings of a review, the reasons for that decision.

34. The recommendations set out in this report comply with the above legislation and guidance.

Workforce Implications

35. The report refers to work carried out in response to Covid-19 pandemic. The Council is committed to protecting the health, safety and welfare of its' workforce. The following measures have been put in place to support staff during the COVID pandemic to enable the continuing provision of services to the residents of Enfield;

- Assessment of work activities and the environment and taking measures to reduce the risks as far as practicable.
- Deployment of staff to alternative roles to support vulnerable residents.
- Providing Coronavirus FAQ updates for staff with input from Human Resources, the Public Health Team and other teams across the Council, including links to Government, Public Health England and NHS guidance and information.
- Enabling remote working .
- Supporting staff's mental health and wellbeing by signposting to support such as the EAP Helpline.
- Providing continued access to learning and development opportunities by promoting remote learning and providing virtual learning and development events and workshops.

Property Implications

36. None

Other Implications

37. None

Options Considered

38. Producing two reports, one for the Safeguarding Adults Board and another for the Safeguarding Children Partnership, was considered. As we have a joint Chair, a shared business unit, and numerous Activity Groups which are shared, there would be significant duplication. Feedback also suggests that residents are more likely to engage with one report and one conversation about abuse and risk, rather than two.

Conclusions

39. Please note the report.

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Date of report 11th November 2020

Appendices

Appendix 1 - The Safeguarding Enfield Annual Report 2019-20 is attached.

Background Papers

None.

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Enfield Safeguarding Adults Board and Safeguarding Children Partnership

Safeguarding Enfield

Annual Report

2019-20



www.enfield.gov.uk/safeguardingenfield





Safeguarding ENFIELD

Here are some of the organisations working to keep children, young people and adults at risk safe in Enfield.



We all have a role to play to help keep children, young people and adults who may be at risk, safe.
If you have concerns, please contact us and we can act to stop abuse.

Please talk to us

Safeguarding children, young people and adults at risk is everyone's responsibility. As someone who might live, work or study in Enfield you have a role too. If you are worried about someone or yourself, **please talk to us**. You can get help in any of these ways.

Children and young people

If you or the person you are concerned about is under 18 (a child or young person):

- Ring the Children Multi-Agency Safeguarding Hub (MASH) Team on **020 8379 5555**, Monday to Friday 9am-5pm.
- Call the emergency duty team on **020 8379 1000** at night and weekends, and tell them what is happening.
- For people who work with children and young people, please make your referral using the Children Portal:
www.enfield.gov.uk/childrenportal
- You can email at:
ChildrensMash@enfield.gov.uk
- In an emergency – such as when someone is being hurt or shut out of their home – ring the police on **999**. You can also ring **ChildLine** on **0800 1111** or visit the ChildLine website:
www.childline.org.uk

If you don't want to talk to someone you don't know, you can ask an adult that you trust, like a teacher or youth worker or even a friend, to make the phone call for you. When people are working with children they have to follow set procedures, but they will explain to you what they will do and should be able to support you through the process.

ChildLine

ChildLine have launched the **'For Me'** app – the first app to provide counselling for young people via smartphone and other mobile devices. For more information and to download the app for free, go to:
www.childline.org.uk/toolbox/for-me



Adults

If you or the person you are concerned about is over 18 (an adult at risk) you can call anonymously on the Adult Abuse Line: **020 8379 5212** (Textphone: **18001 020 8379 5212**). In an emergency always call **999**.

There is also helpful information on the Safeguarding Enfield website. Go to:
www.enfield.gov.uk/safeguardingenfield

For all Enfield residents

Domestic Abuse Freephone helpline

If you have experienced or are currently experiencing being made to feel unsafe by someone close to you, this is domestic abuse. Domestic abuse is not okay and is a crime. There is a specialist team to ensure no one is turned away and support is there for anyone in need. call us on **0800 923 9009**, Monday to Friday 9am-5pm. Email us at:
callusDAH@enfield.gov.uk.

We are here to help you.

Modern Slavery Helpline


Modern Slavery is a crime that is hidden from plain sight but, occurs everywhere around us. Modern slavery is happening right here in Enfield and it needs to be stopped. An advice line is available to provide information and support for those that have any concerns or general questions regarding modern slavery. If you would like to discuss your concerns please contact us on **020 3821 1763**, Monday to Friday 10am-2pm, or you can email us at:
ModernSlavery@enfield.gov.uk

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Our vision:

“is for a community where adults at risk, children and young people can live free from abuse and harm; a place that does not tolerate abuse; where we all work together to stop abuse happening at all, and where we all know what to do if it does take place.”



Foreword from the Chair

As the Independent Chair of the Enfield Safeguarding Adults Board (SAB) and the Scrutineer of the Safeguarding Children's Partnership (SCP) I am pleased to introduce the 2019-20 Annual Report of the joint partnership activities which contribute to keeping Enfield's communities safe.

Safeguarding is 'everyone's business' and if you are worried about a child, family, young person or adult at risk, please speak up using the contact information in this report. We can help.

Put simply, my role is to make sure that the safeguarding arrangements for adults and children are working as well as they should. When problems are identified it's important that the partners discuss these together and come up with a solution if at all possible. As this report has been prepared, whilst all of the recent activities have been on the COVID-19 pandemic, all but one week of this report's focus predated COVID-19 related activities.

Across the Children's Partnership, this year saw the new arrangements introduced and approved in previous legislation, continue to evolve. The three statutory partners, (Metropolitan Police, Clinical Commissioning Group in Health and the Local Authority) all now share responsibility for children's safeguarding. This is a significant cultural change, previously the default position

had been children's social care were the main responsible authority. The wider partnership network involves schools, early years, colleges, hospitals, mental health groups, voluntary groups, the national probation service and the community rehabilitation company. Communications across all of these groups is vital, and this is an area that we want and need to improve upon. Regular newsletters, and a relaunched website are both important to enable the significant numbers of staff across the partnerships to stay up-to-date with developments and learn from each other.

A new Executive Group has met at two monthly intervals. Various partnership groups led on specific activities (such as exploitation, case learning, child deaths, community awareness, private fostering, and a police-led focus on insights and data analysis). This report outlines the progress made. A new and exciting development has involved 'safeguarding ambassadors' who are a group of young people who are acting as critical friends of the safeguarding arrangements.

An increasing amount of 'serious youth violence' across the Borough is of concern. Poverty and housing pressures, as well as health inequalities have all been identified as factors that need active partnership focus. Exploitation of children

and County Lines activities are regularly looked at with community safety colleagues. Whilst the partnership continues to strengthen its joint work, it has to be acknowledged that the existing resources available are stretched. The Business Unit is constantly examining how the joint partnership resource can be best used.

The Safeguarding Adults Board meets at three monthly intervals. Between these formal meetings, adult case reviews are being undertaken, as well as case audits. Various themed areas, such as safeguarding and housing providers, working with domestic abuse, addictions and mental health, hoarding and self-neglect, adults with learning disabilities and the newly identified threats of modern slavery all lead to a rich and demanding landscape of concerns. The multi-agency partnership work focuses on reducing these risks and vulnerabilities.

Community Awareness across the adult sector is assisted by two active and involved lay members (Irene Richards and Gill Hawken) who usefully prod the system at regular intervals with challenging questions. Enfield has a large number of care homes and this involves regular dialogue with the Care Quality Commission (CQC) and inspection outcomes are frequently aired and focused on.

Keeping children, young people and adults safe from harm requires highly skilled and well motivated staff. I want to thank all the staff across the variety of partnerships in both children's and adult's safeguarding who contribute on a daily basis to what is an extremely challenging area of work. Well done and a huge Thank You. No system is without fault and when improvements are needed there is an appetite for serious reflection and learning.

It would be an omission not to mention the recent challenging work that has taken place across Enfield during the COVID period. Next year's report will cover this in more detail, although an early appreciation is due. Enfield Stands Together an initiative involving community volunteers, health services, the local authority, to name just a few, made sure that residents had a central point of contact and advice and assistance was available to those in need.

The Safeguarding Business Unit hosted by Enfield Local Authority is the central engine that makes sure all the required activities and meetings, are convened, coordinated, recorded and organised. Maintaining contact and responding across so many organisations definitely brings its challenges. Particular thanks are due to Lisa Tait, Licia Sinnott, Julie Watson and Bharat Ayer.

Finally, I want to encourage all of you readers to let us know your thoughts. Tell us what you think, what are we doing well, what do we need to improve on, how else can we communicate better across all the different communities. Whilst I am keen for you to find this report informative, future versions could be improved upon with your ideas and input.

Take a look at our twitter feed [@enfieldsafeguarding](https://twitter.com/enfieldsafeguarding) and our website: www.enfield.gov.uk/safeguardingenfield

Please email us at: SafeguardingEnfield@enfield.gov.uk

Geraldine Gavin
Independent Chair of the Safeguarding Adults Board, and Independent Scrutineer of the Safeguarding Children Arrangements



Safeguarding Adults Board members,
June 2019



Safeguarding Children Partnership members,
June 2019

Introduction

This report presents the work that the Enfield Safeguarding Adults Board, the Safeguarding Children's Partnership, and the organisations that are part of them have done to keep children, young people and adults at risk of abuse, safe.

The report covers the period 1st April 2019 to 31st March 2020. The style and presentation of this report has been developed by Enfield Safeguarding Adults Board's Service User, Carer and Patient group.

Care Act 2014 (Adults)

The Care Act requires the Board to report on its activities in the past financial year, and its plans for the coming year to keep people who may be at risk of abuse or harm, safe.

Working Together 2018 (Children)

The statutory guidance says we must publish a report at least once in every 12-month period. It must set out what we have done as a result of the arrangements, including on child safeguarding practice reviews. The report should also include evidence of the impact of the work of the safeguarding partners and relevant agencies.



Safeguarding in Enfield

Safeguarding is the work done to protect children, young people and adults who are, or may be, at risk of abuse or harm.

Safeguarding is everyone's business. This means you, your friends and families, your neighbours, as well as the people who work for organisations like Enfield Council, the Police, the NHS and others, have important roles to play to help keep people safe in our community.

Safeguarding work in Enfield is brought together in two ways:

1. the Safeguarding Adults Board, and
2. the Safeguarding Children's Partnership.

These arrangements bring together organisations that work in Enfield to make sure there are good ways of working to keep safe children, young people and adults at risk.

The Safeguarding Adults Strategy 2018-23 outlines our work and priorities for Adults at risk; and the Safeguarding Children Arrangement document (2019) details how partnership work for Safeguarding Children is organised. Many of the Activity Groups (please see page 30) work for both Children's and Adults Safeguarding. Both of these documents can be found at: www.enfield.gov.uk/safeguardingenfield

The work of the Safeguarding Partnership is organised into one of four areas: Prevent abuse, Protect those at risk, Learn from Experience, and, Improve Services.

Care Act 2014 (Adults)

The Enfield Safeguarding Adults Board is a statutory board formed under the Care Act 2014. The Local authority, the Police and the NHS are statutory members of the Board.

Working Together 2018 (Children)

The Statutory Safeguarding Partners are the Local Authority, the Police, and the Clinical Commissioning Group.

Enfield's arrangements were agreed and signed by the Safeguarding Partners on 5th June 2019. The arrangements were in place on the 29th September and the Department of Education were notified.

Children Act 2004 and the Children and Social Work Act 2017 (Children)

The Children's Act 2004 and the Children and Social Work Act 2017, state the statutory duties for local authorities and safeguarding partners to work together to safeguard and promote the welfare of children.



Summary of what we did in 2019-20

This section presents a summary of the main pieces of work that the Enfield Safeguarding Partnership completed or oversaw in 2019-20. This is followed by information presenting work in each of the four priority areas.

Covid-19 response (PROTECT)



Across the Partnership all of our agencies have been affected by the pandemic. As part of our Partner updates for this report we have asked partners to provide information about their response to the pandemic.

This has included:

- Increased domestic abuse and neglect related cases into acute hospitals;
- Daily calls to care homes
- Thousands of welfare calls, include 2,000 from the LD service

See Appendix B for more detailed information.

Modern Slavery (PROTECT)



Enfield is one of the first areas in London to have a dedicated Modern Slavery Team comprising of Local Authority and Police staff. The multi-agency team has been raising awareness and responding to intelligence.

National Referral Mechanism (NRM) training has been carried out by the Salvation Army for all our Modern Slavery Champions (who sit in a number of Local authority teams: children and adult social services, finance, housing, mental health and community safety) and support to facilitate awareness training amongst partnership members: in NMDX A&E, CCG and GPs. Awareness raising training has been given to council workers, care providers service providers, health clinics and schools.

A Modern Slavery conference took place in May 2019. This was funded by the Enfield CCG, and organised by the Enfield Council. This included presentations from the Children's Society, Police and Salvation Army. Over 100 delegates from across the Partnership attended.

The multi-agency team has been raising awareness and responding to intelligence.

Domestic Abuse (PROTECT)



Over the course of the 2019-20 financial year, we've had a strong partnership focus on

strengthening our response to domestic abuse, leading to the launch of the hub on Friday 1st May 2020. We sent out information regarding the free-phone helpline (0800 923 9009) and bespoke email address. Information about the multi-agency team was also sent to over 10,000 people, and included in the second Safeguarding Newsletter.

Female Genital Mutilation (FGM) (PREVENT)



Our ongoing work around FGM relates to both protecting adults who have been affected by FGM (e.g. before migration to the UK) and children living in Enfield at risk of FGM. Our FGM steering group works with the aim of increasing awareness and improving responses across the Partnership.

Centre of Excellence (PROTECT)



The Enfield Centre of Excellence (ECO) works with social workers at all levels, as well as others involved in face to face practice, to

identify opportunities to improve the impact of all our work with children, young people and vulnerable adults, as well as those that care for them. Team members have a continued focus on best practice, applying the strength-based model across the partnership, keeping children at the centre of everything we do and making every contact count. Two practice weeks were organised – one on Child Sexual Abuse between 10th and 14th June, and a second on Neglect between 18th and 22nd November, culminating in a Social Work Conference on Neglect on the 22nd November. The ECOE website is being developed and will be launched in 2020-21.

New Arrangements for Children (IMPROVE)



During the year we agreed and started working on the new arrangements for Safeguarding Children. This was agreed by the partners and launched in June 2019. As required by law, we were working to these arrangements by September 2019, and informed the Department of Education.

Child Death (LEARN)



Every child death in Enfield is reviewed, to ensure there is appropriate bereavement support, and to help us understand if there are any patterns or issues that need to be addressed.

Over 2019-20 there were 21 child deaths (death of a person under 18 years of age).

Supporting our care providers (IMPROVE)



Our Safeguarding Information Panel ensure that partners effectively share information to identify any risks of harm to those who use services, to prevent any future or additional harm taking place. The Panel can initiate actions such as Provider Concerns, Quality Checker visits, Immigration Enforcement visits and London Fire Brigade visits.

Prevent abuse

In this section we present the work we've done to prevent abuse from happening. This can include:

- raising awareness about risks so people can stay safe;
- making sure we've identified the right priorities (consultations); and,
- continue to work in ways that can prevent abuse from happening.

Early Help for children and families

Early help, also known as early intervention, is support given to a family when a problem first emerges. It can be provided at any stage in a child or young person's life.

Early Help Family Hub

Between 01 April 2019 and 31 March 2020, a total of 1,652 referral assessments were accepted by the Early Help Family Hub. This represents a 33% increase on the previous year and a 70% increase on combined referrals to the individual services comprising the Early Help Family Hub. This year the Early Help triage has been embedded into MASH

You can raise concerns about children or make Early Help referrals through the Children's Portal (www.enfield.gov.uk/ChildrensPortal).

Prevention of youth crime and serious youth violence

Enfield Youth Offending Service continues to see a reduction of first-time entrants. In the financial year 2019-20 there were 87 first time entrants to youth justice, which represents a reduction of 3.3% from previous year. This is attributed to the broader Early Help offer alongside of the Triage support provided by the Youth Offending Service, which is an additional intervention delivered within the scope of our Out of Court disposals work.

Enfield Summer University in 2019 has significantly enhanced the local Youth Offer and provided 67 diverse learning courses and positive activities to prevent 545 young people from boredom and engagement in risky behaviour.

Building on the local Youth Offer of preventative programmes, Enfield Council has been successful in attracting funding of £1.35 million from the Young Londoner's fund for three years starting in 2020. This will enable us to provide a programme of diverse projects delivered in partnership with local third sector providers. The aim of the programme will be to prevent youth crime and serious youth violence by targeting young people aged 10-21 through the provision of support with emotional and physical well-being, employability and access

to information, advice and guidance to make positive and safe life choices.

School Exclusions

Our schools and support services such as the Secondary Behaviour Support Service and the SWERL Team (Strengthening Wellbeing, Emotional health, Relationships and Readiness for Learning) have worked in partnership to develop alternatives to exclusions for Enfield's young people. We are pleased to report that data from the Department of Education demonstrates a significant reduction in the number of permanent exclusions from our schools, and we now have the 15th lowest permanent exclusion rate in England. For the second year running, there were no primary permanent exclusions from Enfield primary schools.

We have also made great progress in relation to reducing the number of fixed term exclusions and the Local Authority will continue to work together with our schools as we recognise the need to reduce this further

Reducing Parental Conflict

Conflict between parents is a normal part of relationships. However, there is a large body of evidence that shows that parental conflict

puts children's mental health and long-term outcomes at risk when it is frequent, intense and poorly resolved. These destructive conflict behaviours include aggression, non-verbal conflict, lack of respect and emotional control and in their most extreme form, domestic abuse.

The risk of conflict between parents is higher at crucial transition points in family life, such as becoming pregnant, having a baby, starting or changing school, or separation and divorce. However, relationship difficulties are often seen as a private matter and couples tend to only seek help when they are in crisis.

In Enfield, we are working with the Department of Work and Pensions, and the Early Intervention Foundation. The Change and Challenge Service with the Safeguarding Partnership Business Unit have introduced RPC training courses, to frontline practitioners and managers, across the Safeguarding Children partnership.

In 2020-21, e-learning for 200 members of staff have been commissioned and are being delivered.

Joint Services for Disabled Children

The Joint Service for Disabled Children is comprised of the specialist social work service,

preschool support home visiting service, early years keyworker service and a specialist short breaks and family support service.

Services are delivered in house 7 days per week at Cheviots, specialist play and home care providers are commissioned, and families can also access a personal budget to arrange the support that best meets their child and family's needs.

The services and support are designed to provide fun activities for the child, an opportunity to meet with their friends or be supported to access community activities, and provide a break for the parent from their caring responsibilities to support family life.

In 2019-20 there were 155 referrals to the service for preschool children and 234 referrals for children over 3 years for short breaks and family support.

In 2019-20 there were 625 children receiving short breaks and family support services.

Transforming Care

We are committed to making sure that children and young people with a learning disability, autism or both have the same opportunities as anyone else.

These include:

- getting the support they need to live long and healthy lives
- being treated with the same dignity and respect
- having a home within their community
- being able to develop and maintain relationships and
- getting the support they need to live a healthy, safe and fulfilling life.

To do this we need to ensure that we have excellent services and support available in our community so that children and young people are able to live at home, attend a local school and receive the health care they need.

In Enfield we work closely with parents, colleagues in social care, education, health and housing to make sure that together we are doing everything we can to transform care and support for children and young people in Enfield.

Positive Behaviour Support (PBS)

All behaviours have a meaning.

Positive Behaviour Support aims to understand what behaviours that challenge tell us, so that the child's needs can be met in better ways.

Prevent abuse

The way the child is supported often has to change to achieve this and this needs to be regularly reviewed by all the people involved.

Positive Behaviour Support is an approach that puts the child at the centre to make systems work for them. We aim to give the right support at the right time so children can thrive to their potential.

We are continuing to train our staff in this approach.

Preventing Abuse in Enfield's Adult Care Providers

Enfield has 187 CQC registered providers, one of the highest numbers in London. To manage the risks around Quality and Safeguarding we have a Safeguarding Information Panel to ensure that partners can effectively: share information, identify any risks of harm to those who use services, and prevent any future or additional harm taking place.

The Panel can initiate actions such as Provider Concerns, Quality Checker visits, Immigration Enforcement visits and

London Fire Brigade visits. The Panel meets every six weeks. Over 2019-20, the Safeguarding Information Panel, in

addition to information sharing amongst members, received 11 referrals. The following interventions were implemented:

Type of Activity	Number of activities
Provider Concerns Initial meeting held	10
Nurse Assessor visits	9
Immigration enforcement visits	6
Occupational Therapy visits	1
LBE Quality Assurance visits	11
Care Home Assessment Team visits	9
London Fire Bridge safety visits	3
Quality Checker visits	14
Welfare calls/visits to service users and or carers	45
Quality Assurance 'Out of Hours' visits	7

Case Study – Adapting practice during COVID-19

A SIP meeting took place on the 28th May using Microsoft Teams and attendees shared new ways of working in view of the COVID-19 restrictions in place which were preventing face to face visits if not deemed to be essential.

The impact that the pandemic was having on all aspects of social care provision and the people requiring support was also discussed. It was clear from safeguarding data that the number of safeguarding concerns raised had significantly decreased and that more creative and subtle surveillance methods would be required to effectively monitor the quality of care being provided by social care providers. The SIP heard that the Strategic Safeguarding team were using 'face time' and video calling to take a virtual look around care homes and observe practices where possible. This, matched with the ability to view samples of recording, reporting and documentation, ensured that Provider Concerns processes were still supporting service improvements that had been identified.

It was recorded at the SIP meeting that 'AK (CQC lead) informed the meeting that feedback about how LBE has responded to the COVID-19 situation has been very positive'. In addition numerous messages of thanks have been received from social care providers for the daily calls and stocks of PPE supplied by the Council, but mostly for the sensitivity and empathy from the LBE staff during the many difficult conversations they have shared.

Private Fostering

Private fostering is when a child aged under 16 years (or under 18 if disabled) is cared for, on a full-time basis, by an adult who is not their parent or an immediate relative, for a period of 28 days or more. This is a private arrangement made between the parent and the carer. There is a legal requirement to notify Children's Social Care about private fostering arrangements.

Since transferring private fostering to the Fostering Service, there has been a drive to develop partnership working. Raising awareness about private fostering has been an important communication aim for the Safeguarding Children Partnership. Meetings with the Safeguarding Board have been held to discuss raising community awareness. A new leaflet has recently been produced titled "Are you Looking After Someone Else's Child" which was shared and approved by Enfield's Children's Partnership. How to report private fostering arrangements into Children's Care has been included in all our Safeguarding Enfield Newsletters. Six-weekly meetings have been held with consortium partners to share ideas and develop partnership initiatives, e.g. consortium private fostering webpage. Enfield's children portal has been reviewed to encourage referrals from the public.

In 2019-20, 13 new referrals were made to the Fostering Team, making a total of 17 cases (including 4 cases that were transferred when fostering took over). A number of cases were closed as a result of the young people turning 16 years of age, children returning to their parents' care, and students returning to their countries of origin. At the end of 2019-20 there were 4 privately fostered children/young people in Enfield. Historically, nationally and locally, there has been low numbers reported of children and young people in private fostering arrangements which fluctuates throughout the year.

We have an action plan in place for 2020-21 to continue to raise awareness (i.e. through campaigning and distribution of leaflets etc.), however, the COVID-19 outbreak has hindered promotional plans to a certain extent.

Communication improvements

Numerous developments have taken place over the year to enhance our ability to engage Enfield residents, professionals and volunteers in conversations about safeguarding. We've developed a newsletter which is sent to our partnership, all schools in the borough, all of our care providers and GPs.

We have also developed a new website, working in partnership with our Service User

Carer Patient group and our Safeguarding Ambassadors. The new site has better accessibility features, including translation, and is compatible on different devices. Over the coming months the 'Learning Resources' and 'Staying safe' sections will be developed further to include more multi-media content.

Female Genital Mutilation (FGM)

Our ongoing work around FGM relates to both protecting adults who have been affected by FGM (e.g. before migration to the UK) and children living in Enfield at risk of FGM. The FGM steering group works with the aim of increasing awareness and improving responses across the Partnership and includes Enfield Council, Police, Health and 3rd Sector colleagues. Updates of the work of the group are being provided to the Safeguarding Adults Board and Safeguarding Children's Partnership.

Raising awareness in schools about exploitation

During 2019-20 a range of activities were undertaken to raise awareness about child exploitation, including the Child Sexual Exploitation Prevention (CSEP) team delivering 11 presentations across schools. Also supported by Enfield Strategic Partnership, a

Prevent abuse

series of immersive drama productions were commissioned that raised awareness around Child Sexual and Criminal exploitation. The plays were offered to Secondary Schools, Pupil Referral Units (PRU) and further education colleges within the Borough, aimed at young people over 12 years of age. The target audience were children from all ethnic backgrounds in the specific year groups 7, 8, 9 and 10 (12 to 16 years of age). Both plays toured in 2019-20 around local schools and the outturns were hugely encouraging. All secondary schools in Enfield, including grant-maintained schools, Academies and Special Schools were offered 2 performances and 14 schools took the offer up, enabling students from Year 7 – year 10 to watch. The ‘tour’ ran from 1st July – 12th July 2019. Over the 2 weeks both plays were watched by a combined total of 6306 students. As a direct response to the performances a handful of young people shared concerns which were reported to MASH. The County Lines play was also performed at this year’s Care leavers conference in November 2019. A further run began in March 2020, however had to be cancelled due to the Covid pandemic.

Comments from pupils and teachers who watched the County Lines:



Really well acted and our kids learnt so much as it was not only entertaining but educational, and I know they will make better choices now!

Spot on, need more of this for year 7&8.

They all really liked the play. The story was credible, and the message was clear.

It was very informative – there was a lot of very relevant information delivered to them through the play in such a short space of time.



Comments from pupils and teachers who watched the Chelsea’s story:



Honestly, they watched in such a mature way. They were entertained but also knew when to be quiet and paid attention to the story.

The team were amazing, they answered questions and worked so well with the students.

Very enlightening and disturbing to find out what’s going on in some places.

Great portrayal of the difficulties our youth are facing at present times.



In 2019-20 166 young people were identified as either experiencing or being at significant risk of CSE. This figure is slightly higher than the last full year analysis, where 162 young people were identified. This indicates the impact of raising awareness, enables earlier identification of those at risk.

Protect people at risk

One of the main tasks for the Safeguarding Partnership is to make sure we have excellent responses to concerns. We do this through having clear policies, good training, looking at our data and audits (checks). Here we present our some key policies, talk about our training and present some high-level data.

ADULTS

Covid-19 response

Across the Partnership all of our agencies have been affected by the pandemic. As part of our Partner updates for this report we have asked partners to provide information about their response to the pandemic.

This has included:

- Increased domestic abuse and neglect related cases into acute hospitals;
- Daily calls to care homes
- Thousands of welfare calls, include 2,000 from the LD service

Please see Appendix B for more detailed information.

Modern Slavery

Enfield is one of the first areas in London to have a dedicated Modern Slavery Team comprising Local Authority and Police staff. The multi-agency team has been raising awareness and responding to intelligence.

National Referral Mechanism (NRM) training has been by the Salvation Army for all our Modern Slavery Champions (who sit in a number of Local authority teams: children and adult social services, finance, housing, mental health and community safety) and support to facilitate awareness training amongst partnership members: in NMDX A&E, CCG and GPs. Awareness raising training has been provided to council workers, care providers service providers, health clinics and schools.

A Modern Slavery conference took place in May 2019. This was funded by the Enfield CCG, and organised by the Enfield Council. Guest speakers included the Childrens Society, Police and Salvation Army. Over 100 delegates from across the Partnership attended.

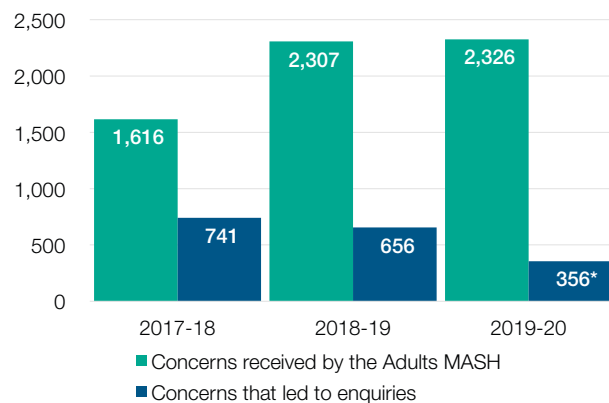
Care Act 2014 (Adults)

Safeguarding Adults duties are detailed in Section 42 of the Care Act and in the accompanying Statutory guidance.

Where the following criteria are met for a concern the Local Authority, who is named as the lead agency for safeguarding, must ensure that a Safeguarding Enquiry takes place. The criteria that a concern must meet to require an enquiry are that: it is about a person who is over 18 years of age, with care and support needs, and who is experiencing, or is at risk of, abuse or neglect, and is unable to protect themselves.

Protect people at risk

Adult Multi-Agency Safeguarding Hub (MASH)



*Only includes Statutory Section 42 (2), 2017-18 and 2018-19 data included both Sect 42 (1) and Sect 42 (2) so was higher.

Since the conception of the Adult MASH, there has been a commitment that all concerns will be responded to. This can include information and advice, sign-posting to other services, assessments for care and support services, or for a social worker to work with the adult to manage the risks of abuse they face.

Hoarding and Self Neglect Policy

Hoarding disorder and self-neglect are complex and therefore challenging to work with, requiring an effective, coordinated response from all the relevant services and agencies. It is difficult for services and agencies to strike the balance of protecting adults who hoard

and self-neglect from harm while respecting their right to self-determination. Hoarding and self-neglect is not somebody having an untidy home or an untidy appearance; it is compulsive and often linked to challenging personal circumstances, social isolation, physical and mental health issues.

To ensure that there is a consistent approach to manage Hoarding and Self-neglect cases a Policy was developed by the Safeguarding Adults Board. The Policy was presented to the Service user, Carer and Patient sub-group and they suggested that alongside the policy for professionals a fact sheet for the Enfield residents should also be produced.

CHILDREN

Domestic Abuse

Over the course of the 2019-20 financial year, we've had a strong partnership focus on strengthening our response to domestic abuse, leading to the launch of the hub on Friday 1st May 2020. We sent out information regarding the free-phone helpline (0800 923 9009) and bespoke email address. Information about the multi-agency team was also sent to over 10,000 people, and included in the second Safeguarding Newsletter.

Centre of Excellence

The Enfield Centre of Excellence (ECOE) is the point of contact for the children workforce where their knowledge and skills, professional development will be supported – to ensure the Children and Family Service deliver the best practice and best outcomes for children and families.

Enfield are piloting the National Assessment and Accreditation System for social workers (NAAS) in 2020-21 as a key component of how child and family social workers will develop skills and knowledge to improve outcomes for children and families. The Centre of Excellence will be responsible for leading the development and implementation of NAAS in Enfield.

We will embed Trauma Informed Practice into our work with families and provide joint training to 200 social workers and police colleagues. Social workers and police officers will become trauma aware and appreciate the relevance of trauma. Social Workers and the police will understand how to change their behaviour and respond to the impact of trauma and avoid responses that contribute to traumatising. The learning will help Social Workers and the police to build effective relationships that offer safety and the opportunity to build resilience.

Following a Local Learning Review on neglect the ECOE is increasing neglect training in line with the neglect strategy which is under review.

We are also introducing virtual reality headsets into our development and training for social workers to help experience the child's world.

Enfield's first Social Work apprenticeships are starting in September 2020. The apprenticeships will be an exciting opportunity to invest in existing social care staff to provide them with social work training.

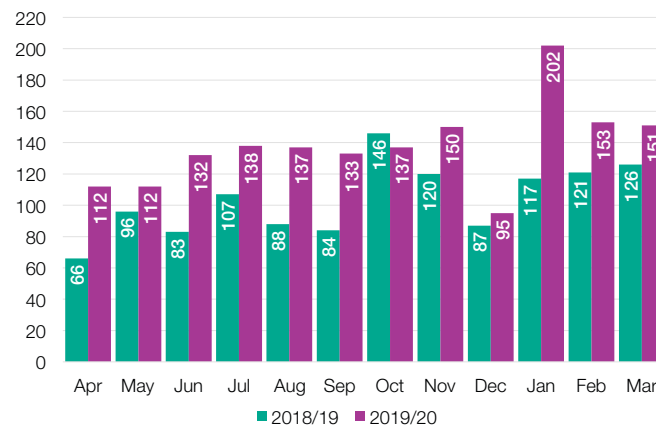
Safeguarding Children in numbers

In the Summer of 2019, the Children's Portal was launched, aimed at providing a streamlined electronic referral and information system to reduce bureaucracy and simplify processes. The portal puts all information, advice and guidance into one place. Work has been undertaken to develop a professional feedback template within the portal. There has been some challenges around the IT of the portal and partner's use of it. There will be a re-launch in 2020 to increase partner's use of the portal.

Between 1 April 2019 and 31 March 2020, a total of 1,652 referral assessments were accepted by the Early Help Family Hub. This

represents a 33% increase on the previous year (as shown below) and a 70% increase on combined referrals to the individual services comprising the Early Help Family Hub in 2017-18 (prior to the joint triaging arrangements put in place in September 2018). This year Early Help triage has been embedded into MASH.

Breakdown by month



In 2019-2020, 6,293 MASH contacts progressed to a referral. An increase on the previous year (5,117) 326 strategy meetings/discussions were held (down 40 from 2018-19), and 1,520 contacts went onto a new Children & Family Assessment.

During the Covid-19 pandemic a dip sample of MASH cases that had been closed were audited in 2020, to understand if there was any

impact as a result of the pandemic. The audit showed that overall the decision making was robust and the correct threshold applied.

At the end of the year the Referral and Assessment (R&A) team had 361 children's cases open. The number of children and family assessments completed within 45 days has continued to improve, going from 74.10% last year to 87.4% in 2019-20. There has been permanent investment and additional social workers appointed in the service, ensuring caseloads can be kept at a level that would enable social workers to provide more consistently effective responses to children and families needing help and protection.

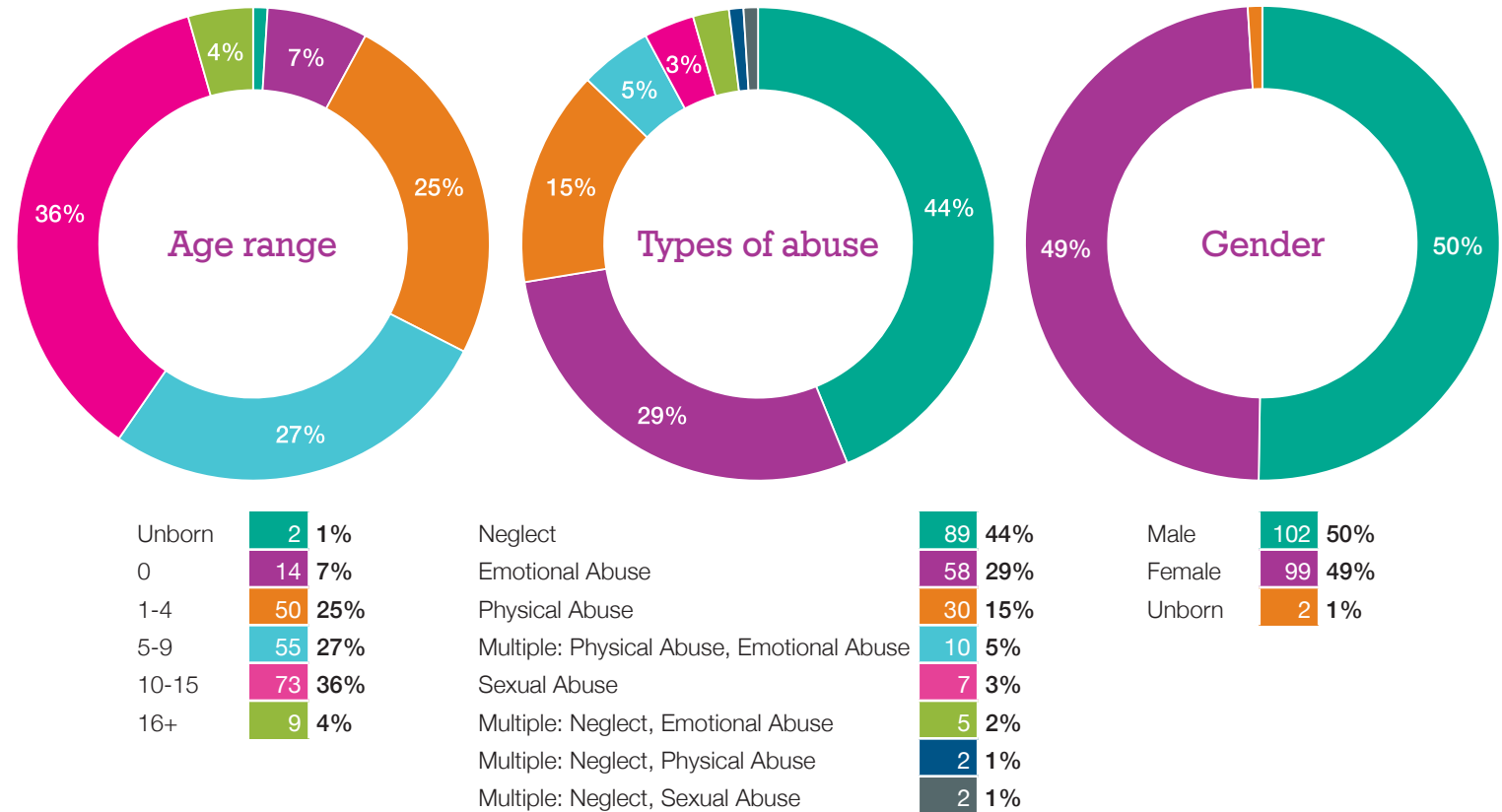


Protect people at risk

The need to ensure the consistency of child in need (CiN) plans was identified by Ofsted in 2019. As a response there has been an intensive practice improvement plan in place to improve the quality of practice, assessment and plans for children who are need. To enhance the practice in the service, a new CIN team was established which focuses on working mainly with families where neglect is a primary concern.

A range of audits have been undertaken throughout the year. An audit of CIN plans sampled a selection of cases and found that there had been some improvement thresholds where appropriate, and direct work was clearly written up in case notes, however this was not consistent across all cases. This remains a priority area of focus for the service.

As of 31st March 2020, there were 203 children subject to Child Protection plans



In 2019-2020 there has been an increase in CP Plans under the category of physical abuse since last year, from 29 to 30 (3.45% increase from last year) and a decrease in sexual abuse from 10 to 7 (30% decrease from last year). Neglect continues to be the main reason children and young people become subject to plans. A multi-agency neglect audit was undertaken in 2019. This was a small sample and highlighted the complexities and challenges around neglect and practice.

While improvement around CIN plans continues to be a priority, auditing across the Child Protection and Family Support Service has shown a consistent trend of cases being graded as good.

Significant investment in the service has resulted in a reduction of caseloads which means social workers have more time to focus on quality of work.

Partner agencies are expected to complete pre-conference reports. This remains a priority area for the children's partnership to achieve consistency, transparency with parents and good information sharing prior to and within case conferences.

LADO activity (Local Authority Designated Officer)

The role of the LADO is set out in the Working Together to Safeguard Children (2018) document. The guidance requires Local Authorities to have an officer or a team of officers to manage and oversee allegations against people who work with children, and that this officer or team are sufficiently qualified and experienced to fulfil this role effectively. It also requires newly appointed officers to be qualified Social Workers.

The total number of new allegations between 1st April 2019 and the 31st March 2020, which met the threshold for formal LADO involvement was 72.

The number of allegations which met the threshold for formal LADO involvement has been increasing over the last 5 years. The increase has been gradual, indicating consistent thresholds have been applied as well as a growing awareness of the role of the LADO, including with professionals, parents, carers and young people.

A crucial part of the LADO role, in addition to managing allegations, is also to offer Consultations to agencies on managing low and medium level concerns, where the

threshold for an Allegations against Staff and Volunteers (ASV) Meeting has not been met. Some of these cases refer to conduct issues for staff in all settings and standard of care issues for foster carers. In addition, some cases involve incidents where there have been clear factors that school staff needed to use reasonable force to prevent harm to other children, staff or damage to property (under section 93 of the Education and Inspection Act 2006). It is important to note that in cases where the need for reasonable force is not clear, an ASV Meeting may be held to consider the circumstances and relevant factors as the process safeguards children but also the children's workforce. In 2019-20, there has been 220 recorded Consultations.

Children on the edge of care

Most children at the Edge of Care were supported through the FAST team, however some were supported in various teams across the service. The need for consistency in supporting and offering effective interventions was identified, and now significant investment has been agreed to create a specific edge of care service in 2020. The aim of the team will be to improve parent/young people relationships to prevent family breakdown.

Protect people at risk

Missing Children

There were 196 children reported missing from home or care in the 12-month period covering 2019-20. Of these, 49 children were looked after children, which makes up a quarter of the total of children who went missing.

A debriefing service was set up in the MASH. This provided assurance that children who are missing and not open to children's services were offered a consistent response in line with open cases. Debriefing discussions are shared with the police and, where the young person is known to the youth offending team, a discussion takes place to determine who would be best placed to carry out a return home interview. Children and Young people who go missing now have an opportunity to speak to an independent person about their period of missing and this helps to identify any areas of risk that is then communicated to the allocated social workers.

Child Sexual & Criminal Exploitation

Child Sexual Exploitation Team

The team works directly with young people who have been identified as being at risk of Sexual Exploitation, and works closely with the Police to support victims of exploitation. Some of the work undertaken is awareness raising in

schools and individual work with young people who are vulnerable to exploitation.

There are currently 53 children who have been identified as being vulnerable to exploitation and 19 have been discussed at MACE, which is the multi-agency group for exploitation, both in respect of Sexual Exploitation and those at risk of Criminal Exploitation.

Progress of Children in Care

Support for Children in Care comes in many formats. All children have a personal education plan to identify the areas where additional support is needed, which is agreed by the school, the Social worker and the Head of the Virtual School. Financial support is provided to the child's school to provide additional support in the agreed areas. In addition, the Looked After Children's Health team undertake annual health assessments in respect of children's health needs, and children have access to child and adolescent mental health support where this is needed.

The Virtual school supports children to reach their academic ability and monitor children's progress throughout the key stages, ensuring that they are ready to learn and able to access the curriculum.

Progress of Care Leavers

It is important that young people leaving Local Authority Care are encouraged to strive to achieve their potential. There are a number of services which work alongside the team to encourage young people to engage with employment and training opportunities. We have been able to ring fence several apprenticeship opportunities within the Council for Care leavers and are hoping to continue this programme.

A conference was held in October 2019 for Enfield's Young People Leaving Care. 70 young people attended. The Conference was opened by Cllr Rick Jewell, there were presentations from services working with young people as well as a speaker who was herself a Looked After child and has had successful career.

The Care Leavers core offer was launched in January 2019 and the care leavers have been working with officers and have designed a care leavers hub operational from Triangle House.

The Conference will be an undertaken Annually to coincide with Care Leavers week.

Training data for 2019-20 (1st April 2019 to 31st March 2020)

Course Name	Course Type	Total Numbers
Adults		
Safeguarding Adults – Awareness	eLearning	234
Modern Slavery and Human Trafficking	eLearning	197
Advanced Assessing Capacity & Best Interest	Seminar	18
BIA Refresher	Seminar	30
DoLs Signatory Training – Legal Update	Seminar	12
Working with older survivors experiencing Domestic and Sexual Abuse	Seminar	20
Making S42 Enquiries	Seminar	12
Mental Capacity Act / Deprivation of Liberty	Seminar	50
Safeguarding – Adult Abuse Awareness	Seminar	58
Self-Neglect and Hoarding	Seminar	11
Personality Disorder	Seminar	15

Course Name	Course Type	Total Numbers
Children		
Basic Child Protection	Seminar	75
Prevent & Radicalisation Workshop	Seminar	9
Hidden Harm & Substance Misuse	Seminar	37
Reducing Parental Conflict Basic Training	Seminar	24
Reducing Parental Conflict for people who work with families training	Seminar	70
Reducing Parental Conflict Course for Trainers	Seminar	12
Reducing Parental Conflict Managers Training	Seminar	36
3rd Sector Training		
Child Protection	Seminar	156
Child Protection (diversity)	Seminar	10
FGM Training	Seminar	5
Impact of Parental Mental Health	Seminar	40
CP Refresher	Seminar	5
Community Child Protection / Safeguarding	Seminar	20

Learn from experience

Here, we discuss the various tools that the Enfield Safeguarding Partnership uses to understand where things might have been or are going wrong and learn lessons.

Outcomes and findings from all our reviews are used to promote a culture of continuous learning and improvement across the partner agencies. The processes here are required by law, either the Care Act for adults safeguarding, or Working Together for children's safeguarding.

ADULTS

Care Act 2014 (Adults)

The Care Act places statutory functions on the Board. One of these is in relation to review events and practices when things go wrong. The Safeguarding Adults Board must conduct a Safeguarding Adult Review (Section 44) should an adult with care and support needs die or experience serious harm, and abuse or neglect is suspected, and where there are concerns about how partners worked together.

What is a Safeguarding Adults Review?

A Safeguarding Adults Review (SAR) is a process that investigates what has happened in a case and ultimately identifies actions that will reduce the risks of the same incident happening again. The investigations are completed by people who are not involved in the case.

Safeguarding Adults Review referrals in 2019-20

A referral was received regarding the care received by a young woman. In December 2019, the referrer was advised this would not progress to a SAR.

A referral was received about how partners provided care and treatment to a man. In December 2019, the referrer was advised that this would be progressing to a SAR. The review will be reported in 2020-21.

A referral was received about how partners provided care and treatment to an older man living on his own. Further information is being sought and will be brought to a SAR referral meeting in 2020-21.

Safeguarding Adults Reviews in Progress

A review which was agreed in July 2018 in response to how partners provided care and treatment to a young woman is still ongoing. This review is expected to be reported on in 2020-21.

A review which was agreed in December 2017 in response to the care and treatment to an older woman living by herself is still ongoing. The review will be reported in 2020-21.



A review which was agreed in December 2017 in response to the systemic financial abuse of service users over a number of years is still in progress. The review will be reported in 2020-21.

Learning Disability Mortality Reviews

As from the 1st April 2017, all NHS and Local authority bodies are required to notify and review all deaths of children (4-17) and adults (18+) with learning disabilities in their area.

A local process in Enfield has been established which builds on our previous best practice in mortality reviews. Learning from the reviews will be collated nationally and locally, with local learning being reported to the Safeguarding Adults Board, the Local Authority and Clinical Commissioning Group in the Annual End of Life Report. Review training is being provided by

NHS England and the ILDS will have 10 trained review staff from across the service. Information on the programme is available at www.bristol.ac.uk/sps/leder/easy-read-information

Over the 2019-20 financial year period, 19 adults with learning disabilities and one child died. 9 of these deaths were due to respiratory issues, followed by infection/sepsis deaths (6).

Examples of improvements steps being taken include:

- **Epilepsy** – an epilepsy specialist community nurse has now been employed by the Integrated Learning Difficulties Service
- **Hospital Discharge** – the key issue here was communication with care providers, Royal Free have developed an easy-read discharge pack that is given to the person – this is also on the agenda for the North Midd Steering Group.

CHILDREN

Local Safeguarding Children Practice Reviews during 2019-20

One local learning review was started at the end of 2018-19, focusing on neglect suffered by children whilst in the care of their parents, where there were concerns about substance misuse and domestic abuse. The case was referred to the national Child Safeguarding Practice Review Panel, who confirmed that a Local Learning Review was appropriate. The review was presented as part of the Partnership day in January 2020. A multi-agency action plan is in place and overseen by the Children's Safeguarding Partnership.

The Local Authority referred 2 looked after children who had tragically died to the National Child Safeguarding Practice Review Panel during 2019-20. The National Panel agreed with the Local Authorities decision not to carry out a local learning review.

Child Death Overview Panel (CDOP)

The Child Death Overview Panel determine and share key learning from every Enfield child death. They monitor and challenge agencies for the completion of identified actions and publish a separate annual report.

Between April 2019 and March 2020 CDOP received notifications of 21 child deaths (death of a person under 18 years of age). The number of deaths reported over the last four years has been stable.

Of the 21 deaths, 13 were male, 8 were female.

Over the year, 12 child death cases from the 21 were reviewed.

Modifiable factors, in other words, things that could have been done differently, were not found in any of the cases that were reviewed by the Panel.

Improve services

We have a number of processes to help us improve the quality of our services. This is an important part of managing safeguarding risks.

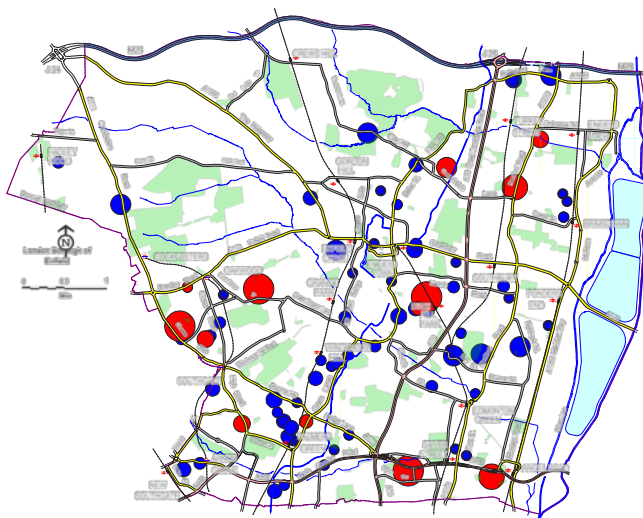
Some of these processes are national, for example, OFSTED inspections, and others are local, for example, the Quality Checkers. They all have a role to play in making sure our services and safeguarding responses meet local people's needs.

ADULTS

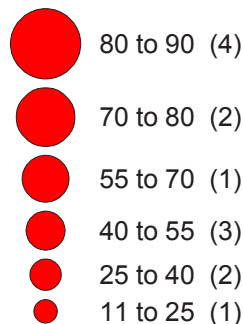
Supporting Enfield's Adults Social Care Providers

Enfield has one of the largest number of care providers in London, including 85 care homes.

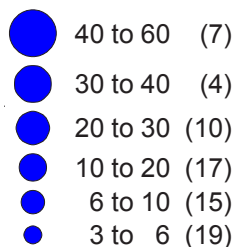
The map here shows the spread of care homes (nursing and residential) we have in the borough, one of the highest in London. All registered providers are monitored by the Care Quality Commission.



Nursing Homes number of beds



Residential homes Number of beds



Who are the CQC?

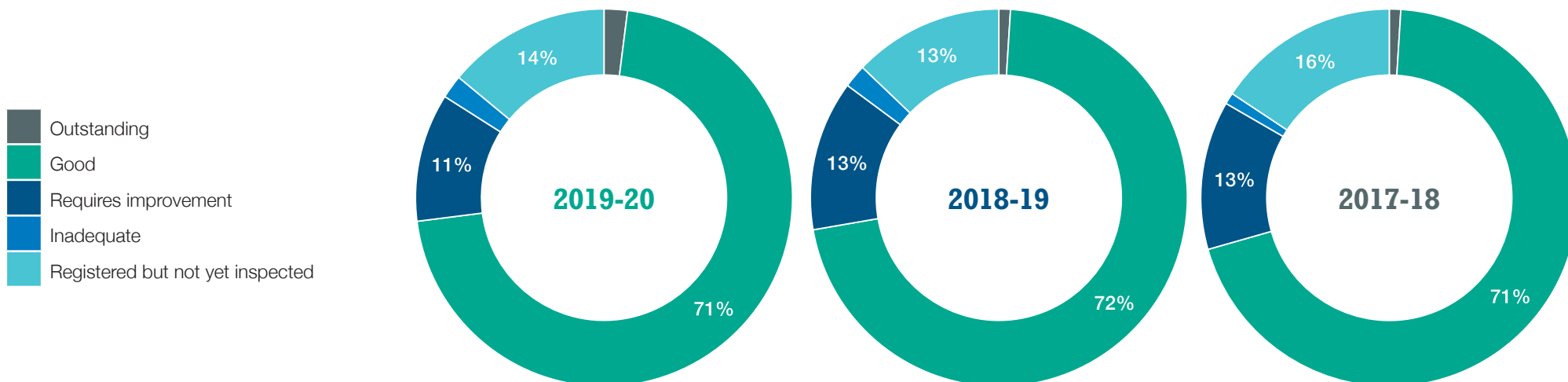
The Care Quality Commission (CQC) is an executive non-departmental public body of the Department of Health and Social Care of the United Kingdom. It was established in 2009 to regulate and inspect health and social care services in England.

Provider Concerns Process

Our Provider Concerns process was initiated 10 times in the year through our Safeguarding Information Panel. The process brings together the organisations that are involved with a care provider to discuss concerns and risks, and work with the provider to make improvements for the residents or service users. The process can include a suspension on new placements, or in some cases, particularly if there is a risk of deregistration, an exit strategy.

The Provider Concerns process was developed in Enfield, but now forms part of the Pan-London Safeguarding policy and procedures. The policy can be found on the MyLife Enfield website. Go to: www.enfield.gov.uk/mylife

Care Quality Commission Rating Data



Care Quality Commission Rating Data	2019-20						2018-19						2017-18					
	Outstanding	Good	Requires improvement	Inadequate	Registered but not yet inspected	Total	Outstanding	Good	Requires improvement	Inadequate	Registered but not yet inspected	Total	Outstanding	Good	Requires improvement	Inadequate	Registered but not yet inspected	Total
Community based adult social care services	1%	64%	11%	0%	23%	90	1%	64%	12%	1%*	22%	94	0%	59%	11%	1%*	29%	82
Nursing home	0%	67%	33%	0%	0%	12	0%	69%	31%	0%	0%	13	0%	69%	23%	0%	8%	13
Residential care home	2%	79%	8%	4%*	7%	85	0%	83%	11%	3%*	3%	71	0%	85%	13%	0%	3%	72
Total	2%	71%	11%	2%*	14%	187	1%	72%	13%	2%*	13%	178	1%	71%	13%	1%*	16%	167

*All Inadequate provision have been subject to Enfield's Provider Concerns Process.

Improve services

Quality Circle for Nursing Homes

There are 12 nursing homes in Enfield. To improve and maintain quality standards the managers are regularly brought together to form a Quality Circle. They discuss issues that are impacting on quality, and with the support of Safeguarding and Quality staff work on improvements. The group meet quarterly.

Nurse Assessor

Enfield CCG and Enfield Council jointly fund a nurse assessor, who provides specialist clinical advice as part of Safeguarding concerns, and Provider concerns processes. The Nurse assessor focuses a lot of attention on resolving issues in Nursing homes in the borough.

Quality Checker projects

Quality Checkers are service users and carers who live in Enfield and inform us about what's working and what needs improvement. The Quality Checker programme has continued

to go from strength to strength with new volunteers recruited and new projects. The number of Quality Checker volunteers is currently 56, however the number of volunteers actively working on the project fluctuates to accommodate their availability to work on the project.

The Quality Checkers are now working remotely in line with government guidance during the pandemic. They continue to make calls to those receiving care services to collect feedback on the quality of care and raise issues and concerns to care management colleagues to be resolved. The Quality Checkers continue to be an integral part of the Strategic Safeguarding Team and provide an independent and service user focused perspective to support the development and service improvement of social care services in the borough.

Safeguarding Ambassadors

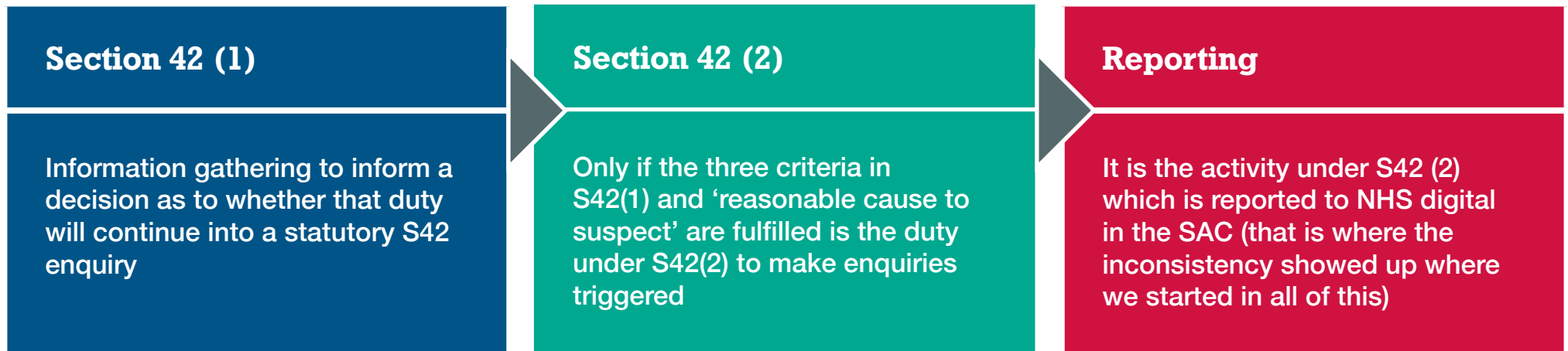
We have recruited 10 Enfield Youth Leaders as our Safeguarding Ambassadors. Over 2019-20 we have been coproducing a training programme with them so that they, and future Safeguarding Ambassadors, can scrutinise the work of the Safeguarding Children Partnership. They will be part of the Section 11 audit process for 2020-21.

Safeguarding Adults Thresholds

Over the course of 2019-20, many local areas took part in a project to better define a section 42 Safeguarding enquiry. The national Safeguarding Adults Collection data suggested that different areas were not consistent in their interpretation of what was a Section 42 statutory enquiry, and what was an 'Other' enquiry. To remedy this, national guidance was produced to better define these Safeguarding Adults 'thresholds'.

The Section 42 duty requires consideration of the following criteria under Section 42 (1) and (2) of the Care Act (2014):

- Section 42 (1) – Whether there is “reasonable cause to suspect” that an adult:
 - has needs for care and support
 - is experiencing, or is at risk abuse or neglect, and
 - as a result of their needs is unable to protect themselves
- Section 42 (2) – Making (or causing to be made) whatever enquiries are necessary
 - Deciding whether action is necessary and if so what and by whom



Establishing the 3-stage test in Section 42 (1) can incorporate a lot of work – Section 42 (2) is not therefore a good indicator of staffing input. For our data is also means that now, where the three-stage test is not being met these Section 42 (1) are not present in our data for 2019-20.

New Safeguarding Children's arrangements

The Safeguarding Children arrangements were signed off at a Safeguarding Partnership day on the 5th June 2019. We notified the Department of Education that our arrangements were operational on the 29th September 2019, as required by Working together 2018.

Why did we make changes?

In May 2016, a review of Local Safeguarding Children Boards by Alan Wood was published. The review presented its view on the effectiveness of Local Safeguarding Children's Boards and made recommendations on how the arrangements to safeguard children and young people could be improved.

The changes detailed in the Children and Social Work Act 2017 and Working Together 2018 are the government's response to the recommendations. These tell local areas what they must do from the 29th September 2019. The ambition is that these changes will improve the way organisations and communities work together to safeguard children and young people.

The biggest changes are that:

- Local Safeguarding Children Boards (LSCBs), which are set up by local authorities, will be replaced by safeguarding partner arrangements.

- The three safeguarding partners (Local Authority, Police and Enfield Clinical Commissioning Group) will have a shared responsibility for these arrangements.
- The Local Authority is no longer leading this area of work.

In Enfield, we have used these changes as an opportunity to encourage more joint working between adults and children's safeguarding. Three of the Activity Groups are joint – Insights, Practice Improvement and Community Awareness Raising.

Independent Scrutineer statement

I write this in the summer of 2020, as many lockdown measures are being relaxed and we approach the end of the first year in our new safeguarding arrangements. There have been many positive developments in the year, the Practice Improvement group, which covers adults and children's safeguarding practice issues is becoming established and partners are recognising the similar themes across their specialisms: the importance of hear the voice of the service user, the problems of transition, the vital importance of professional curiosity in understanding and managing risks. We have very strong lay member voices and there is good progress with our Safeguarding Ambassadors, Enfield's version of the Young Scrutineers.

Moving towards a new culture where each of the Safeguarding Partners feels there is an equal responsibility to safeguarding children and young people will take time. The vital importance of strong communication between the various levels of the partnership is clear, and will be an area of focus for 2020-21. Better communication tools (Newsletter and Website) will help, but we will also consider our meeting structures ensuring we can meet the challenges of some of the highest serious youth violence and domestic abuse numbers in London.

Overall, we have made a positive start in the new world, and I'm reassured by our strong partnership working that we can meet the challenges of the coming year.



Priorities for 2020-21

The following pages outline the key actions for 2020-21 and how they relate to our overall priorities. You will note that community engagement, and co-production are key themes; as well as using technology and data to better focus the work we do.

Safeguarding Priority 1: Prevent Abuse			
What is our objective?	How are we going to do this?	2020-21 Actions	How will we know
Engage with our community, to promote a culture where abuse and neglect are not tolerated (Adults and Children)	Create a culture in Enfield where our community has a zero tolerance of abuse and neglect and understands how to report any concerns they may have.	Community Awareness Raising Activity group to develop approach with Third sector starting with website layout and language.	Attendance and feedback from community engagement activity.
Use technology and social media to engage with our community, professionals, providers and voluntary organisations (Adults and Children)	Improve website and social media presence, so people can stay informed and report concerns; promote developments in assistive technologies and social media options (including video calls).	Develop online resources to support residents to recognise abuse and stay safe. Further develop social media approaches. Ensure learning is presented via videos.	More visits to website, use of social media to report concerns, start to collect feedback on how social media and assistive technologies are helping people through customer audits.
Work to reduce isolation (Adults)	Online training; community engagement to encourage groups to stay in touch with people who might be isolated.	Complete pilot project to introduce 100 devices into homes to support better connectivity with family and friends.	Monitor responses to the isolation question in our social care survey.
Work with people alleged to have caused harm to prevent further abuse (Adults)	Identifying and working with people who will benefit from support and intervention.	Enfield has been selected to be part of National project working with adult service users who are have alcohol dependency.	Evaluation of the programme by professional, and through customer feedback.
Maintain a strong focus on raising awareness of exploitation and safeguarding of adolescents throughout the wider partnership (Children)	Deliver and review the Safeguarding Adolescents from Exploitation Strategy and action plan in light of the developing Serious Youth Violence Strategy. Ensure ongoing awareness on website, in newsletter and through events.	Modern Slavery conference; London Modern Slavery conference; Modern Slavery and Adolescent Exploitation on newsletter. Specific section to be built on new website. Review and consolidate multi-agency vulnerability panels such as MACE and GPG with focus on CSE, CCE, gangs and serious youth violence. Review the existing services supporting adolescents vulnerable to exploitation and entering care to develop new service model informed by local needs.	Feedback from Safeguarding Ambassadors, Independent Scrutineer, and attendees of events.
Improve outcomes for children who are living in families that are experiencing harmful parental conflict (Children)	Work with DWP, KnowledgePool and Early Intervention Foundation to develop training to social care staff, safeguarding partner and relevant agencies. Develop Domestic Abuse Hub and freephone helpline.	Provide at least four Enfield training session focussing on people who work with children (managers, and introductory training was focus of 2019-20). Launch Domestic Abuse Hub and freephone helpline.	Feedback from training. Evaluation of programme in Enfield and across country by the Early Intervention Foundation. Monitor and evaluate progress monthly report to executive partnership.

Priorities for 2020-21

Safeguarding Priority 2: Protecting Adults at Risk, Children and Young People			
What is our objective?	How are we going to do this?	2020-21 Actions	How will we know
Make sure our community knows how to recognise and report abuse (Adults and Children)	Raise awareness about our Adult abuse line, re-launch the Children's Portal and online resources, and different types of abuse through our marketing and community engagement activity.	Improvements to website; social media. Highlighting how to recognise abuse. Audio tools for people with visual impairments.	Attendance and feedback from community activity and visits to website.
Make sure professionals are appropriately trained across children and adults partnerships, with a focus on Making Safeguarding Personal (Adults)	Ensure partners and providers have trained professionals to the required level of safeguarding. Everyone who works with adults at risk should have safeguarding adults basic training, which includes: different types of abuse, including hidden or under reported abuse such as Modern Slavery, Domestic Abuse, Female Genital Mutilation, and details of what to do to report concerns.	Multi-agency training programme based on learning from reviews; and wider statutory changes: focus on Mental Capacity; substance misuse.	Attendance and feedback from training sessions.
Develop ways to help people protect themselves from abuse and harm (Adults)	Paper and online factsheets; information videos; and links to organisations that can help (e.g. for fraud, home security).	Stay Safe Factsheets to be relaunched; and audio versions made.	Downloads of factsheets; visits to page.
Develop online tool to make sure everyone knows how to access different services (Adults)	Update website with new tool; this will also make sure that as partner organisations change, once updated, other agencies will still know who to contact and what everyone does.	Website section will highlight key services and signpost to MyLife, Children's Portal and Local Offer webpages.	Hits on website, improved referrals, feedback in audits.
Ensure there is effective multiagency analysis of data/ information to understand current and emerging risks (Adults and Children)	Develop work of Insights Activity group to explore current data and methods to create an effective local picture.	Focussing on exploitation data held in different partner organisations, provide a view of risks around transition and the effectiveness of interventions.	Analysis product completed, and response options identified.

Safeguarding Priority 3: Learning from experience			
What is our objective?	How are we going to do this?	2020-21 Actions	How will we know
Check that the way we manage safeguarding concerns is working properly (Adults)	We have regular checks and an annual adults independent audit and we will work with our neighbours. Checks will include: the user experience and applying the Making Safeguarding Personal approach. We will also work with neighbours to develop consistent London-wide assurance framework, and thresholds. We also conduct the Statutory Section 11 audits for children safeguarding.	Safeguarding adults Assurance (SAPAT) tool will confirm key safeguarding features are present in organisations; Partner updates and data at each Safeguarding Adults Board. Section 11 will take place, with input from Safeguarding Ambassadors.	Audit reports (including Section 11) and confirmation.
Learn from the advice of our Service Users, Carers and Patients (Adults and Children)	Implement learning from Quality Checkers; ask people who have been through a safeguarding process about their experience and make improvements where necessary.	Include feedback of Service users who have had safeguarding enquiries as part of audit processes. (Question introduced on system in 2019-20)	Partners' confirmation of the action they have taken to address issues in feedback.
If things go wrong, review what happened and learn lessons (Adults and Children)	Identified in Care Act, Children and Social Work Act 2017, Working Together 2018, we have to undertake Reviews, learn lessons, and make system improvements.	Continue to work on publishing SARs , and local learning reviews and analysing learning opportunities based on recommendations.	Audits feedback, data.
Learn from the experiences of other local authority areas (Adults and Children)	We work with our neighbouring boroughs and regional sector led improvement alliance to learn lessons together. We share our lessons from reviews and will work on checks together.	We work with our neighbouring boroughs and regional sector led improvement alliance to learn lessons together. We share our lessons from reviews and will work on checks together.	Annual review and audits to identify improvements based on learning from other boroughs.
Improve sharing of learning between adults and children's safeguarding (Adults and Children)	Establish Practice Improvement Activity group by September 2019. Ensure discussions relating to children's and adults issues are influencing improvements.	Practice Improvement group has received feedback on one Children LLR, and at April meeting will input on recommendation of Safeguarding Adults review.	Group established and has met. Terms of reference agreed. Minutes from meetings.

Priorities for 2020-21

Safeguarding Priority 4: Supporting Services Improvements			
What is our objective?	How are we going to do this?	2020-21 Actions	How will we know
Ensure we have effective arrangements in place to intervene when provider quality drops below expected standard (Adults and Children)	Support Enfield services to improve, due to quality standards, whenever possible.	Provider Concerns policy being reviewed and relaunched.	Number of Provider concerns improvement processes and key issues addressed.
Ensure partners share information and intelligence about poor quality services (Adults)	Ensure there are arrangements in place to share information properly about services so that partners can act quickly to respond to unsafe services.	More detailed data analytics to be introduced into meetings.	Regular meetings with partner agencies and evidence of actions.
Ensure the voices of children and young people, as partners and scrutineers, are built into our Safeguarding Partnership work	Develop online presence to share information, policies and best practice with providers to ensure organisations have tools they need to improve.	Develop Safeguarding information for providers as part of new website.	Traffic on website; download of resources.
Online space for Providers (Adults)	Make sure Enfield has clear and consistent policies with neighbouring boroughs which represent best practice in all areas.	Safeguarding Adults Partnership Assurance Tool (SAPAT); London wider exercise will be conducted. Continued participation in National work on defining and recording enquiries.	Audits, and data analysis will confirm consistence of practice
Ensure the voices of children and young people, as partners and scrutineers, are built into our Safeguarding Partnership work (Children)	Recruit eight children and young people to scrutinise and develop our arrangements.	Eight young people will be providing feedback on Scrutiny of safeguarding children's arrangements (incl. Sect 11).	At least eight young people recruited and working with us on projects (website, Section 11 audits).

Appendix A

Detailed Data

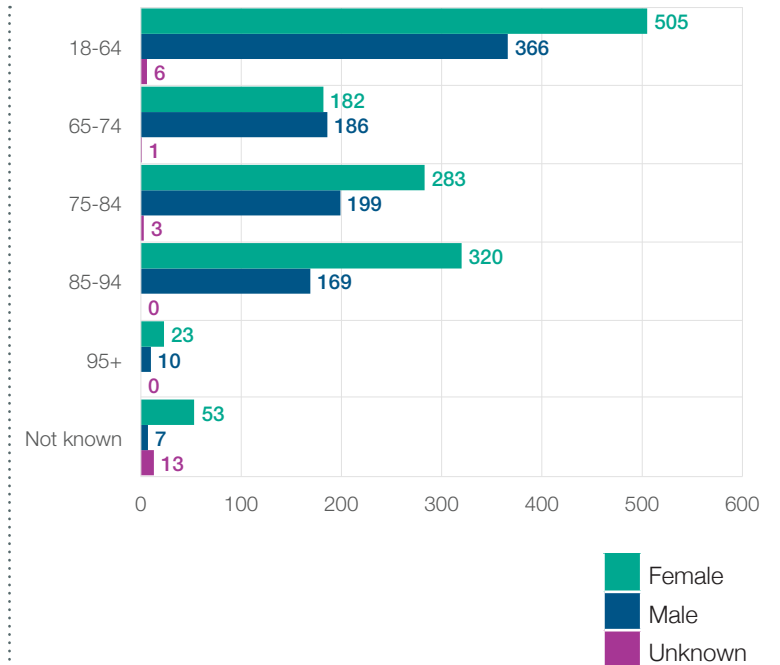
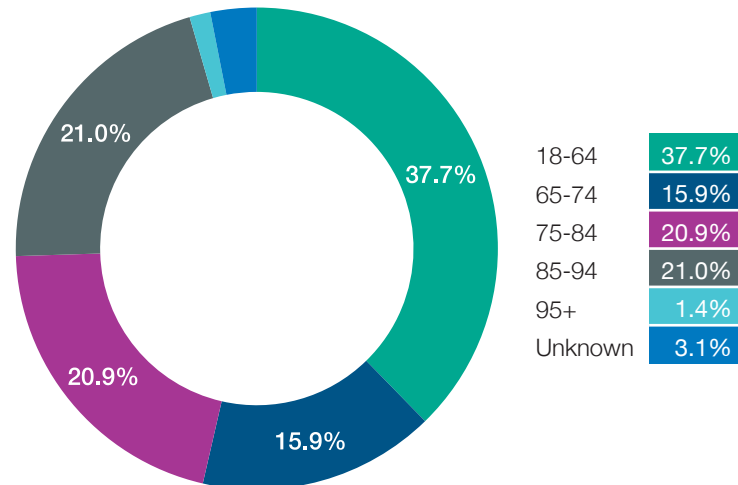
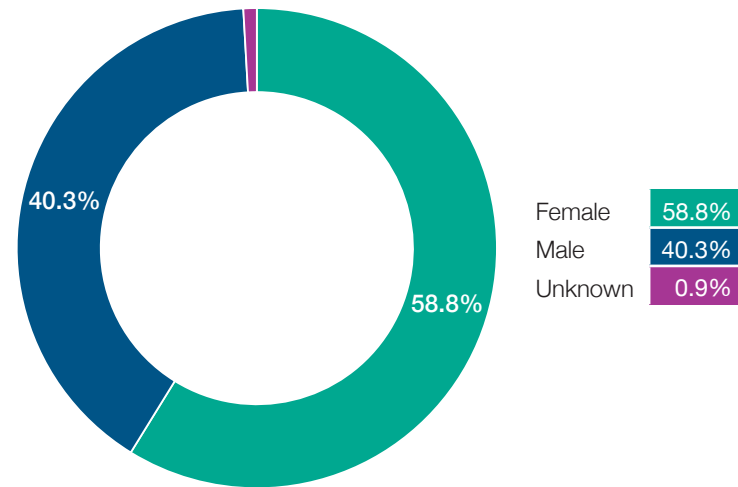
Protect – assurance data for 2019-20

Key data is presented here showing the trends in comparing to the previous financial year.

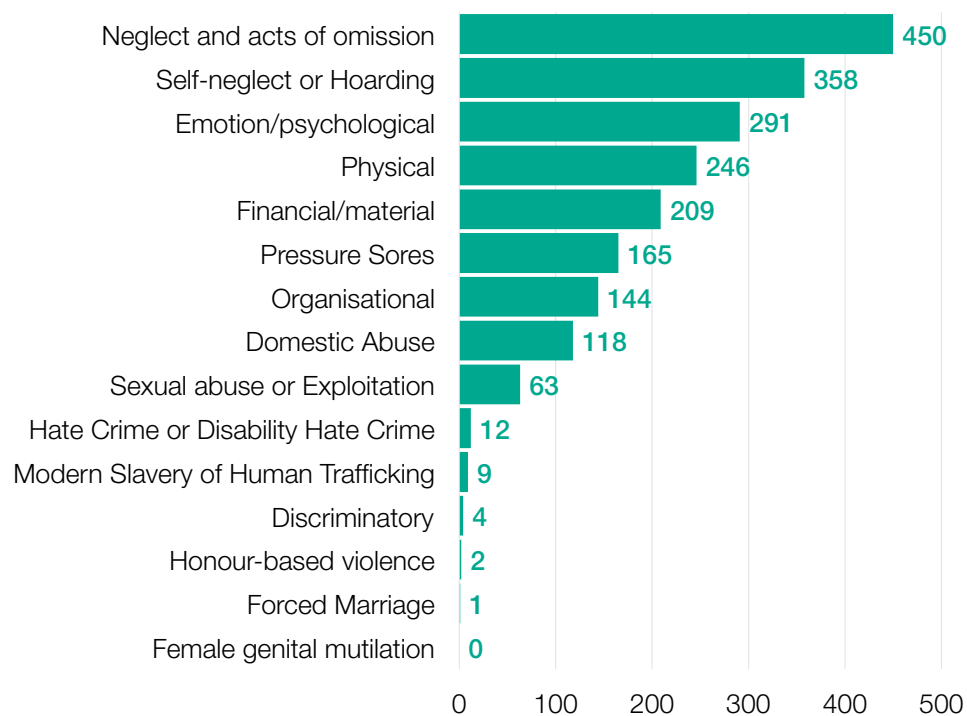
Overall concerns and enquiries

- Total number of concerns = **2,326**
- Of these, **356** went on to Section 42 Safeguarding Enquiries (2018-19 = 655)
- Conversion Rate – **15.3%** (2018-19 = 28.4%)
- The remaining 1,970 concerns have received some form of other safeguarding/preventative measure (e.g. Information and advice, Referral).

Concerns - Age Range by Gender



Type of Abuse Concerns

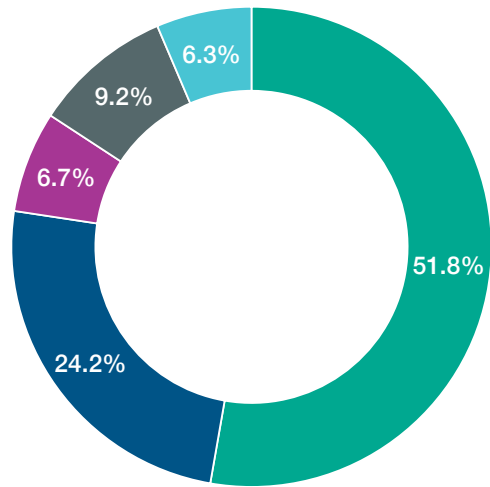


Type of Abuse*	2019-20	2018-19	2017-18	
Neglect and acts of omission	450	21.7%	22.7%	28.5%
Self-neglect or Hoarding	358	17.3%	18.8%	9.5%
Emotion/psychological	291	14.0%	12.7%	15.2%
Physical	246	11.9%	12.3%	13.4%
Financial/material	209	10.1%	11.1%	12.0%
Pressure Sores	165	8.0%	5.5%	6.2%
Organisational	144	6.9%	7.7%	4.9%
Domestic Abuse	118	5.7%	5.6%	6.9%
Sexual abuse or Exploitation	63	3.0%	2.5%	2.3%
Hate Crime or Disability Hate Crime	12	0.6%	0.5%	0.4%
Modern Slavery of Human Trafficking	9	0.4%	0.3%	0.2%
Discriminatory	4	0.2%	0.2%	0.4%
Honour-based violence	2	0.1%	0.0%	0.1%
Forced Marriage	1	0.0%	0.1%	0.0%
Female genital mutilation	0	0.0%	0.0%	0.0%
Total	2,072			

*There can be multiple forms of abuse so numbers do not add up to the number of concerns

Risk Outcomes for completed enquiries

Of the 365 enquiry forms, 240 have a risk outcomes that is not blank (i.e. the enquiries have been completed). The table below compares risk outcomes against previous years.



Risk reduced	51.8%
Risk removed	24.2%
Risk remains	6.7%
Risk did not exist	9.2%
Not applicable	6.3%

Where risk identified, what was the outcome?	2019-20		2018-19	2017-18
Risk reduced	129	51.8%	59.0%	64.5%
Risk removed	58	24.2%	15.7%	11.8%
Risk remains	16	6.7%	9.3%	8.5%
Risk did not exist	22	9.2%	6.9%	6.5%
Not applicable	15	6.3%	6.7%	7.9%
Total	240			

Appendix B

Partner Statements

Barnet, Enfield and Haringey Mental Health NHS Trust

Training

In Safeguarding Adults we have increased training over the past 4 quarters. Staff are trained to L3 on their induction so that they have the skills necessary to carry out safeguarding enquiries with the support of the SAM and Safeguarding champions.

Safeguarding Supervision training has been developed and is being rolled out in the trust to help support supervisors and Safeguarding Champions to support with their roles.

In order to improve training compliance the safeguarding team are currently developing an online version of the face to face level 3 integrated safeguarding training.

The safeguarding children lead and the Lead Nurse for CAMHS facilitated an online Question and Answer session for the crisis hub.

Prevent

Prevent is now being managed by the Children and Adult Safeguarding leads within the trust.

Section 42 Enquiries

We continue to collect data regarding the number of safeguarding adult cases that meet the Section 42 Enquiry threshold. Our

conversion rate of 49% (i.e almost half of our alerts/concerns progress to the enquiry stage) is above the London-wide average of 33% and represents an improvement in the quality of referrals and a better understanding of the threshold by those making the referrals.

Section 42 conversion rate (Enfield)

Q1	Q2	Q3	Q4
11	23 (inc. 12 from NLFS)	29 (inc. 13 from NLFS)	21

Safeguarding Adult Reviews (SAR)

The trust is currently actively involved with no SAR cases in Enfield. A decision is being made about a SAR case related to a suicide. The Local authority has been provided with the necessary information from the mental health trust.

Case Examples

An example of positive multi-agency practice was observed in the case of NN whereby the adult at risk (Mrs N) is open to the local authority and the suspected perpetrator (NN) is open to the Mental health trust . Joint meetings between the agencies resulted in positive outcomes in terms of risk management and

support offered to the Adult at risk, family and suspected Perpetrator.

CPN and Social worker arranged a 3 way telephone conversation with Mrs N ,(in light of pandemic) discussing the risks, discussing N's behaviour and helping her to gain insight into the fact that N is in control of his behaviour and it is a feature of antisocial traits rather than only exhibiting this behaviour when he becomes psychotic or mentally unwell. This helped inform the Mrs N and family of ways to manage risks with the teams i.e. police involvement and cameras.

Joint work between mental health nurse and Local authority social worker as well as the respective Safeguarding teams resulted in Forensic risk assessments and it was established by the that medication compliance would not impact on whether NN presented as aggressive and or abusive towards his mother. In light of this, the local authority were able to ensure that risks were managed via a criminal justice route . Direction given to the police as to as to criminal behaviour and risks towards his mother being less a feature of the psychosis and more related to anti-social personality traits.

In addition IDVA and MARAC referrals were completed. Non molestation order sought and ongoing joint work to information share to manage risks.

The trust has had one case that required the support of the Enfield PIPOT in the last quarter. Safeguarding Adult lead communicated with the PIPOT to inform a safeguarding plan in order to protect the Adult at risk and wider populations. Due to the fact that the adult at risk had capacity, withdrew her allegation in terms of police and safeguarding investigation, the teams involved in the safeguarding could only pursue the impact on the wider population aspect of the safeguarding process. PIPOT informed the trust to ensure that the HR and disciplinary route was followed and that if the suspected perpetrator was dismissed that the Disclosure and Barring Service was notified. A second action was liaison with the care coordinators of other vulnerable adults who were on the wards whilst suspected perpetrator was working there to ensure there were no further disclosures. The safeguarding team will work with ward leads and management team to ensure that policies around staff boundaries, professionalism and sexual safety on the wards are continuously implemented.

Safeguarding focus during Pandemic

We gave staff updates over the period of lockdown to ensure they were vigilant in certain areas if safeguarding that were presenting more frequently due to people staying at home and social distancing measures. We gave additional attention to areas of heightened risk including self-neglect and Domestic Abuse. The safeguarding team have disseminated the updates in a number of ways: Safeguarding champion meetings (teleconference), Email; Daily updates via COMMs and during informal supervisions.

Safeguarding in the BEH MH Trust is, in line with recent legislation, Business as usual. In fact, it is even more important that the Trust and our partners are vigilant in recognising abuse at this time: Abuse is potentially more hidden when people are self-isolating.

A case example whereby a safeguarding relates directly to the pandemic was a case whereby staff supported a victim of hate crime. During their weekly telephone outpatient session the client reported they had been the victim of two hate crimes in relation to their race and COVID-19. They reported a member of the public had shouted at her and told her to 'go home' and that on a separate occasion a different member of the public

had spat towards her, although this did not hit her. She reported she did not feel able to report these to the police at the time, feeling that it was not high enough priority. She was encouraged to report any further incidents to the police if she feels able and was offered support to do so. The client reported she feels worried about going out in case she experiences further incidents of hate crime but is going out for essential shopping and some walks. Subsequently the police were involved and were able to support the adult at risk. Community officers were informed to be vigilant in her local area . We recommended that they police work with the mental health service and gather information about other hate crimes in the area and potentially adopting a strategic approach e.g. if a lot of these are reported in a certain area, they can put more community officers in the vicinity.

The adult at risk was supported in various other ways and coached around coping mechanisms to manage any further incidents.

To view the Trust's Safeguarding webpage go to: www.beh-mht.nhs.uk/safeguarding.htm

Community Safety Unit

Community Safety are working with Probation to bid to a MoJ pot of funding for a pilot project working with non-mandated perpetrators of Domestic Abuse. Total pot including match will be £80,000 if successful. This is an area which we have not been previously able to address and is an action in the VAWG strategy.

The Domestic Abuse Hub set up to streamline the Council's response has received 34 calls up

to the 16th June and is advertised on line and in a variety of settings throughout the borough, including health and retail.

The Gangs Partnership Group and Pre Mace are seeking to better align work and a new group may be developed to lead on provision of support and/or enforcement to manage adult offenders of violent crimes where the level of risk falls below the threshold for existing

groups such as MAPPA. The cases are likely to include those involved in exploitation and drug dealing or violent crimes. The need for this work has been identified in the borough following an increase in violent crime across the capital and nationally and the group will augment the work from existing strategies to improve the safety of local people.

Operation Boxter led by the police is seeking to deter street sex work along the Fore Street Corridor. In the first 3 weeks there have been 91 Stop and Searches carried out, 6 arrests and 9 cautions.

Safeguarding focus during Pandemic

During lockdown the crime profile of the borough has changed, with a significant increase in ASB calls about lack of social distancing and an increase in concern/reports about domestic abuse and sizeable reductions in other areas such as burglary serious youth violence.

The Community Safety Unit has worked remotely during the lockdown, with the exception of CCTV which has carried out business as usual and we have supported the police in operations and in addressing concerns around social distancing.



Department of Work and Pensions (DWP)

DWP continues to upskill its staff with internal presentations from organisations on working with customers with complex needs. We continue to build links with the Local Authority and various Providers and Organisations e.g. Mind to allow us to offer support or signpost to support where required.

We recently ran a “speed dating” event in house for Work Coaches with a variety of Partners in the health field presenting their support offer to them.

We continue to work closely with the Las leaving Care Team and have a presence on site once per week to provide advice, guidance and support.



Enfield Carers Centre

Our progress with regards to safeguarding adults at risk, children and young people over 2019/20:

- Our Board of Trustees reviewed our Safeguarding Adults Policy at their 1st June 2020 meeting
- We have noticed a number of alerts during COVID-19 which we've dealt with by either raising alerts or by deciding there's no immediate risk and that information/ signposting was sufficient.
- Our Safeguarding log is being maintained
- We discuss any Safeguarding issues or alerts at any Team and Board Meeting.

Safeguarding focus during Pandemic

We have reviewed our safeguarding procedures and have put in place extra safeguards for our young carers' online activities including ensuring staff sit in on all zoom calls, requiring passwords and disabling private chat facilities.



Enfield Children's and Young People Services

Enfield Children and Young Persons Services (ECYPS) is an umbrella organisation with charitable status. ECYPS provides advice and support to voluntary organisations working with children and young people aged 0-25 years.

ECYPS continued to deliver an extensive safeguarding programme for the third sector. Over the past year we supported 40 organisations including afterschool clubs, arts and drama clubs, pre-schools, youth clubs, sports groups, community and faith organisations. Training included child protection/safeguarding level 1, child protection and diversity, impact of adult mental health on children and young people, FGM and domestic abuse.

We incorporated child protection awareness sessions within our major events to address issues of safeguarding and to support children and young people's well-being. Events such as Mind Kind at Millfield Theatre, multi-faith safeguarding events, ECYPS forums, information days and road shows were delivered at various primary schools and throughout the borough. We produced community handbooks and a guide for parents and carers 'affordable and free activities' which were disseminated at fun days, community events and various workshops. ECYPS also

delivered bespoke child protection training specifically for the Polish, Albanian and Somali communities.

We facilitated four parenting programmes throughout the year; child protection/safeguarding awareness were covered on each programme with 36 parents attending. The sessions improved knowledge and understanding of child protection and safeguarding procedures as well as services and support available in the borough.

ECYPS provided one-to-one sessions supporting new and emerging groups, start-up packs including advice on policies and procedures-health and safety, child protection, risk assessment, insurance, training, DBS checks, Ofsted registration and governance. We are a registered umbrella body for Disclosure and Barring Services. Between 2019/20 we carried out 400 DBS checks for different organisations.

Covid-19 had a huge impact on our services and on the local communities. It has been challenging and difficult at times, but we were prepared for the 25th March, when Boris Johnson announced 'Lockdown'. We went live with our Covid-19 support group via Facebook and other social media platforms. Providing online activities for parents and young people

including fitness sessions, healthy eating cooking sessions, online safety, Covid-19 updates, dance sessions, mindfulness, creative writing-Scribeasy, wacky Science, pilates, parenting support, storytime, creative art and counselling services. The online sessions will continue focusing heavily on supporting the wellbeing of families.

Throughout lockdown, ECYPS' team have been working hard providing regular foodbanks twice a week, clothes bank, and toy bank for local families, including deliveries for vulnerable families who were self-isolating. We are continuing with food banks supporting families on low income, young carers, people suffering from mental health and for people who have lost their jobs during Covid-19.

Enfield Council Safeguarding

Community engagement/ Safeguarding Ambassadors

Weekly meetings have been taking place with our Youth Leaders who are developing the young people's Safeguarding Ambassador role. We are developing a 6-week training programme to prepare youth leaders to work with us. The first focus of their work will be alongside the Section 11 audits, making sure the voice of young people is present in our safeguarding arrangements. The Service User, Carer and Patient group is advising on this work.

Modern slavery

Helpline has been established and referrals are being received. ModernSlavery@enfield.gov.uk (Mon-Fri 9am-5pm). Telephone 020 3821 1763 (Mon-Fri 10am-2pm).

Website

The Safeguarding Partnership Business Unit has been working with the Service User, Carer and Patient Sub-group, and our Safeguarding Ambassadors on a new website for the Safeguarding Enfield Partnership. The website will be accessible on different devices (mobiles, tablets and laptops) and has better search and accessibility features. The site is due to be launched by the end of June.

Liberty Protection Safeguards

Strategic Safeguarding Adults Team have completed a mapping exercise to estimate potential figures of those aged 16+ who will be requiring Liberty Protection Safeguards. We have also been consulting with Edge Training who have supported with the completion of an LPS Report which discusses the estimates and how Enfield proposes to meet these new demands. Colleagues across the partnership have been identified and will be invited to a Steering Group once the Code of Practice has been published. A training plan has been submitted to the Enfield Council Learning and Development Team to assist managers and practitioners with the changes in legislation and will be made available once the Code of Practice is ready. Training is currently being provided to staff on LPS and mental capacity to help raise awareness and manage expectations.

Safeguarding focus during Pandemic

Supporting Care Homes

Members of staff from the Strategic Safeguarding Adults Service, including our Business Unit, have been working with our Brokerage and Commissioning colleagues to make daily call to care homes. This has been

to support the homes, map the spread of the virus amongst staff and residents and make sure PPE was available in line with government guidelines.

Contacting vulnerable residents

Our Safeguarding Adults Practice Team manager has been ensuring that volunteers and staff making calls to residents on the Shielded list have access to information and advice about Safeguarding through regularly surgeries that have been organised with Public Health.

Working with people who have refused to comply with government guidance

Regular meetings (initially weekly, now 3 weekly) have taking place, chaired jointly with Public Health to consider residents, and council tenants, who have not been complying with COVID-19 guidance on social isolation and distancing. The meetings are multi-agency and have provided a place where agencies can refer in, with a risk assessment, and appropriate local action can be taken. If these measures are not successful, the group can refer to Public Health England. This has not been necessary in Enfield.

Enfield Council Housing

Safeguarding is everybody's responsibility and we are continuing to embed and strengthen safeguarding principles in our strategic and day to day housing operations.

The Council agreed a Homelessness Prevention and Rough Sleeping Strategy in 2019 which sets out to end homelessness. It provides the Council's strategic direction for change and is important for setting out the strategic direction for safeguarding and meeting the needs of homeless adults at risk, children and young people.

A transformation of the Council's Homelessness and Prevention Services began in September 2019 to deliver investment in multi-agency, co-located 'up stream' homelessness prevention services. Workshops to design and develop the new service model have involved managers from Adult Social Care and Children's Services, helping to strengthen relationships across services. Investment in the service will ensure more vulnerable adults and families with children are given early advice and support to prevent their homelessness, including strengthened support plans.

Rough Sleeper Services were strengthened in 2019/20 following government funding for additional support staff, services and accommodation including a new Rough

Sleepers shelter in the borough, enabling vulnerable, destitute adults at risk of abuse and harm to be housed and given support to get their lives back on track. A multi-agency panel for high risk rough sleepers was also set up, bringing together professionals to discuss and put in place plans for vulnerable rough sleepers with complex support needs including mental health issues, substance misuses.

Other areas in which our safeguarding activities within Housing Needs have been strengthened include:

- Housing Needs Managers meet with Children with Disabilities Managers to discuss cases involving families with children who have multiple and complex needs to find solutions.
- A Housing Options and Advice Officers is co-working with the MASH/SPOE Teams week and referral pathways are strengthened. There are plans to increase the co-working arrangement in 2020/21
- Multi-agency meetings are continuing for leaving care, mental health, Council tenants evictions, MAPPA and MARAC.
- Eligible homeless families with children, who have no recourse to public funds, are being accommodated/supported until a decision is made on their immigration status.

- Disabled Facilities Grants are provided to eligible families to safeguard and support independent living, covering eg stair lifts and walk in showers.

Housing Management Team Safeguarding Activity

Throughout the 2019/20 period, the housing management team have maintained core membership of the Multi-Agency Child Exploitation (MACE) panel, using the forum to remain aware of, and highlight safeguarding concerns, as well as decimating best practice to frontline housing management staff.

As part of our commitment to continuous development, frontline housing management staff receive regular training through an annual training programme which includes refresher training on the Care Act and Housing. Furthermore, within our training plan, each training session must have a focus on safeguarding and its implications, for example, safeguarding considerations in managing cases involving Domestic Abuse, Anti-Social Behaviour, and Fraud.

Our front-line housing management team maintain a central record for Safeguarding referrals and the Housing management team also monitor, review and report the number of safeguarding referral made each month.

The housing management staff are currently conducting a review of our tenancy management procedures and we are incorporating safeguarding best practice as a standard subheading within each housing management process, to ensure staff remain aware of their obligations. Within each frontline housing management team, there is a nominated Safeguarding lead, which ensures that Safeguarding remains a priority at every level.

Safeguarding focus during Pandemic

Housing Needs

Safeguarding and ensuring the safety and wellbeing of local residents was at the heart of changes to the way housing needs services were delivered during the Covid 19 pandemic and 'lockdown'.

1. Street homelessness was addressed quickly through compliance with government guidance to move rough sleepers from shared housing to self-contained housing within days of the announcement.
2. Rough Sleeper accommodation/support delivery plan developed - those who were assessed as homeless or at risk of sleeping rough were accommodated during 'lockdown' in hotels or self-contained

accommodation. This meant more single people and couples without children were kept safe.

3. A new dedicated Housing Advice Telephone line was introduced immediately after 'lockdown' to re increase access to services/replace Face to Face contact at John Wilkes House (main Housing Needs Office) when the Council building closed. New access arrangements were immediately communicated widely across the Council/Voluntary and Community Sector. Information was translated into community languages. When Enfield and Edmonton libraries opened to the public, a Housing officer has been located there to support library staff providing services to customers at risk of homelessness who do not have digital access or a phone.
4. Three Housing Officers were appointed to the Council's Domestic Abuse Hub in recognition of data showing an increase in domestic abuse during 'lock down' to work exclusively with this client group carrying out risk assessments, safety planning and identifying safe accommodation; welfare checks were carried out on all open homeless cases where domestic abuse was reported as the cause of homelessness.

Housing Management

During the Government Lockdown imposed from 23rd March 2020, the Housing management team undertook a "Welfare and Wellbeing checks" programme, calling all known vulnerable residents and those believed to be at risk of abuse or neglect. The service maintain regular contact with all sheltered housing residents and a significant portion of our residents over 65 in General Needs accommodation who have requested ongoing support.

We are working in partnership with the Riverside Floating support service to help residents carry out tasks associated with independent living, utilise technology (where appropriate) to assist in their support and longer term wellbeing, and access information, community resources and social interaction to avoid becoming socially isolated. Since lockdown restrictions have been lifted, the housing management team are now undertaking a series of welfare checks and welfare visits to residents with whom the service has had little or no contact.

Staff have had specific training in identifying signs of abuse and neglect, as well as training for identifying and supporting those suffering from Domestic Abuse during the Covid period.

FGM update – Public Health

Our ongoing work around FGM relates to both protecting adults who have been affected by FGM (e.g. before migration to the UK) and children living in Enfield at risk of FGM.

Recent progress includes:

- Re-established FGM steering group meeting. Met in December 2019. Quarterly meetings planned for 2020.
- Revised governance arrangements so that FGM will be a standing item on the Violence Against Women and Girls (VAWG) Strategic Group. The FGM Steering Group will continue to exist as a forum for multi-stakeholder engagement and will feed directly into the VAWG Strategic Group.
- The Enfield Public Health team have been working with partners and the FGM Steering Group to update the FGM Needs Assessment for Enfield. This brings together data from multiple sources and will include recommendations for action. The Needs Assessment is now being updated and will be shared once finalised.
- A series of community engagement and awareness raising activities are planned for 2020, largely using some one-off funds provided from the Ministry of Housing, Communities and Local Government. These

have been planned with the support of the FGM Steering Group and will be delivered by local community groups/members.

- A referral pathway workshop is being planned for ~March 2020 to identify existing pathways and gaps in Enfield.
- Two half-day training days in March are being offered to frontline staff across different sectors in the borough and community and voluntary sector staff.

- The North Central London (NCL) Harmful Practices Group is made up of representatives from across the five boroughs of NCL including safeguarding and public health leads. The group aims to facilitate sharing of best practice and a joint approach to Harmful Practices across the NCL area and are in the process of developing their workplan.



Healthwatch Enfield

Healthwatch Enfield was established to act as the statutory, independent consumer champion for health and social care services in the borough. Our roles and responsibilities include:

- Obtaining the views of local people regarding local health and care services and importantly to make these views known
- Promoting and supporting the involvement of local people in the commissioning, the provision and scrutiny of local health and care services
- Providing advice and information about access to local health and care services
- Enabling local people to monitor the standard of provision of local health and care services and whether and how local care services could and ought to be improved
- Formulating views on the standard of provision and whether and how the local health and care services could and ought to be improved; and sharing these views with Healthwatch England

Healthwatch Enfield is also able to raise relevant issues at a number of strategic boards. This allows us to provide support as well as challenge and highlight issues raised by local people in the development and delivery of local strategies.

In terms of safeguarding, Healthwatch has

- ensured that our Board, staff and volunteers are trained to understand and follow up any safeguarding concerns identified by us or raised with us in our work locally
- arranged refresher children's safeguarding training for staff, volunteers and board members last autumn
- reviewed our safeguarding policy in May 2020
- supported and challenged data presented at a number of strategic boards

We have supported the consultation on the Hoarding Policy and promoted safeguarding training opportunities.

We offered feedback on the 'safeguarding adults at risk audit tool' in response to a request from Healthwatch England and shared the response with the Enfield safeguarding team.

We have been able to use the experience of our 'Enter and View' activity in care homes as part of our feedback on safeguarding although this work is suspended during the pandemic.

We dealt with three separate concerns raised with us (one issue was also referred to the CQC) and in all cases the concerns were dealt with urgently by senior managers.



We value the strong commitment to improving engagement and understanding of safeguarding across all communities.

Safeguarding focus during Pandemic

We have promoted information about safeguarding and particularly domestic abuse throughout the lockdown period.

Integrated Learning Disabilities Service (ILDS)

ILDS continues to provide a multi-disciplinary approach to managing PMLD which includes social, physical, psychological and mental health assessments.

- Safeguarding response and plans completed within usual time frame, essential face-to-face meetings have taken place during lockdown where tech/video couldn't be used.
- In some cases following closure of a case, a review may take place (3 months) to make sure all protective measures are still robust and that service users is safe and any agreed actions have been completed.
- Throughout the safeguarding there is continued Management support & oversight and clear directions from the Sam is recorded in cased notes.
- There is also emphasis on making Safeguarding Personal (MSP) within the recordings.

Safeguarding focus during Pandemic

- We have continued to offer all specialisms in the service and prioritised urgent review and associated clinical work to support individuals and keep them safe at home; we have used technology in various different forms and developed a series of social

stories and accessible information both for our website information and for individuals.

- We have made over 2,000 welfare calls to those who are high risk; non-compliant; no access to internet etc and working with those who are non-compliant with multiple agencies involved.
- We have been working with parents and carers to support significant anxiety level and the challenges around the apparent inequality and national reporting of the approach especially to testing and reporting mortality and also access to PPE – most people with complex LD needs live at home and in supported living accommodation and not inc are homes so access to testing excluded those with PMLD. In Enfield we have acknowledged this and we acted very early on to ensure people who needed PPE had the PPE they needed.
- We have set up our own test site for LD and MH this week.
- We have been particularly challenged in LD buy the number of deaths, increased in April to around 650% on last year, 12 deaths; 10 due to C19

- Multi LD have and are particularly vulnerable, 7 out of the 10 deaths had 3 or more comorbidities which is not unusual in complex LD.
- All Rapid Reviews have been completed.
- Findings thus far indicate all 10 had access to the health and care they needed at that time.
- 8 out of the 10 died in hospital which indicates the correct processes followed and clinical oversight provided.
- All will be subject to full LeDeR review, we are awaiting further guidance on this from NHSE.
- PWMLD have been disproportionately affected and live in the family home.
- We have supported and prevented admissions, as well as supporting individuals through a multi-agency approach to receive the care and support needed in hospital.
- As a service, we have continued limited essential face to face assessment weg, MCA & BI and all safeguarding.
- We have not had any admissions to ATU's since the lockdown down started, we have managed to discharge 2 individuals although this was delayed because of the situation.

London Ambulance Service

To read updates from the London Ambulance Service 2019-2020, please go to <https://www.londonambulance.nhs.uk/about-us/our-publications/>



London Community Rehabilitation Company

1. The London Community Rehabilitation Company (LCRC) Learning and Development Team have delivered further Safeguarding Assessment Training (REACTA). The Learning and Development plan includes the teaching and development of assessment and planning skills for a) all new staff and b) ongoing staff development. Feedback and review of the training has supported the LCRC to help evaluate and develop this area of work.
2. The CRC Performance Management Information for Safeguarding has been updated and will support the operational management of safeguarding risks and will support us towards the assurance of and the quality of our safeguarding practice. This helps to manage our resources and prioritise the right service users within the communities particularly if they are very vulnerable with a high level of safeguarding concerns.
3. CRC are now able to undertake regular quality audits on a monthly and quarterly basis.
4. Omnia (integrated case management and risk and needs assessment tool) has been used which enables:
 - Action planning objectives to be developed which are directly linked to the service user's risk and needs

- A strengths-based approach to risk assessment, which leads to risk management and action plans that support desistance
- An ongoing review of the risk and needs and of the delivery of the action plan.

5. LCRC Public Protection Boards (PPB) have been developed at a local and pan-London level that have a focus on various Safeguarding themes. This allows a two-prong approach whereby frontline issues can be escalated and important strategic message and processes cascaded and shared.

Partnership Working

1. There are upcoming transforms and organisational restructures due to the announcement of the Re-Nationalisation of the Offender Management section of Probation. This is scheduled to be implemented in June 2021. This may have some negative impact but the North London CRC Manager and the NPS Managers have a good relationship and continue to work very closely together to manage this.
2. When CRC resources are under restraint it can be challenging to engage in the Adult Safeguarding sub-groups. This has had an impact in for example we are unable to offer

the support for the MASH Hubs. Given the future changes that the Offender Management section are renationalising will allow both CRC/NPS services to be amalgamated and this will strengthen this area of work. Until then we will continue to manage this via the MASH Process that has been set up and monitor any processes via the MASH and ideally develop any Adult MASH within the local boroughs.

3. Safeguarding Adult Briefings were delivered to local teams.
4. CRC will continue to engage in Safeguarding Boards moving forward until June 2021.

During the Covid-19 Pandemic

Our priorities were staff safety, re-opening offices which can adhere to social distancing measures, continuing to prioritise the work of our complex, higher risk cases through face to face supervision and partnership working, reintroduction of Community Payback placements and the increased delivery of interventions whether that be over the phone or another medium or in small group settings. All our cases where there is an identified safeguarding concern currently fall under the amber/red category and therefore should be being seen consistently in line with our current EDM. They will remain priority cases in our recovery.

London Fire Brigade

- Staff at varying ranks have been consulted on a range of safeguarding processes. Consultations in line with the devolution project have resulted in changes to how safeguarding referrals are completed and who is responsible for raising them, as well as, changes to both LFB Adult and Child Safeguarding policies and training.
- The number of Egress licences required have been identified and provided to the Business Systems Improvement Manager. Once provided this will ensure that all Brigade staff who require access to raise and send safeguarding referrals to Local Authorities can do so securely through encrypted emails.
- Both the LFB Adult and Child Safeguarding policies have been amended and republished to provide clear and concise guidance on the importance of raising referrals, vulnerability factors to look for, and how to complete a referral.
- Due to the specialist knowledge required to deliver effective safeguarding training a training exemption has been agreed between the Brigade and their training providers, Babcock. A Training Request Form has been signed by the Assistant Commissioner Fire Safety and sent to

Training and Professional Development to action. The training contract set up has been delayed due to the current pandemic and therefore training is not expected to commence until later in 2020.

- Work between Community Safety and Training and Professional Development is currently being undertaken to update the Safeguarding Computer Based Training (CBT) package in light of the above delays. Current monitoring by Community Safety Policy & Project of the CBT packages has identified the completion rate is not at the expected level; they are currently working with the Developing and Maintaining Operational Professionalism team on how best to monitor completion rates. Once the CBT package is updated it will be made mandatory and this will be communicated to all staff. Completion monitoring will be undertaken on a quarterly basis.
- A general Data Sharing Agreement for the Brigade has been documented, the agreement can be used and adapted for any local authority. Following the provision of the training identified above, a half day workshop will be provided on data sharing protocols and practices for safeguarding. In addition, over the last 12 months the

Information Management team have been implementing an Information Sharing Gateway, aimed to simplify and increase information sharing between the Brigade and local authorities.

Specific to Enfield LFB crews have forwarded 88 safeguarding referrals to MASH during 2019-20.

A subject for our recent Borough Training Day was 'Safeguarding' and our commitment to this and referral process was communicated to all personnel working for LFB within the Borough.

Safeguarding focus during Pandemic

Although our Home Fire Safety Visit programme has been temporarily halted we continue to visit households raised as 'high risk' as part of a referral and also those that are passed to us as high risk by partner agencies or from attending incidents.

Options are being looked at to begin HFSVs with appropriate social distancing measures.

London Metropolitan Police, North Area BCU

Our progress with regards to safeguarding adults at risk, children and young people over 2019-20:

- Creation of a Modern Slavery coordinator to support Local Authority strategy on Modern Slavery
- Realignment of staff to support DA hub
- Operation Harbinger – golden hour principle when a child has been arrested, improve liaison with Met Detention and MASH
- Operation Flute – contextual safeguarding operation focussing on exploitation

Safeguarding focus during Pandemic

Details of our agency's response to safeguarding during the Pandemic:

- Business as normal through the realignment of staff, particularly as the result of covid related sickness
- Support of Enfield DA hub
- Improvement of domestic abuse investigation within the first 24 hours
- Recovery planning for Child Abuse investigation



National Probation Service

Cluster Quality Quarter Focus: Q3 – Safeguarding

The focus in Enfield probation in Q3 was on Adult and Child Safeguarding. Briefings, and team meetings focused on the topic.

Learning and Development

All staff in the London Division have been set an objective in their annual appraisals to complete the Adult Safeguarding E-learning and if appropriate to the grade classroom training as well.

All staff have an objective in their yearly appraisal to complete e-learning module on

Safeguarding Children. Offender Managers and Senior Probation Officers have to complete a 2-day classroom training module on Child Safeguarding and Domestic Abuse, and renew every 3 years. This will be part of the professionalisation agenda for the probation Service.

Some staff have attended training on making referrals and attending Child Protection Conferences.

Making Every Contact Count

Staff training focuses to support staff to have conversations with offenders and their families/support networks regarding their wellbeing

and accurate information to signpost to appropriate services. Work is underway to look at the data in the borough to determine age ranges of offenders and anecdotally we are managing many more aging offenders, particularly sex offenders.

MASH

MASH SPOCs are in place in the Enfield Probation Office.

Public Health Approach to Serious Youth Violence – Youths in transition

NPS London is developing a Transition strategy for youths leaving children's services and entering adult probation. A parallel strand is working with care leavers in the adult criminal justice system. The Strategy is due to be published in the next 3 months and training in place for Offender Managers trained to deliver a transition programme.

Remerging of NPS and CRC

Transition Boards have been set up and the 10 Regional Directors appointed. The reunification process is due to complete in 18 months' time. Further updates will be provided as and when the working model is completed and signed off. For the time being it is very business as usual.



NHS Enfield Clinical Commissioning Group

Enfield CCG Safeguarding Team key achievements April 2019 – March 2020:

- Delivered Modern Slavery Conference to front line practitioners across the partnership in May 2019
- Co-ordinated and delivered pressure ulcer training to Nursing Home staff and social care staff in May 2019
- Ensured continued support for decision making in the Adult MASH team with the Named GP for adults attending weekly
- Facilitated Safeguarding Lead GP forums for leads in GP practices
- Co-ordinated and delivered 4 safeguarding updates for GPs and Practice nurses
- The Named GP for safeguarding adults has become a member of the LeDeR steering group alongside the Designated nurse
- New Safeguarding Children Partnership arrangements signed off in June 2019
- Attended Police Hydra training on Prevent and Channel panel processes in July 2019
- Participation in multi-agency neglect audit in August 2019
- Delivered 1 day conference on the New Liberty Protection Safeguards in January 2020
- Co-ordinated 1 day training course for safeguarding children and adult leads on writing Individual Management reviews in February 2020
- Supported the North Central London Child Death Overview process with co-ordination of the transformation project
- Continued partnership working with LCW on developing their safeguarding processes to ensure the service implements the Child Protection Information Sharing system
- Continued commitment to supporting, contributing to and learning from Serious Case reviews, Domestic Homicide Reviews and Safeguarding Adult Reviews



Safeguarding focus during Pandemic

NHS Enfield CCG safeguarding team continued to offer support and advice to commissioning and provider teams. The CCG requested Business Continuity plans from organisations and shared them with the Partnership Board manager as part of assurance for the continuity of services.

The CCG merged on the 1st of April 2020 to become North Central London CCG with a more joined up approach to safeguarding across the 5 North Central London boroughs.

The CCG supported a number of work streams including the homeless and rough sleepers group, domestic violence and abuse, care home support, provider concerns meetings and risk management panels, as well as virtual attendance at Partnership meetings. Supervision for Named Provider leads continued via virtual discussions.

Safeguarding referrals were notably decreased from all organisations, partly due to the significant reduction in A&E attendances for both children and adults. The lockdown restrictions imposed potentially has had an impact on individuals seeking treatment for conditions leading to some delays in care management.

Health has seen a significant increase in the number of patient deaths across acute Trusts and in Care homes, including individuals with Learning Disabilities.

Some examples of changes to practice:

Lead Nurse Assessor for Safeguarding supported a Care Home during the crisis. Her role included offering on site clinical leadership and support to the management team.

Children requiring Child Protection Medical examinations were risk assessed prior to attendance at a clinic appointment. Collaborative working with Local Authority colleagues reduced the clinic time required for the child with most of the history taken over the phone. The clinic provision was moved to Edgware hospital to further reduce the risk for the child, family and social worker attending an Acute Trust.

The Looked After Children health team moved to a virtual space with staff working from home and offering support to children over the phone. A consultant Paediatrician offered additional support to the locum team covering Initial Health Assessments. This led to an increase in compliance with achieving the 20 day target. Review health assessments were also completed over the phone with the

Designated Nurse supporting virtual strategy meetings as required.

The Named GPs and Designated Nurse co-ordinated a virtual Safeguarding Lead GP forum for the practice children and adult leads. Presentations included the Children's MASH Head of Service, Integrated Learning Disability Service and the IRISi Independent Domestic Violence Advocate.

North Middlesex University Hospital NHS Trust

Safeguarding Team

The Safeguarding Adult team capacity increased by two safeguarding advisors from November 2019.

A review of safeguarding within the Trust has been undertaken and the Adult Safeguarding team has now combined with the Safeguarding Children's team to form a Trust wide Safeguarding Team. Discussions are still ongoing with regards to the strategic leadership, oversight and management for safeguarding however it is anticipated that a senior role will be created that will report directly to the Chief Nurse. There is now one Trust Safeguarding Committee that covers both adults and children.

Learning Disability

A full time LD Liaison Nurse has been in post since November 2019. This had been funded as a part-time post. Through our electronic system Medway we have now been able to create a dashboard so that we have realtime data with regards to inpatients who have a Learning Disability.

Training

The North Middlesex has had an additional focus on training around the use of the Mental Capacity Act and Deprivation of Liberty



Safeguards. There has been ad hoc face to face teaching in clinical areas as well as mandatory training on Induction for clinical staff of all professions. Our current training data for MCA and DoLs stands at 88% which is the highest it has ever been.

Applications for DoLs have more than doubled during this reporting period. The reason for this is due to the increased awareness and confidence of staff with regards to MCA and

DoLs rather than an increase in patients who require DoLs application.

A series of six face to face sessions were provided by an external trainer in addition to the above. Face to Face Training has also been provided to Matrons and Ward managers at their study days. E-learning packages are also available and the Trust uses the Health Education England's MCA and DOLS e learning training packages.

Safeguarding Adult training has been delivered to the Board as part of their accountability. This was delivered by the Chair of Haringey Safeguarding Adult Board which shows the Trust's commitment to partnership working.

Training sessions specifically on domestic abuse have been provided as well as Train the Trainer sessions. Tailored sessions have been provided to ED staff and maternity staff.

S42

During 2019-20 65 Section 42 concerns raised against the Trust. This is considerably lower than the previous year 2018/19 where 108 cases were raised. Contained within this category are discharge issues, pressure area damage on discharge and poor communication. The majority of referrals relate to those in the over 70s category, again which is in line with the national picture.

The Trust has made significant changes to the discharge processes with a dedicated team that now is led by a Therapist to support with the discharge process. A time limited Improvement Board was set up to support developmental and improvement works in the Care of the Elderly wards. Post Covid, the Care of the Elderly wards have all been refurbished and renamed.

Safeguarding focus during Pandemic

The Safeguarding Team has continued to deliver its statutory functions throughout Covid.

Visiting during Covid has been significantly restricted however communication with families has been maintained via mobile phones/iPads/FaceTime etc facilitated by the ward staff.

The IDVA service has not been on site since just before lockdown and not yet returned to work on site. Domestic abuse cases increasing during Covid (same number as for this time last year however only 40% of the ED attendances compared to the same period last year.

Neglect cases increased in comparison to last year and more complex.

ED attendances still below numbers compared to last year but beginning to climb steadily.

Face to face training recommenced 4 June (socially distanced) however online training has continued throughout Covid. Looking at more innovative ways of delivering training such as through Webinars and Team Meetings.

One-to-One (Enfield)

Our progress with regards to safeguarding adults at risk, children and young people over 2019-20

We ensure our members, staff and volunteers are aware of the different types of abuses and know about our safeguarding policies and procedures.

- We also ensure our staff and volunteers are trained on safeguarding and understand the importance of reporting and following organisation's policies and procedures when dealing with safeguarding matters.
- Our safeguarding policies and procedures are regularly reviewed and updated by the Management Committee and staff members.
- We also offer relevant safeguarding awareness/learning opportunities to our members, volunteers and staff so everyone can keep up to date with information and changes.

Safeguarding focus during Pandemic

The following are some of the actions we have taken towards safeguarding our members and volunteers during this pandemic, to ensure that they are safe and healthy.



- Regular weekly phone calls to check how they are doing.
- Any safeguarding matters or any other concerns are addressed at our weekly staff zoom meetings and appropriate actions are taken to report the concerns.
- Many of our members are using social media such as Facebook and WhatsApp, which can create scope for hate crimes, so to ensure they are safe we have been checking our Facebook and WhatsApp group chats every day of the week, which has created extra demand on our work.
- We are in contact with Enfield Integrated Learning Disability Services and have been having our focus group meetings and learning disability partnership board meetings where we can raise our concerns and also keep abreast with any changes.
- Our CEO has been making regular video messages for our members explaining government's rules and guidance on the COVID-19 pandemic.

Royal Free London NHS Foundation Trust

There has been a 12% increase in the number of referrals to the acute liaison nurses for people with learning disability. The team have also been able to make it easier for staff to identify people with a learning disability on their electronic staff record. We have produced Easy Read information about Safeguarding for people with a learning disability.

We have introduced changes to our incident and risk monitoring system that now means we are able to identify when a reported incident relates to a person with a learning disability. The liaison nurse is then able to review. We will also be able to analyse frequency of events and areas of concern. We have introduced a Trust wide policy for working with people with a learning disability. We have completed the NHS Improvement benchmarking audit for Learning Disabilities and Autism and are collating the outcomes and planning for improvements where they are required.

There has been an increase in the number of women referred to the specialist midwives for vulnerability and referrals to social care for the unborn. Two new posts within the Better Birth initiative have been created with a specific remit to support the safeguarding activity.

We have an ongoing awareness raising campaign to supporting staff who are or have

been victims of domestic abuse, This includes revising workplace policies and linking into the health and wellbeing strategy for staff

The CQC inspection report published on 10 May 2019 found that safeguarding was given sufficient priority by the trust however it was noted that the safeguarding training compliance needed improvement. The team have introduced safeguarding adults level 3 training which has had very positive evaluation, with 281 staff trained in six months.

Between April 2019 and March 2020, there were 1039 cases referred to the adult safeguarding team which were shared with 25 local authorities.

There has been an improvement seen through audit of the quality of the DoLS paperwork that is now reviewed and supplied to Enfield. The mental capacity assessments have increased in numbers to almost 100% per quarter and the quality of the assessment has vastly improved. We believe that this is in part due to the training we have delivered – we have focused on the MCA and DoLS for part of the Level 3 day, and we have been delivering bespoke training to wards specifically on the same subject. The Trust has a plan for implementing LPS, although this is currently on hold.

We continue to have hospital based independent domestic abuse advisors who are available to support patients and staff.

We ran an awareness raising campaign in July and December 2019 work place support for staff experiencing domestic abuse which included;

- leaflets and handouts for staff and managers
- support from the Communication team to have regular promotional features
- Chief executive Vlog with an interview advisor on our intranet page freenet
- posters promoting the IDSVAs for staff areas and toilets doors
- updated the DVA policy to include more about supporting staff who disclose
- safeguarding training about domestic abuse.

The campaign is ongoing.

We raised awareness of young carers on young carers day 30.01.2020 and worked with the Trust support hub for patients with long term conditions. We provided training for the staff and volunteers and developed pathways to make referrals for and identified young carer.

Safeguarding focus during Pandemic

On the 24th March 2020 the RFLNHSFT safeguarding continuity plan was shared with the CCG leads.

The plan set out how safeguarding activity would be managed during the following weeks and has been updated more recently.

The safeguarding team remained in their roles and were able to work remotely or in offices where social distancing was maintained. Some of the access to remote working was challenging at times to get set up. One administrator was redeployed for a period of time.

We still had access to the hospital based Independent Domestic Sexual Abuse Advisors (IDSVA) although they were working from home and providing telephone support to patients and staff affected by domestic abuse. National helplines, email, text and live chat support services, and local specialist services, were promoted on Freenet along with knowledge of Silent Solutions the system the police uses to filter out accidental and hoax calls made from mobile phones.

We responded to one freedom of information request about the number of incidents of domestic abuse.

Staff were able to provide face to face support and guidance to the few inpatients that required it, such as patients with a learning disability by ensuring that they applied the appropriate PPE during the consultation.

Some staff were also able to support other areas of the Trust as required.

All face to face safeguarding training was halted and staff encouraged to access eLearning alternatives. As we have reintroduced level 3 safeguarding children we are able to get staff to think about the possible consequences for children and adults at home during lockdown.

RFL visiting restrictions were amended to allow one visitor for someone with a learning disability while they were in hospital. This was to decrease anxieties for the patient and to facilitate good communication.

Paediatric services across NCL were reconfigured and both the Royal Free and Barnet hospitals closed to inpatient paediatric patients and Barnet hospital closed to paediatric emergency patients. The safeguarding team undertook the liaison with community services for children attending the ED.

The community midwifery provision was scaled back to provide cover for the inpatient activity. However the vulnerable women's team was enhanced to ensure there was no impact on the safeguarding work.

All women under the care of the vulnerable women's team had their care plans reviewed to ensure that there were robust birth plans in

place for women due to deliver during the next two months.

We introduced ICON, a coping with crying programme, for all new parents on the maternity wards and the neonatal unit. The bulk of parents would receive the intervention on day five at home when a midwife conducted a face to face visit.

The midwifery appointments schedule was revised but the majority of appointments would remain face to face for the vulnerable caseload.

No partners were permitted to attend appointments which meant that domestic abuse screening was easier to complete.

All case conferences, core groups, discharge planning meetings and strategy meetings were mapped out to ensure that if the named midwife could not attend a member of the safeguarding team would cover, virtually.

Child protection medicals were amended to reduce the amount of face to face time required with a history taking completed over the telephone.

Safeguarding supervision was conducted by phone or virtually.

Multi-disciplinary weekly safeguarding meetings continued virtually.

School nurses covering the special needs school made regular contact with the vulnerable children's family regularly and school medicals were conducted by phone.

We produced a safeguarding newsletter which was promoted on the RFL daily COVID-19 update and on our Trust intranet.

A significant number of consultations were held over the phone or video appointments. Staff were reminded through a Safeguarding Newsletter and our internal intranet of how to get help and support and that it was still important that we ask questions and remain professionally curious about safeguarding, especially when we have concerns about the patient's or a family member's need for additional support or safety.

Also if they were not able to make contact with a vulnerable patient or a child or young person for a planned telephone or video consultation to treat that the same for a 'was not brought' or 'did not attend' face to face consultation. Where there were concerns the patient should not be discharged from the service without consideration being given to their vulnerability and any decision to discharge was communicated clearly to the GP.

Where teams were struggling with time constraints to complete the necessary paperwork, the

safeguarding advisors completed clinical incident forms, concerns forms and DoLS documentation on their behalf, particularly where staff were wearing full PPE as this makes it impossible to use computers. Staff were reminded that where patients lack the relevant mental capacity to consent to care and treatment, clinicians needed to seek the views from those closest to the patient in order to make a best interest decision. With visiting restrictions in place it made seeking these views more difficult, but complying with their legal obligation to seek these views, in order to make these decisions they were ascertained over the phone or via video calls.

Guidance from the OPG on how NHS staff could rapidly obtain details of its register of LPAs, EPAs and deputies were shared via our Freenet and on a newsletter.

All elderly or vulnerable patients being discharged home were given a care package which was a large bag of essential groceries.

Donations to the hospital of puzzle books, phones, iPads were utilised to keep patients engaged and allow them to communicate to the outside world while they were not allowed visitors.

The Trust has introduced a risk assessment process for staff at higher risk of COVID-19, including our BAME staff. Staff are being asked to complete a COVID-19 risk assessment form

which should be used to help identify risks and managers can then discuss actions that can be taken to reduce or eliminate any risks relating to work.

The Trust had a film crew from the BBC in from day one of lockdown, a two part series called Hospital was aired on the BBC to a fantastic response, it perfectly captured the struggles and challenges involved in coping with COVID-19.

Learning

The safeguarding team adapted quickly to remote working and it has been clear that there are some clear advantages for some people to have the opportunity to work from home.

The team have valued the weekly catch up meeting that we instigated and we will continue with it going forward.

The ICON programme for parents will continue and we are now rolling it out to our emergency departments so that it can be delivered when parents bring young babies to the ED.

The safeguarding children advisors have provided a lot of support to the vulnerable women's midwives by participating in safeguarding meetings and providing safeguarding supervision. We hope to continue this and will review as services start to return to normal.



Website

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London Borough of Enfield**Cabinet****Meeting Date: 11th November 2020**

Subject: Culture Strategy – “Culture Connects”**Cabinet Member: Cllr Barnes****Executive Director: Sarah Cary****Key Decision: 5165**

Purpose of Report

1. To outline a new borough strategy for culture – “Culture Connects” – and seek Cabinet approval for the strategy to be adopted and its Action Plan delegated.

Proposal(s)

2. Adopt the ‘Culture Connects’ strategy for 2020 – 25.
3. Delegate the finalisation of minor amends, and the subsequent implementation of the ‘Culture Connects’ strategy to the Executive Director Place in consultation with the relevant Cabinet Member.

Reason for Proposal(s)

4. The previous strategy, “Active Enfield”, Enfield Leisure and Culture Strategy 2015 – 2020, has now run its course. Sport and Leisure are now covered in other strategies: Health and Wellbeing, Parks and Open Spaces, Green and Blue (emerging).
5. This new strategy was commissioned in January 2020 for three reasons:
 - a. To gain a clear view of Enfield’s cultural strengths and weaknesses to enable strategic support and planning
 - b. To harness the power of culture to support key borough agendas across all policy areas
 - c. To make more of the borough’s cultural offer by providing a focus for prioritised projects and collaborative networks
6. 1 in 6 jobs in London are in the cultural and creative industries, which contribute £52 billion to London’s economy. This Cultural Strategy has been developed alongside the Economic Development Strategy to provide a framework for Enfield to seize the opportunities that culture and the creative industries present in growing our economy and providing opportunities for young people. [Economic Development Strategy KD 5088]

7. Enfield has historically had a very low level of active cultural participation (bottom 33% of local authorities, Active Lives survey 2017), and has limited cultural infrastructure in many areas (eg visual arts, cinema) compared to local authorities of similar population. It is in the 30% most deprived local authorities in England (IMD2015) and is the 14th most deprived borough in London. 60% of borough residents are non-White British and 38% are foreign born. The borough has a higher-than-average proportion of young people (0-15). There is a clear need to grow a proactive cultural offer that reaches out to and connects these diverse residents will improve individual and community wellbeing.
8. In recognition of the above and of the low levels of lottery grant-funded cultural activity in the borough, Enfield is now a priority area for both Arts Council England and National Lottery Heritage Fund. The creation and adoption of a Cultural Strategy will allow us to seize the opportunity that this presents, supporting close working relationships with these two key funding bodies for the cultural sector and leveraging these relationships to grow more.
9. The current pandemic has hit culture very hard: DCMS warns there is a risk of “permanent closure of our cultural infrastructure.”¹ For example, Nuffield Southampton Theatre has now shut with the loss of 86 jobs. It is therefore vital that the Council take a strategic, evidence-based and long-term view of the role of culture in the well-being of the Borough in order to protect and build on necessary cultural infrastructure in this time of crisis.

Relevance to the Council’s Plan

10. “Culture Connects” addresses the following priorities within “An economy that works for everyone”:
 - a. Craft a cultural offer for Enfield to support London’s status as a world class city; the Strategy emphasises the importance of culture to Enfield and the imperative to grow this offer. It lays out a cross-cutting priority to achieve “Culture Everyday,” ie culture woven into the borough’s fabric and identity, reaching more people in more ways. The Strategy also references the importance of culture to place-making and the role of raising the borough’s profile both to visitors and investors.
 - b. Develop town centres that are vibrant, safe and inclusive; one of the Strategy’s five focus areas – “On the ground” – is dedicated to supporting town centres come alive, from enabling more public art that makes areas feel welcoming, loved and safe to animating high streets with regular and one-off events.
 - c. Enhance skills and connect local people to opportunities; focus area “Support Growth” aims to scale up existing creative industries skills offers and connect young people with creative industries careers advice. Focus area “Right Mix” aims to create more enterprise opportunities for local people by filling in gaps in our current cultural infrastructure, e.g. enabling the creation of more artist studios.

¹ DCMS, Impact of COVID-19 on DCMS sectors: First Report, July 2020.

11. The Strategy also addresses two priorities under “Safe, healthy and confident communities”:
 - a. Inspire and empower young Enfielders to achieve their full potential; a cross-cutting priority for the Strategy is “Opportunities for young people”, whether in formal or informal settings.
 - b. Create healthy streets, parks and community spaces; the “Celebration” focus area encourages greater use of our streets, parks and community spaces for festivals and events that capture our amazing diversity and use culture to connect communities.

Background

12. This new Cultural Strategy for Enfield was commissioned from boutique consultancy DPQ in January 2020. DPQ have created cultural strategies for a range of similar-scale authorities (Peterborough, Watford) and have a specialism in public art and urban design.
13. A new role, Head of Cultural Services Development, was appointed in June 2020 for two years to take forward the Strategy.
14. The framework for the Strategy was created following visits to select borough sites and town centres, review of key policy and evidence documents, guidance from an internal steering group (Cllr Barnes, Sarah Cary, Mark Bradbury, Christine White, Rebekah Polding) and semi-structured interviews with 40+ internal and external stakeholders. The framework contains a vision statement, definition of culture, three cross-cutting priorities and five focus areas.
15. The Culture Strategy has clear connectivity with other Council strategies, notably the Heritage Strategy, Economic Development Strategy, Parks Strategy and Children and Young People’s Strategy. Owners of these strategies have been consulted individually to ensure full alignment.
16. In August and September 2020, consultative workshops (x4) were held with council staff and with cultural and creative organisations from across the borough. These workshops reviewed the framework and worked in depth on creating a shared governance model for the Strategy and a prioritised Action Plan. The workshops emphasised that the Strategy is owned by everyone in the borough, not just the Council, and that responsibility for delivery is shared. Many actions are owned and will be delivered by external organisations, and responsibility for action within the council is shared with different departments. Economic Development and Culture, for example, will work collaboratively to deliver on skills and career paths in the creative industries.
17. The “Enjoy Enfield Summer” festival was delivered as a first proof-of-concept of the new strategy. This was the UK’s first outdoor arts festival since COVID-19 and delivered 71 free, socially distanced arts and culture events/installations over 17 days, reaching over 5,000 residents in real life. It was led by the Council with the expertise of the cultural services team at its heart but was a collaboration with 25 different cultural organisations and 28 individual

local artists. Press included Enfield Independent, Enfield Dispatch and the Mayor of London Culture News email.

The strategic drivers of the project were to help revive town centres post-lockdown, to support community well-being and provide an opportunity for the cultural sector to re-connect with audiences.

The Enfield Town Traders Association wrote to the Leader following the Festival to say: *“I just wanted to make you aware of the success of the community events held on Library Green last week . . . There was a much needed increase in footfall at the western end of Church Street ... all Enfield Town appeared to benefit.”*

Feedback from festival attendees was most typically *“Thank you – this is just what we needed – we love this, and we need more stuff happening like this!”*

18. Following early discussion of the draft Culture Strategy and with strong support via the existing Heritage Strategy, the National Lottery Heritage Fund granted Enfield Council £200k in September 2020 for a two-year project to develop the borough’s capacity for cultural heritage activity.

Main Considerations for the Council

19. The new strategy is entitled “Culture Connects.” It is intended to run 2020 – 2025.

20. “Culture” is defined broadly. At its heart is the Arts Council England definition of culture as “all those areas of activity associated with collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts.” It also extends to include creative industries – e.g. film, graphic design, fashion – which rely on individual creativity and cultural networks. But more importantly the strategy embraces the wider definition of culture as “a shared sense of belonging often rooted in a place, ethnicity, language, beliefs, food or music, frequently celebrated through cultural events and festivals.” This understanding of ‘culture’ is reflected in the vision statement.

21. Vision statement:

“Our ambition is to connect Enfield through culture. We want to connect our rich history of cultivation and industry with creative activity throughout our green spaces and town centres, our young people with opportunity and our different communities with shared celebrations. As culture connects us we will see the borough grow its economy and promote its identity more widely as a bright and diverse mix of city, countryside and creativity. We will connect organisations and ambitions across the borough to achieve our vision for Enfield: Culture Connects.”

22. The Strategy lays out three cross-cutting priorities:

- a. Culture Everyday – culture as part of the borough’s fabric, reaching more people in more ways
- b. Opportunity for Young People

- c. Sustainable Culture – understood both as financial sustainability, seeking more funding from a wider range of sources for the borough’s cultural sector, but also sustainability through improved stakeholder relationships, support and recognition

23. The Strategy lays out five priority areas on which activity will focus over the next five years. These are titled:

- a. On the ground
- b. Right mix
- c. Celebration
- d. Supporting growth
- e. Cultural capacity

24. “On the ground” aims to ensure:

- a. Visible culture in all town centres
- b. Integration of culture within major regeneration programmes
- c. Facilitation of more cultural and creative activity in parks and open spaces
- d. A culture and leisure offer through the northern landscape of the borough

25. “Right Mix” will:

- a. Fill culture gaps (e.g. independent cinema, grassroots and larger music venues, visible LGBTQ+ spaces and activity)
- b. Focus on developing Creative Enterprise
- c. Support new creative workspace, including artists and makers

26. “Supporting growth” will:

- a. Support access to culture and pathways to creative employment
- b. Grow creative industries skills, training and employment

27. “Celebration” will focus on:

- a. Increasing community celebration through shared interests – international dance, music and food
- b. Increasing borough wide access to heritage and diversity of local culture
- c. Improving cultural promotion and strengthen Enfield’s cultural narrative
- d. Nurturing community and volunteering skills and capacity to deliver diverse creative activity

28. The “Cultural Capacity” priority will deliver:

- a. New strategic borough expertise and capacity (including the new Head of Cultural Services Development role)
- b. Support the cultural sector through Covid-19 challenges
- c. Build cultural partnership and secure strategic funding

- d. Harness development and planning to contribute to culture provision and secure investment

- 29. The cultural activity delivered via Millfield Theatre, the Dugdale Centre, Forty Hall and the Museum of Enfield are important to the delivery of “Culture Connects” – but in consort with a wide range of external partners including cultural organisations, creative enterprises, community groups and funders.
- 30. As a collaborative enterprise, “Culture Connects” will therefore be jointly owned with the borough’s cultural and creative sector. We hope to work in a collaborative manner with cultural and creative organisations coming up with ideas and action plans. This will include a sectoral e-newsletter, working groups and forums.
- 31. Reporting on the Strategy’s progress will be delivered no less than annually by the Council and shared both internally and externally.

Safeguarding Implications

- 32. All organisations working directly or indirectly with the Council in delivering this strategy with or around young people will be required to have appropriate safeguarding policies and measures in place.

Public Health Implications

- 33. Cultural activity enhances wellbeing both at individual and community level. “Culture Connects” aims to deliver significant public health benefits to Enfield residents through greater social connectedness and community cohesion delivered via shared cultural events and increased cultural opportunity. By connecting to a shared sense of local identity – often grounded in heritage – residents will increase their connection to the borough and to each other. Addressing social isolation is a key component of the Enfield Joint Health and Wellbeing Strategy and the Cultural Strategy supports activity in this area.
- 34. As demonstrated in the “Enjoy Enfield Summer” festival and the programming and pricing of Millfield Theatre and the Dugdale Centre, the Strategy will support inclusion in the borough by prioritising the need for an accessible and representative cultural offer that welcomes everyone.
- 35. The Dugdale Centre will continue to grow and develop its “EnFood” offer of locally sourced, healthy food at affordable prices. This also supports the Enfield Joint Health and Wellbeing Strategy to support healthier food choices locally.

Equalities Impact of the Proposal

- 36. Shared cultural activity works to remove barriers between people and to remove inequality. Through the “Right Mix” focus area the Strategy will particularly focus on ensuring that Enfield residents have access to the widest possible range of cultural services, whether by artform, genre, or community of representation.

Environmental and Climate Change Considerations

37. This is a wide-ranging strategy which will involve the development of a number of strands of work and the related assessment of specific impacts on climate change and carbon emissions. However, at a strategic level the principles underpinning the strategy should support the Council's stated aim of being a carbon neutral organisation by 2030. Opportunities include:
- Supporting people to love local by delivering a culture everywhere, including on your doorstep, approach.
 - Encouraging people to access events using active and sustainable modes of transport.
 - At various venues continuing to provide locally sourced, healthy food at affordable prices.
 - Procuring goods and services with sustainability as a consideration.

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

38. If the proposed decision is not taken, Enfield risks having too little cultural infrastructure for a borough of its size with a concomitant loss of community well-being and economic development. The borough's cultural capacity will remain low and existing cultural infrastructure will remain unsustainable without a network of partnerships, supporters and funders.

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

39. "Culture Connects" lays out the importance of culture to the borough and an ambition for culture-lead development. Culture will therefore become more visible and will require more capacity to respond to increased levels of interest internally and externally. This risk has been mitigated by the creation of a new senior level post – Head of Cultural Services Development.

Financial Implications

40. The Strategy embodies an ambition for greater levels of cultural activity and an improved cultural infrastructure. This will require funding in addition to that which can be met by the Council. The Strategy is explicit that the Council cannot deliver this work alone and that the borough will work together to grow capacity and improve the sustainability of the cultural and creative sectors. Addressing sustainability and capacity are identified as priorities by the strategy.
41. The strategy will be met within this existing budget and in the context of Covid19, the aim to ensure focussed on areas of maximum impact as set out in the Strategy. Recognising the current financial pressures re Covid19, team working hard to secure grants to enhance the cultural offer.
42. Culture Strategy "Culture Connects" will have a longer term indirect positive impact on the budget through place-making.
43. The Head of Cultural Services Development will work with cultural and community organisations to leverage new funding for the borough. For

example, the successful bid to NLHF for £200k to grow capacity for cultural heritage work and two successful bids to the DCMS Culture Recovery Funds (£672,245). We are also supporting a borough-wide bid to the Arts Council England to the Creative People and Places fund, for which we are a priority.

44. The global pandemic has impacted particularly harshly on the cultural industries. The strategy recognises this and the need for ambition to match available budget and for resources to be carefully targeted towards ensuring survival for the long-term of Enfield's cultural sector. This will include review of existing Cultural Services activity.

Legal Implications

Legal implications were provided by ZS on 16.10.2020 based on report version circulated on 14.09.2020 timed at 18.11

44. Section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Council also has a general power of competence in section 1(1) of the Localism Act 2011. This states that a local authority has the power to do anything that individuals generally may do provided it is not prohibited by legislation.

As this is a Key Decision the Council must comply with the Key Decision procedure in accordance with the Constitution.

The Council must ensure that any legal agreements required to be entered into must be approved by the Director of law and Governance.

Workforce Implications

45. Nil.

Property Implications

46. There are no specific property implications arising directly from this report however it is anticipated that there may be future Property Imps as the Culture Strategy is implemented. Any future reports arising as a result of these proposals will need to be further reviewed, and when property transactions are included, Strategic Property Services will comment on those individual deals and reports at that time.

Other Implications

47. Not applicable.

Options Considered

48. The option to not create a new Culture Strategy was considered. This was rejected as it entailed risk to the borough's cultural sector, community well-being and economic development.

Conclusions

49. “Culture Connects” lays out a framework for prioritised action to connect and grow the borough’s cultural and creative sectors to support key agendas including social inclusion, youth opportunity and economic development. It capitalises on the opportunity to obtain external investment and on a collaborative approach with Economic Development. The strategy has the potential to be a key tool in achieving the vision of a lifetime of opportunities for everyone in Enfield.

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September 2020

Appendices

Culture Strategy

Background Papers

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

None

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A Cultural Strategy For Enfield

2020-2025

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Foreword

Culture surrounds us and is within us across Enfield: it is who we are and shapes the way we interact with each other. It both influences the path of history and is influenced by history itself, as well as being borne from religion and our multicultural traditions. It is the food we eat, the languages we speak across the borough, our values, beliefs and customs.

For some it might simply mean discussing a book or enjoying our cultural gems like Forty Hall and the Millfield Theatre, while for others it could mean a desire to write poetry, paint, compose songs, make films, create video games or take to a stage and dance.

But our culture is constantly evolving and as a Council we must keep pace with it and harness its power and economic benefits for all our residents.

Meridian Water offers an exciting opportunity for new cultural venues and creative industries. The creation of forests and woodland offer the opportunity to provide green spaces for performance and to transport us to a time in our heritage when Enfield was blanketed in trees.

Culture is vital to our capital's economy; the city's cultural and creative industries now employ 1 in 6 Londoners and contribute £52 billion to London's economy each year and we want to attract an increasing share of that prosperity to Enfield.

The arts, culture and creative industries have been dealt a huge blow during the pandemic but they will rise again and we need to be there to connect groups, compete for grants, provide performance venues and workspaces.

In "Culture Connects" we lay out our plans and priorities for the next five years and how our unique arts, heritage and creativity will drive forward our economy, our places and opportunities for our residents.

It is exciting to think of all the ways in which cultural experience can transform, delight, inspire, awaken, activate, build and enliven our borough. We look forward to working with residents and organisations across Enfield to make the most of what happens when culture connects us.

Councillor Nesil Caliskan, Leader of Enfield Council
Councillor Ian Barnes, Deputy Leader of Enfield Council
Cultural Strategy Lead



“Culture is for everyone across the whole borough, with community and cultural festivals at the heart.”

Our Cultural Vision for Enfield

“Our ambition is to connect Enfield through culture. We want to connect our rich history of cultivation and industry with creative activity throughout our green spaces, homes and town centres, our young people with opportunity, our diverse communities with shared celebrations and events.

As culture connects us, we will see the borough grow its economy and promote its identity more widely as a bright and diverse mix of city, countryside and creativity. We will connect organisations and ambitions across the borough to achieve our vision for Enfield together.
Culture connects.”

Executive Summary

This strategy sets out a robust framework to strengthen and enrich culture across the borough of Enfield. We know that investing in culture brings broad benefits, both social and economic, both of which are needed now more than ever to help us unite and to rebuild.

Three key priorities underpin our creative ambitions for the borough: Sustainable Culture, Creating Opportunities for Young People and Culture Everyday. We want to build a healthy cultural ecology which draws on the full range of our community, creative sector and stakeholder strengths. The strategy outlines what is needed to build this ecology and ensure we have the right mix of provision and support in place that will allow more people across the whole borough, of all ages, to access cultural opportunity and be part of igniting activity.

Enfield Council's role is that of a champion, a catalyst and a convener. Consultation with Enfield's creative sector and across the council has identified opportunities to harness the potential that the borough offers, to build on existing provision and work collaboratively to generate new initiatives and increase Enfield's attractiveness for existing and new communities who live, work and study here or come to visit our cultural and historic venues and parks and our high streets.

We know our cultural infrastructure can grow and we are ambitious to make that change and build on our film and TV production growth, maker-space, performing arts and creative venues. With 1 in 6 jobs in the fast growing creative sector, and creative employment predicted to be resilient to automation, we want to ensure that creative enterprise can thrive here.

Culture connects us and whether through professional or grassroots activity, or within our individual lives, our families or communities, creativity supports our wellbeing, helps us feel we belong and enables us to reflect on the world. We want to celebrate our diverse communities and their talents and interests, and our varied urban and heritage landscapes, including our towns centres, parks and open spaces, which give us a rich context in which to present and experience creativity in Enfield.



1. A Cultural Strategy for Enfield

The Value of Enfield's Culture

Arts, culture and creativity connect Enfield's strong diverse communities. Creativity has the power to drive positive economic and social change in the borough and is intrinsic to our local identity. We understand that our shared experiences and varied heritage, our talents, skills and interests are central to making Enfield a vibrant, distinctive and healthy place to live and work in.

Arts and cultural experiences, whether rooted in a cultural or community venue, at home or at school, have intrinsic value to our well-being and our sense of belonging. Access to culture across the borough, and the many ways in which culture meets wider strategic objectives that contribute to and enrich our lives, are core to this strategy.

Below; Youth drama at the Dugdale Theatre © Worlds End Productions -London www.weproductions.co.uk



Every year, the UK's creative industries contribute £111.7bn gross GVA to the economy and culture contributes £5.2 billion to London. Our creative industries are successful throughout the world, creating 1 in 6 jobs.

(Source: GLA & Creative Industries Federation)

Enfield's local cultural offer, in venues, heritage houses and gardens, in parks, open spaces, high streets, cafés and neighbourhood halls, underpins the borough's appeal and ability to build community and attract visitors.

Investment in culture is reaped in so many ways that are vital to our social and civic fabric including addressing inequality and growing the economy.

'Theatres, museums, galleries and libraries are the beating heart of our towns and cities. Not only do they bring prosperity, they bring communities together and make life worth living.'

Arts Council England

The Role of this Strategy

This strategy articulates and values the multiple benefits of culture and seeks to infuse Enfield with culture and creativity. It will express how bringing people together in shared creative experiences will help to boost the borough's economy, and the need to strengthen the cultural and creative sector in order to do so, through a growing cultural ecology.

We will set out a clear view of Enfield's cultural strengths and weaknesses to enable strategic support & planning. We will harness the power of culture to support key borough agendas including recognising the positive role culture can play in supporting our well-being.

The strategy will seek to make more of the borough's cultural offer by providing a focus for

prioritised projects and collaborative networks to increase access to culture and creativity.

This might mean seeing new public art and festivals in town centres, increasing creative activity for young people and across the generations, the chance to learn new skills and find creative employment or workspace, visit a venue for the 1st or 50th time or enjoy outdoor culture together. Whatever your age or background. Whatever corner of the borough you live or work in.

In Enfield, we will establish culture as core to place-shaping and encourage partnership, collaboration and innovative ideas to help attract investment. In particular we will champion arts and culture in its many and varied forms for the positive impact it has on our lives and how it enriches our sense of self and our sense of community. Especially in challenging times such as the 2020 pandemic, culture can give life meaning, help us to feel connected and support social and economic recovery.

Below: Reggae on the Lawn, Forty Hall 2018



What we mean by Culture

For this strategy, we take a broad definition of arts and culture to mean the many and varied components of creative and cultural activity across the arts.

This strategy embraces the varied beneficial impacts of arts and culture from place-shaping and tourism, to economic development, employment, lifelong learning and health, and for the sheer pleasure and social benefit of being part, through all stages of life.

DEFINITION:

Culture

'Culture' means many things to many people and is regularly used to refer to food, religion and other forms of heritage. This strategy takes the Arts Council definition of culture as meaning "all those areas of activity associated with: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts". The Arts Council also acknowledge that new technologies and other societal changes alter the way that many artists and creative professionals work and the ways in which culture is made and shared, as the traditional boundaries between and around cultural activities are disappearing.

Source: Arts Council England

DEFINITION:

Cultural Identity

A shared sense of belonging often rooted in a place, ethnicity, language, beliefs, food or music; frequently celebrated through cultural events and festivals.

We have referred to the Arts Council's strategy 'Let's Create' (2020) to assist with the definitions set out here. This indicates the breadth of activity which sits beneath the umbrella terms of arts, culture, creativity.

We recognise that cultural lives and cultural places are created through a wide range of experiences and activity that extends beyond those set out in these definitions, encompassing also sport, leisure, the natural and built environment, gardens and food, travel, books and more.

DEFINITION:

Creativity

"We use 'creativity' to mean the process through which people apply their knowledge and intuition to make, express or imagine something new or individual to the creator."

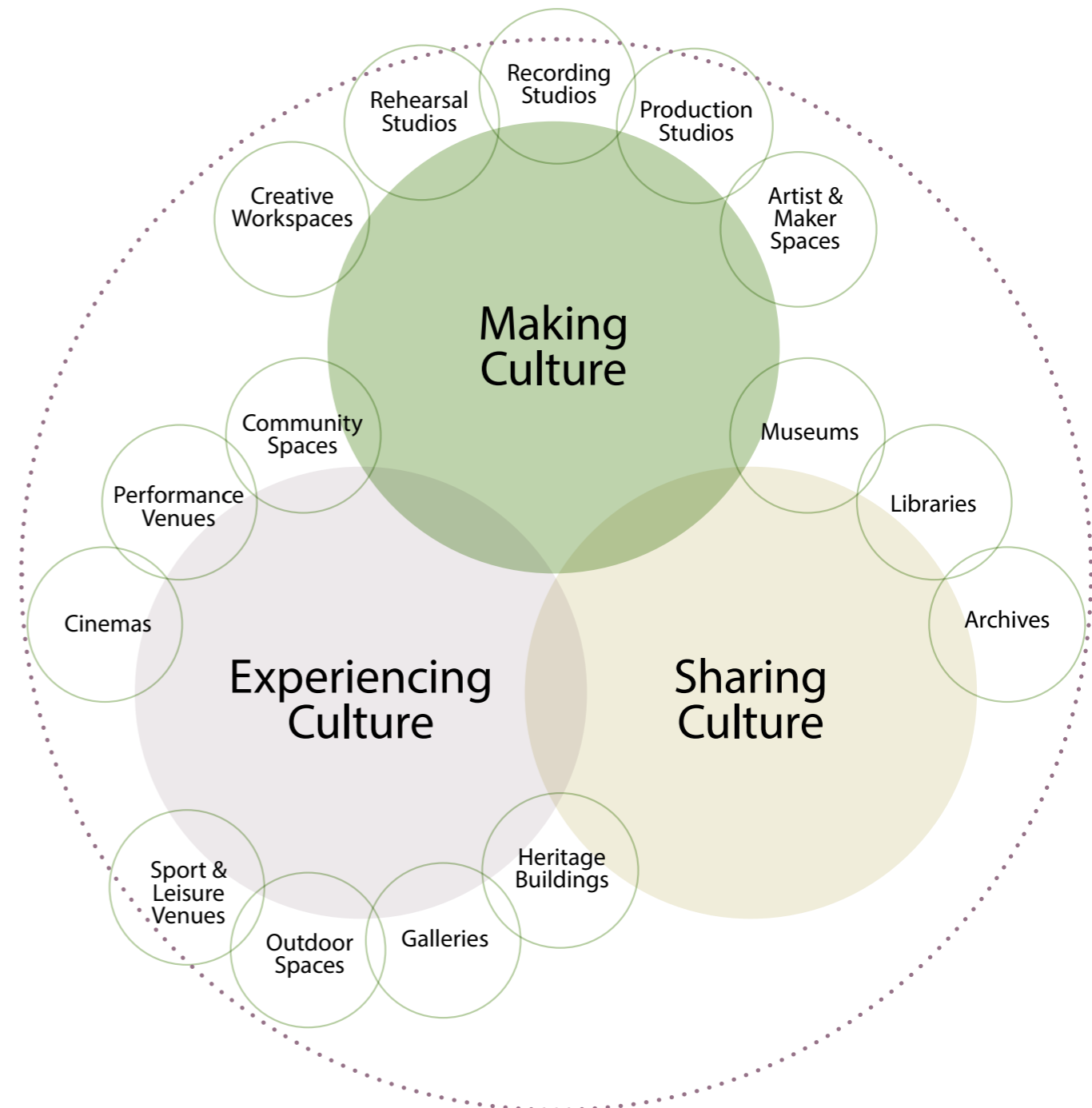
Source: Arts Council England

Creativity is present in all domains of life, whether, for example, singing in the shower, making a cake, knitting, growing plants or taking photographs.

DEFINITION:

Creative Industries

Industries which have their origin in individual creativity, skill & talent and which have potential for wealth & job creation through the generation and exploitation of intellectual property", including advertising, architecture, craft, design, film, TV, creative tech, museums, galleries, performing arts and publishing.



DEFINITION:

Cultural Infrastructure

These are the spaces and places where culture is made, experienced and shared. Whilst some are purpose-designed and dedicated to the process of making and experiencing culture, many other community spaces, including parks, schools and places of worship, are used

for a wide variety of activities that include culture. Often here, the limitations of the spaces are offset by the opportunity they present for people to take part in cultural activity in local neighbourhoods, to connect with diverse cultural providers and for new audiences to be engaged.

Fostering a healthy cultural ecology

The aim of this strategy is to help shape a robust cultural ecology that responds to the unique characteristics of Enfield, its context, its people and the interactions that shape our cultural lives.

The term cultural ecology refers to the co-dependent relationship that exists between different focus areas. A thriving cultural ecology relies on attention being given to each of these, strengthening their interactions. Ultimately, the aim is to create a cultural ecology that is balanced, sustainable and collectively, more than the sum of the constituent parts.

Enfield's cultural ecology is made up of the varied professional and community spaces and places where culture and creativity happens, those who look after, produce or enable it and the artists, participants and audiences who interact in different ways.

"A cultural ecology is the varied professional and community cultural infrastructure and activity and how this interacts and changes, without hierarchy, all parts of the whole.."

John Holden, Ecology of Culture 2015

The following 5 focus areas represent the interconnected parts of Enfield's cultural ecology:



Focus 1: On the Ground

This focus area refers to the physical conditions and spaces that create a platform for and generate cultural activity. From the macro scale, Enfield's green spaces and urban landscapes, its connectivity and status as an outer London Borough, it's theatres and venues; to the micro scale, the local hall or corner of public realm that hosts rehearsals or events. The aim is to help create fertile ground within which culture can flourish, both professional and grassroots.

Focus 4: Celebrate

This focus area seeks to celebrate, strengthen and amplify the borough's cultural identity, championing its rich and unique community diversity, it's creativity and it's heritage. We consider how cultural projects, partnerships and communications can ensure everyone is able to be part of a thriving cultural life.

Focus 2: Right Mix

This focus area reviews existing cultural activity, including an assessment of current strengths and addresses cultural sector gaps and the opportunities to encourage the establishment of new cultural activity.

Focus 5: Capacity

This focus area addresses actions required to build and maintain strong relationships between all focus areas, growing the resources needed to allow culture to thrive. It proposes strategic projects & partnership working, reviews cultural planning, and proposes approaches to inward investment to ensure long-term growth, accessibility and economic sustainability.

Focus 3: Supporting Growth

This focus area seeks to support existing and new cultural organisations, creative industries and individuals wishing to develop creative practices or careers.

It explores how we can help people to flourish, build audiences and establish connections, for both grassroots and professional activity, as well as exploring opportunities to enable pathways for those, especially young people, seeking a career in the creative and cultural industries.

2. Context

A Multi-Faceted Borough

Enfield today is a vibrant forward looking borough of many diverse communities, located in an urban setting with close access to large swathes of green landscape and fast connections to central London.

Enfield benefits from easy proximity to central London whilst being located on the rural edge of Hertfordshire and Essex. This diverse setting brings the associated benefits of a varied landscape to be inspired by and in which to experience culture.

The centre of London is 12 miles from Enfield via the A10 (London to Cambridge). The borough is bounded to the north by the M25, with the A406 orbiting the south. Five train lines pass through including the Piccadilly Line connecting to

Heathrow Airport. The other direct connections link to London Kings Cross, Moorgate and Liverpool Street, outward to Welwyn Garden City, Hertford, Letchworth and Stevenage.

A substantial amount of green space and a network of water courses make up over 40% of the borough and much cultural activity takes place in the many parks and historic buildings.

The strong local heritage of farming and market gardens continues today, while new housing and employment is growing in town centres and on former industrial land. New creative industries and workspace are developing, diversifying the borough's enterprise opportunities which are welcomed.

The borough's changing industries have driven the shape of its different communities, for example clothes manufacturing in Ponders End that attracted a Tamil and Bangladeshi workforce.

Enfield has a rich base of community cultures, with unique heritage stories and creativity which shapes the borough's cultural identity. This can be made more visible through the town centres and new development areas, adding character and interest for everyone of all ages.

The music, food and traditions of the borough's diverse communities are celebrated through community festivals and events that take place year round.

Learnings

- Culture can draw out and share the rich local heritage from large scale industries & places to small scale personal stories & memories of groups and individuals.
- Diverse communities' activities and experiences can continue to be shared, individually and collectively, through unique events and celebrations.
- There is much to be proud of and build upon including local poetry, and inclusive theatre companies, with more to do to ensure all communities including LGBTQI+ are supported to create and participate.

Historic Fabric

Many Grade 1 & Grade 2 buildings, some as cultural venues, plus ancient monuments and historic outdoor spaces.

Museum Spaces

Museum of Enfield
Forty Hall Museum
Whitewebbs Museum
Trent Park Museum (planned)

5 town centres with different characters

Enfield Town
Palmers Green
Southgate
Edmonton Green
Angel Edmonton

Enfield has the longest river length of all London boroughs

This long river corridor is known as the New River Loop and covers more than 27 miles.

40% of the Borough is designated Green Belt

The borough's parks and open spaces cover more than 9km² with huge scope for cultural activity and access to nature.

Enfield's heritage has its roots in the natural topography of river valleys

From Enfield's movement and communication along the River Lea and Ermine Street, to its industrial heritage and relationship between urban and rural.

Below: Clockhouse Nursery Enfield



Culture & Diversity

Borough Make-Up

Understanding the make-up of Enfield's population helps to indicate where creative activity can help to support those in most need to flourish, and what kinds of activity will have the most reach and impact.

Whilst Enfield's population is large and growing fast, conversely it's one of the least populated boroughs in London due to the large % of green space. The number of over 65s in Enfield is growing whilst numbers of those under 20 are high. In 2018, 4% of Enfield's 16-64-year-olds were estimated to be unemployed and this is expected to have increased as a result of Covid19.

The main distinguishing feature about Enfield's demographic is its rich ethnic diversity with, for example, the largest amount of Greek, Turkish and Kurdish speakers in the UK. In 2018, 36.8%

of Enfield's population were born beyond UK borders and an ONS survey of the same year showed that around 24% of adults don't speak English at home.

Young People

Enfield's population has more young people under 20 than in London and England overall, but a lower proportion of 20 to 44 year olds than the London average. The 2018 School Census shows Enfield pupils speak 185 languages or dialects. In 2016, 22.6% of all dependent children in Enfield were in low-income families, the 5th highest across London boroughs, and the borough has the 5th highest prevalence of overweight or obese children within London, which the council is taking measures to support. By GCSEs, Enfield students attain slightly below the London average. There are three further and higher education colleges in the borough and no universities at this time.



Above: Enfield Museum Outreach Activity c Enfield Council

Arts Engagement

In the Active Lives Survey 2015-17, whilst 66.32% of people asked in Enfield had, in the last 12 months, attended an arts event, museum or gallery, or spent time doing an arts activity of any kind, only 22.17% had attended arts 'events' or spent time on arts activities, three times or more. Despite a reportedly low level of people regularly engaging in arts activity, many people engage in culturally diverse activity within communities and neighbourhoods on a regular basis which the survey may not have captured and which we recognise and value.

This strategy aligns with Arts Council England's (ACE) new ten year strategy Let's Create, recognising a wide definition of arts and culture and seeking to increase engagement across the borough. With little regular investment from ACE (compared to other London boroughs) in Enfield's cultural ecology, the borough is well placed to work closely with ACE to secure new funds from grant funding programmes, where priorities align.

Learnings

- A substantial amount of the borough's community is formed of people from a wide range of ethnic backgrounds and in 2019 Enfield was within the most deprived 30% local authority areas in England.
- This relative deprivation and high diversity strongly indicates the need for a culturally diverse cultural offer which reflects all the community, is accessible for everyone to take part, with some being free to access, and in which people feel welcome to produce and participate.
- Cultural activity will support the borough's health, educational attainment and employment objectives, and activity which reflects the borough's unique heritage and shares stories will support a cohesive community sense of belonging and well-being.

Ethnic & Cultural Diversity

The top five (non-English) languages spoken by Enfield school pupils, in 2017, were Turkish, Somali, Polish, Bengali and Albanian.

Young & fast growing demographic

There are proportionately more children and young people under 20 in Enfield than in both London and England overall

Childhood Obesity

Enfield has the fifth highest prevalence of overweight or obese children within the London Boroughs, for both measures.
Data from Public Health England's annual National Child Measurement Programme

Enfield is ranked amongst the most deprived London boroughs

With a total est. 333,869 inhabitants, the proportion of children in low-income families in Enfield is the 5th highest of all London Boroughs.
HMRC Statistics, August 2016

Enfield's Cultural Landscape

There is already a fledging cultural infrastructure with platforms for young people to learn to dance, play music and sing. Communities are helped to connect and celebrate together and take part in a creative offer across the borough that includes choirs, poetry, orchestras, talks and more, with much led by local producers and volunteers.

Enfield Council manages a range of venues and programmes, as well as performing a critical role as a cultural development catalyst and a cultural champion. The council's cultural venue portfolio provides essential infrastructure to enable a wide range of activities which reach a broad cross-section of communities. This is complemented by relatively few independent cultural providers.



There are no NPO organisations (National Portfolio Organisations are regularly funded by Arts Council England) based in and regularly delivering activity locally. Enfield's cultural venue hubs work hard to plug this gap and, as well as presenting diverse programmes of professional theatre, poetry, music and comedy, critically operate as points of interaction for diverse communities' activity and outreach, and enable access to historic buildings. All are well used and host creative activities that work hard to balance diverse community uses with high quality arts content that reflects and appeals to different audiences across the borough.

Some venue spaces in the borough have been lost in recent years. Whilst the existing venues are much valued locally, provision is also wanted within town centres, in particular to the east of the borough where traditionally there has been less on offer. Gaps do exist in current provision. For example, there is no London-scale venue for music or performance, few artist studios and there is huge scope for greater creative enterprise activity.

Enfield Council manage a range of cultural venues

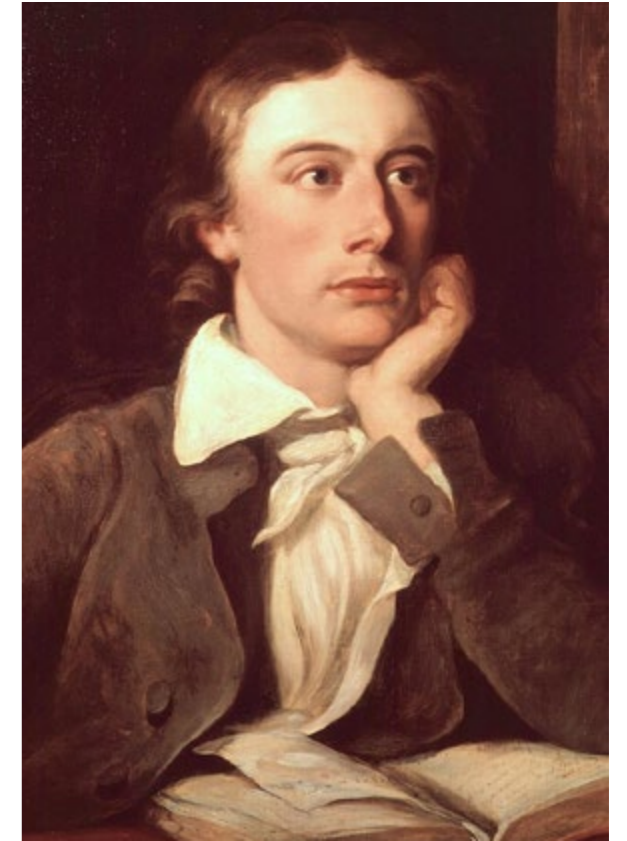
Dugdale Centre
Forty Hall Estate
Green Towers
Millfield Arts Centre, including Millfield House & Theatre
Salisbury House.

Legacy

Culture and entertainment faces that hail from the borough include Amy Winehouse, Adele, Alison Goldfrapp and Bruce Forsyth.

A music hall tradition is part of Enfield's performing arts heritage that has shaped the borough's cultural offer. It inspired a series of public realm mosaics celebrating Enfield's 'Lost Treasures' (see p8) including the Empire Music Hall where the English music hall singer, comedian and actress Marie Lloyd performed in the 1920s.

Keats, probably Enfield's most notable cultural figure, was an English Romantic poet who died from tuberculosis at the age of 25. He rose to prominence posthumously but dedicated his short life to the perfection of poetry marked by vivid imagery and a sensuous appeal. Poetry remains a strong active art form in the borough.



Independent Cultural Venues

Provision across the borough includes dance schools, a blues club, a maker-space, small museums & creative activity in cafés and other cultural & community spaces.

Above: John Keats © National Portrait Gallery
Left: Dugdale Community Knitting Group
Far left: Youth performance at Big Dance, Edmonton Green

Enfield's Cultural Landscape cont.

Performance & Outdoor Culture

Enfield is proud to be home to independent theatre companies, including Chickenshed and Face Front who pioneer successful inclusive theatre, and many dance schools, choirs and orchestras. Smaller independent spaces such as Southgate Blues Club and Starfish & Coffee offer music and exhibitions, and an energetic community cinema programme powers access to arthouse and international cinema in varied venues and through outdoor screenings.

Enfield's many parks, green spaces and outdoor facilities come to life each year with a diverse thriving festivals and events scene with many for families, and reflecting the diverse make up of local communities. Many are homegrown such as the Ghana Party in the Park and Livestock festivals. Opportunities for larger music and outdoor events are growing such as through new uses of industrial land, such as The Drumsheds, which cater for large live music and club events. This and other new opportunities are being explored at Meridian Water, such as a Drive-In cinema.

Learnings

- More can be done to develop and expand Enfield's cultural provision, especially within town centres. Culture can play a greater role in borough health and wellbeing, in economic development, to shape local pride and identity and to better reflect the diverse communities who live, work and play in Enfield
- Engagement in culture across the borough is relatively low and there are gaps in provision such as for visual arts and crafts, music at all scales, creative

workspace including artist and maker studios.

- Outdoor spaces in particular during Covid19 can work hard to enable people to reconnect through culture and a creative forum can work to strengthen the offer, plan ahead and collaborate.
- The creative sector can grow and in particular, local creative provision for young people, some free of charge, will boost confidence, enrich lives and build skills, opening up pathways to creative careers.

Below: Performance at Forty Hall

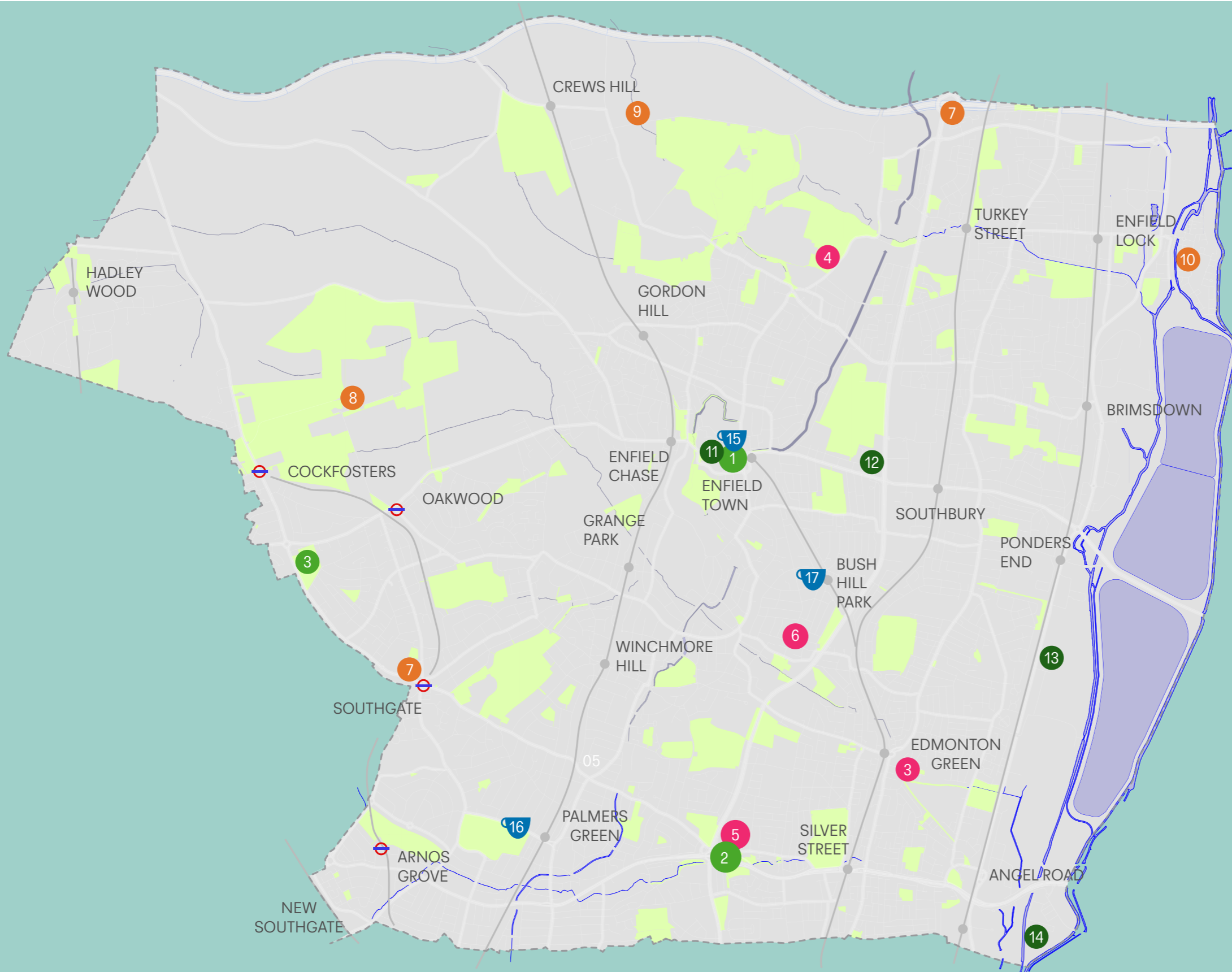


Right: Sample of the variety of festivals held in Enfield
Below: Platinum Dance Performance © Platinum Dance



Enfield's Cultural Landscape

Below: Mapping Cultural Venues in Enfield.
(Non-exhaustive list see also mapping of
community venues on p31.)



- **Cultural Centres & Theatres**
 - 1 The Dugdale Centre
 - 2 Millfield Theatre
 - 3 Chickenshed Theatre
- **Historic Houses**
 - 4 Forty Hall Estate
 - 5 Millfield Art Centre
 - 6 Salisbury House
- **Independent Cultural Venues**
 - 7 Southgate Club
 - 8 Trent Park Museum (planned)
 - 9 Whitewebbs Museum
 - 10 Royal Small Arms Factory
- **Cinemas**
 - 11 Talkies at The Dugdale
 - 12 Cineworld Enfield
 - 13 Odeon Lee Valley
 - 14 The Drive In Troubadour (summer 2020)
- ☕ **Cafes with regular live music /art exhibitions**
 - 15 ArtTown
 - 16 Starfish & Coffee
 - 17 Stanton's Coffee House

Opportunities to grow Enfield's Culture

Culture takes place in the places where we live our lives, across community centres, religious venues, libraries, parks, outdoor spaces and in homes. In some part of the borough, work is underway to improve the places in which people live, work, study and enjoy free time.

As town centres uses are diversified and new housing grows to accommodate a larger population, culture will be woven into strategic place making to ensure opportunities for everyone to enjoy culture all around the borough, day and night.

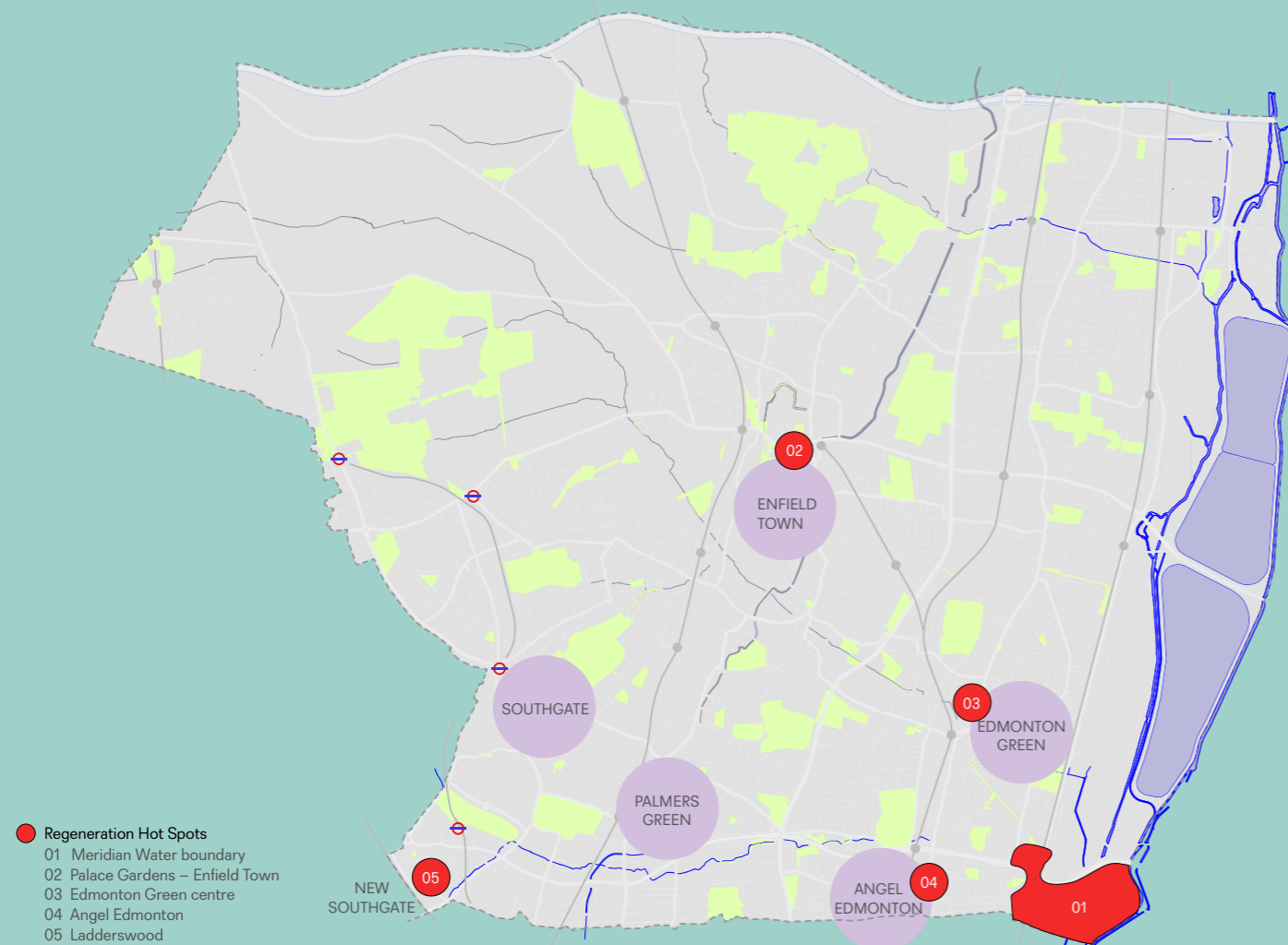
In Enfield's regeneration areas, including Meridian Water, some housing estates and in some town centres, plans can be shaped to ensure new cultural and creative enterprise provision is included which meets local community need and supports growth of the creative economy.

This can include both the kinds of spaces which are flexibly used for culture and creative facilities, some with specific physical or technical needs, as well as through investment in cultural projects and activity; with, for and by local communities.

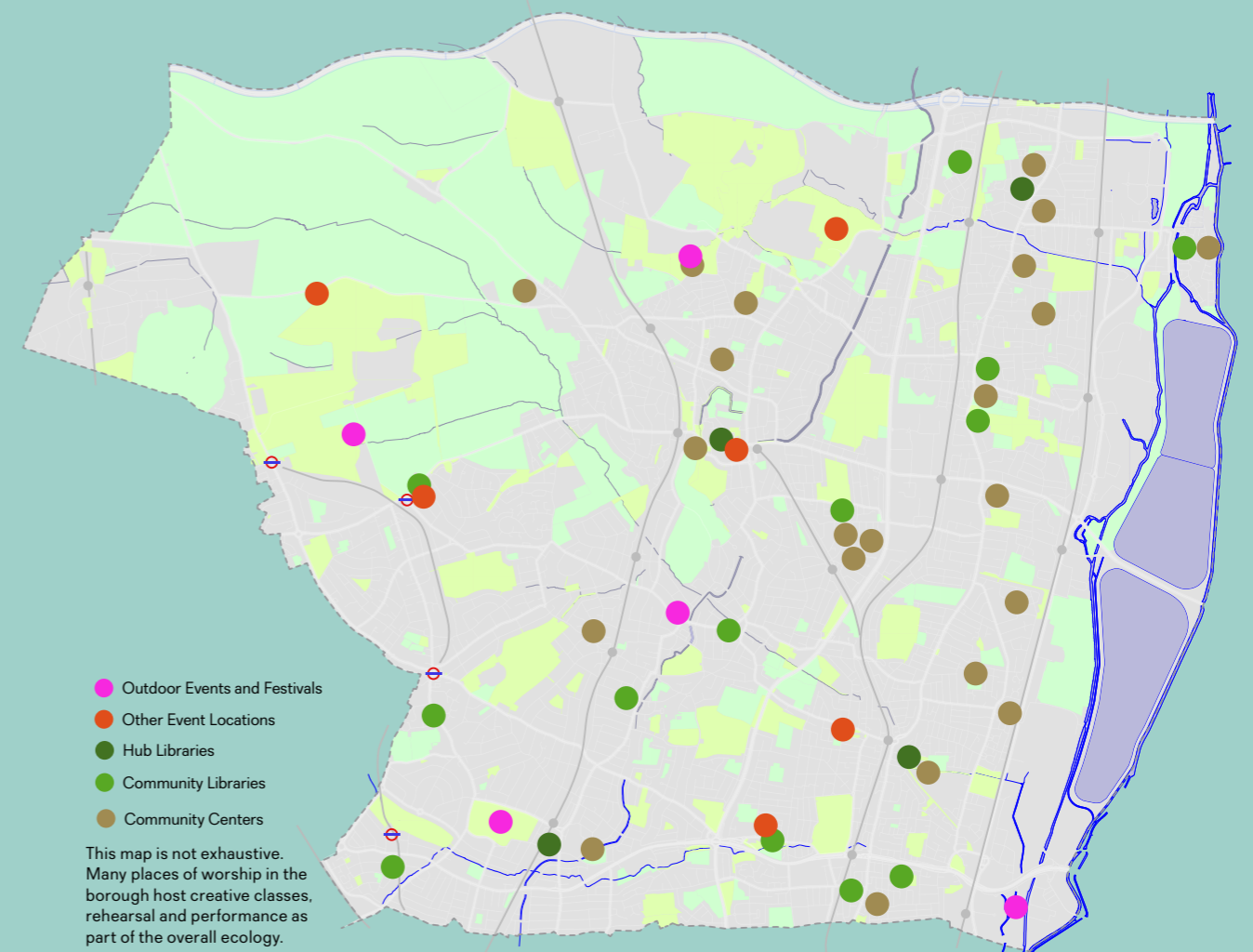
This focus on rebalancing the local cultural ecology creates the chance to cultivate Enfield's cultural identity through planning, to consider specific sector and community needs and what will draw people from within and from beyond borough boundaries.

The green landscape and spaces across the north of the borough contrast with the rest of Enfield's more urban character and present an exciting opportunity to develop a unique curated natural destination, opening access to heritage for Enfield residents and people from further afield.

Below: Mapping Town Centres and Regeneration Opportunity Areas



Below: Mapping Community Venues that host cultural activity



Creative Enterprise

The UK's creative industries are internationally renowned and the largest growing sector in the UK. In London 1 in 6 jobs are in the sector, which is growing 4x faster than the rest of the economy. Creative employment is predicted to offer greater resilience to automation than other sectors, reliant as it is on human ingenuity and with the potential to positively impact AI development.

Whilst Covid-19 is adversely impacting many cultural and creative industries, conversely there is a renewed focus on civic culture, the need to look forward and to rebuild both the economy and community confidence.

Culture on your doorstep is more important than ever and has a critical role to play in high street recovery, with the increasing importance of reinvention and creative approaches.

Clustering of creative enterprise is especially important to enable networking, build identity of places and to attract and grow the sector. We want to build Enfield's creative economy and in so doing, we want to ensure to open pathways to employment for borough residents.

'Creative industries are a major driver of economic growth. They bind communities together, delight millions and have the power to lead our regeneration as we reposition ourselves on the world stage.'

Creative Industries Federation September 2020

Below: Enfield Creative Industries - Location Collective © OMA Studios & Building Bloqs © David Tothill



£10m per hour
£47 billion per year

Generated by London's creative industries SOURCE: GLA

1 in 6 jobs are in the creative industries in London

London is a leading creative city attracting talent from around the world but needs to encourage and nurture talent on the doorstep too. SOURCE: GLA

Focus on Meridian Water

Culture and creativity is being planned as part of the large-scale regeneration of Meridian Water, in the south east of the borough.

Over 10,000 new homes, 6000 jobs and at least 6.4 hectares of new parkland in the Lea Valley will be reshaped over the course of the 25 year development. Development will harness the area's long-standing industrial presence, abundant wild nature and historic network of waterways, through high quality design and landscaping, ensure that these assets are celebrated and augmented.

An area-specific Cultural Strategy will bring together values and principles for embedding culture long-term which will align to the aims in this strategy, and explore ways in which Meridian Water will inter-connect with wider Enfield to benefit existing communities, new residents, workers and visitors.

Meridian Water will seek to retain our meanwhile pioneers, creative makers, local artists and manufacturers in the Lee Valley as well as attract strategic businesses from further afield to enrich the mix. Our masterplan will foster connections and opportunities within the local economy and wider, international networks.

Meridian Water Place Vision

Below: Drive-In Cinema at Meridian Water 2020 © Enfield Council



It is planned that the creative industries will flourish at scale, with a key strand proposed to focus on creating a substantial hub for film, TV and associated industries, adding to existing production facilities and bringing new training and employment opportunities to Enfield and fulfilling the ambition for Meridian Water to be a 'place to make and create'.

Meridian Water's Cultural Strategy will align with and contribute to the successful delivery of this borough-wide Cultural Strategy.

The Three Placemaking Pillars are:

1. Parklife on Your Doorstep
2. Your Place to Make and Create
3. Mixing Uses Animating Streets

Meridian Water Place Vision

Below: Artist Hoardings at Meridian Water 2020 © Enfield Council



Wider opportunities

As part of the London to Cambridge Innovation Corridor and the 'Productive Valley', and close to the emerging Thames Estuary Production Corridor and to neighbouring boroughs' creative clusters, Enfield is well placed to generate exciting new creative initiatives and partnerships within and beyond the borough boundaries.

In particular there is scope in North East London to build on the emerging large scale film and TV production facilities and support services with the associated employment and training these bring.

The OMA Film Studio complex is one such new space in Enfield that is already doubling film rental space in London, whilst many productions have used the borough as a base.

Additional opportunities are around the games and interactive entertainment industry which according to UKIE (the relevant UK trade body) is experiencing an entrepreneurial boom, with growth in the number of companies of 22% year on year. London is one of a number of UK game-making hubs, with a push underway to make London the world's games capital.

'the games industry benefits from co-location with other creative sectors, and highlights the importance of a strong broadband and talent infrastructure for the development of games hubs.'

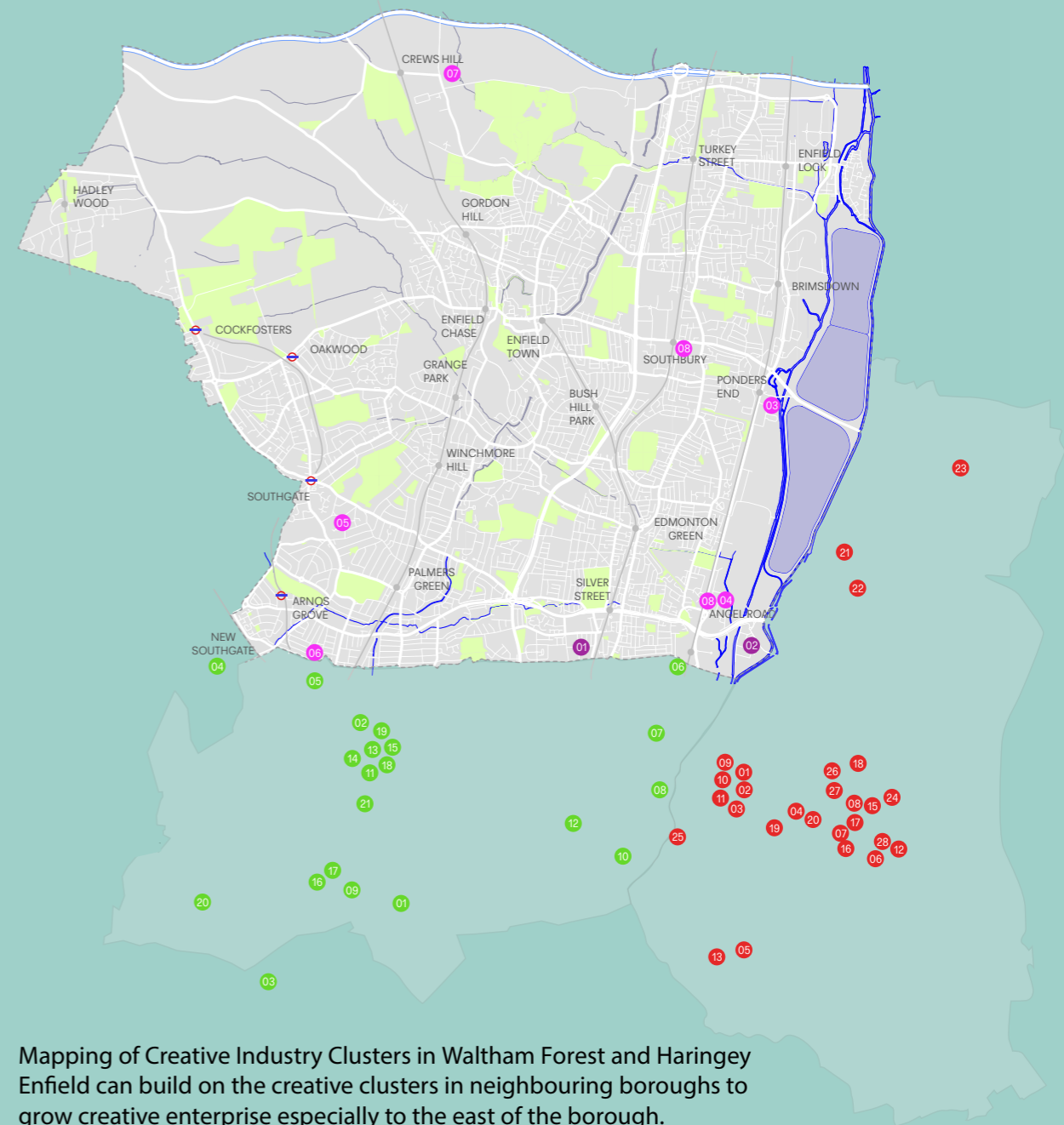
Below: Mapping Film and Television Production Studios within M25



Learnings

- Enfield is well placed to maximise on regeneration opportunities, to grow cultural and creative provision. The borough can better plan for culture by identifying opportunities and ensuring that benefits are felt across local communities.
- Attracting significant creative industries, especially in the east of the borough, such as the burgeoning Film, TV and Gaming sector, and associated support business, will bring new creative employment and training to Enfield.

- Together with new affordable workspace for creative individuals and SMEs, focused efforts can position Enfield as NE London's centre for creative employment, building on neighbouring Tottenham's creative enterprise zone that has begun to establish and Waltham Forest's recent year as Borough of Culture.
- Importantly, the borough's northern green spaces can be sensitivity shaped to create a unique heritage environment destination with a complementary culture and leisure offer.



Mapping of Creative Industry Clusters in Waltham Forest and Haringey
Enfield can build on the creative clusters in neighbouring boroughs to grow creative enterprise especially to the east of the borough.

Culture and COVID-19

Adverse Impact on Culture

The pandemic has had a devastating impact on the cultural and creative industries. Many venues remain closed, programmes are postponed or cancelled and jobs lost. The Creative Industries Federation has warned of a 'cultural catastrophe', projecting that the creative sector will be hit twice as hard as the wider economy. Ironically, those cultural providers who had most successfully diversified funding streams away from public investment, are now most impacted by disrupted income streams.

Culture Response

The rainbows that adorned our windows prove that creative human expression is always central to our experience of the world. Artists and cultural organisations lifted communities during the peak of the virus. Many venues have been at the heart of Covid19 community response as hubs for food distribution, supporting isolated people, contributing strongly to civic society and supporting people's well-being. This civic role of culture is key to how to we build back.

Much free creative content has been shared digitally to boost home schooling and to hearten us. Online choirs and orchestras have met and shared their creations. Much mainstream professional theatre has been available for free, opening access to high quality culture when it was most needed.



A light is also being shone however on issues of digital exclusion. Without good or sufficient digital access, the range of content on offer cannot be accessed.

'Enjoy Enfield Summer of Arts Festival' in 2020 was able to bring communities together once more with the borough's creative sector and communities at the heart. (See more p38-9).

"Creativity is an intrinsic part of the UK's cultural identity, and one of the things that the country excels at globally. It is through harnessing this creativity that the UK will begin to build a new future.... driving the UK's economic recovery - and transforming lives for the better - as we re-build. If nothing is done, thousands of world-leading creative businesses are set to close their doors, hundreds of thousands of jobs will be lost and billions will be lost to our economy. The repercussions would have a devastating and irreversible effect on our country."

Caroline Norbury CEO Creative Industries Federation June 2020



Culture supporting Recovery

Culture is key to the recovery and rebuilding of our town centres and communities, helping to rebuild confidence in venturing out into shared spaces, to reflect on our varied experiences and to heal. The sector is thinking about how to put people at the heart of culture, how activities and assets can be re-purposed and what might be the role of buildings which cannot reopen for some time. At the same time, some communities, including in Enfield, have lost many of their members due to Covid19, with a need for understanding, and activity which allows for compassion and reflection.

Shifting funding priorities

The UK's major culture and heritage funding bodies have refocused funding to support immediate needs. Arts Council, National Heritage Lottery Fund and the GLA have reset priorities to focus on sustaining venues, and on digital capacity, freelance & workspace support, and audience engagement, especially for young people and those increasingly experiencing isolation.

Enfield has successfully secured DCMS funds totalling £672,295 to sustain Forty Hall, Millfield Theatre and The Dugdale and enable the continued delivery of creative programmes including outreach activity, through Covid19. In addition, £200k National Heritage Lottery Funds have been secured to initiate cultural heritage activity and increase heritage capacity.

Learnings

- The Covid19 landscape continues to evolve. The creative sector will need support, and also to be nimble and harness ways to support the community and Enfield's economic recovery whilst offering solace and inspiration to lift people through and from a hugely challenging period.
- Whilst it will take time for building based venues to return to full use, the borough's many outdoor spaces can host safe cultural activity and allow communities to reconnect. Making culture more visible in the town centres will aid a sense of safe return to life, and former industrial areas such as Meridian Water can take the opportunity for larger scale socially distanced activity such as the recent drive-in cinema.
- As online content has blossomed, so has a greater understanding of the potential for virtual technology to innovate and make space for cultural experiences as part of and beyond gaming culture, including VR, in our lives. Expanding in these sectors can allow Enfield to play a part in this innovation.
- Covid19 has allowed for reflection on how culture can take action to reduce inequality and create space for everyone to be able to take part in local cultural life. Joint working across sectors will build a strong base for future partnership and greater cultural reach.

Far left: Peace Poem Installation by Robert Montgomery, Enjoy Enfield Festival © Emergency Exit Arts
 Left; Unprecedented, Theatre from a State of Isolation, digital plays on UK pandemic life © Headlong, Century Films and BBC Arts
 Above left: Enfield exhibition Tales of Life under Lockdown by Katrina Campbell © Enfield Council

Focus on Enjoy Enfield Summer of Arts

The UK's first outdoor arts festival since lockdown took place across Enfield in summer 2020, delivered by staff of Millfield Theatre and The Dugdale, together with many of the local area's creative community.

The 66 events over 17 days of free socially distanced arts highlighted the value of the arts to support community wellbeing and help the borough's town centres recover footfall. 91% of the mainly local audiences surveyed wanted to see more events in Enfield and to see the borough developed as a cultural destination.

The festival showcased Enfield's strengths in poetry and dance and brought accessible new visual art works to brighten the public realm and connected the diverse population with a single festival of shared stories and experiences

"On behalf of businesses in Enfield Town, I just wanted to make you aware of the success of the community events held on Library Green last week... there was a much needed increase in footfall"

Mark Rudling, Town Centre Manager, Enfield Town Business Association 2020

Below left; Enjoy Enfield Performance © Natalie Gee
Below right; Southgate Street Art by Dan Maier © Enfield Council



Above; Museum of the Moon by Luke Jerram © Enfield Council

Right; A Place We Call Home by King Owusu © Enfield Council



Analysis - SWOT



- 1 On the Ground
- 2 Right Mix
- 3 Supporting Growth
- 4 Celebrate
- 5 Capacity

3. Cultural Priorities

Culture Connects: Priorities

The following three priorities stem from analysis of the borough and underpin each of the focus areas outlined in the next chapter.

Sustainable Culture

By strengthening Enfield's cultural and creative economy, including night-time vitality in town centres, growing creative industries and workspace provision, and through working in partnership, we will establish a smarter approach to inward investment to support the sustainability of the borough's cultural provision and the economic success of the borough as a whole.

We recognise the value of culture, to individuals, communities and the borough as a whole, as part of diverse sustainable communities and places. We will ensure that where new development integrates new provision, this compliments the existing offer.

Culture Everyday

Culture is for everyone in Enfield to enjoy - no matter who they are - as part of everyday life. We value the role of culture in community wellbeing and want to ensure that the benefits of cultural participation and enjoyment are shared by everybody. We want culture to be woven in the fabric of the borough, in our outdoor spaces, libraries, parks, estates and town centres. And we want culture to be woven into our strategic planning, whether as provision for new developments or adding its unique voice to raise awareness for care for our environment.

We'll make it easier to take part in and make culture, and we'll support our cultural community to enrich and grow cultural opportunities across the borough. We'll help culture reach across and connect our communities and enliven our borough in new places and spaces. We'll build on our strong cohort of venues and organisations working inclusively to give everyone a voice within culture and champion initiatives that help broaden culture's reach.

Creating Opportunities for Young People

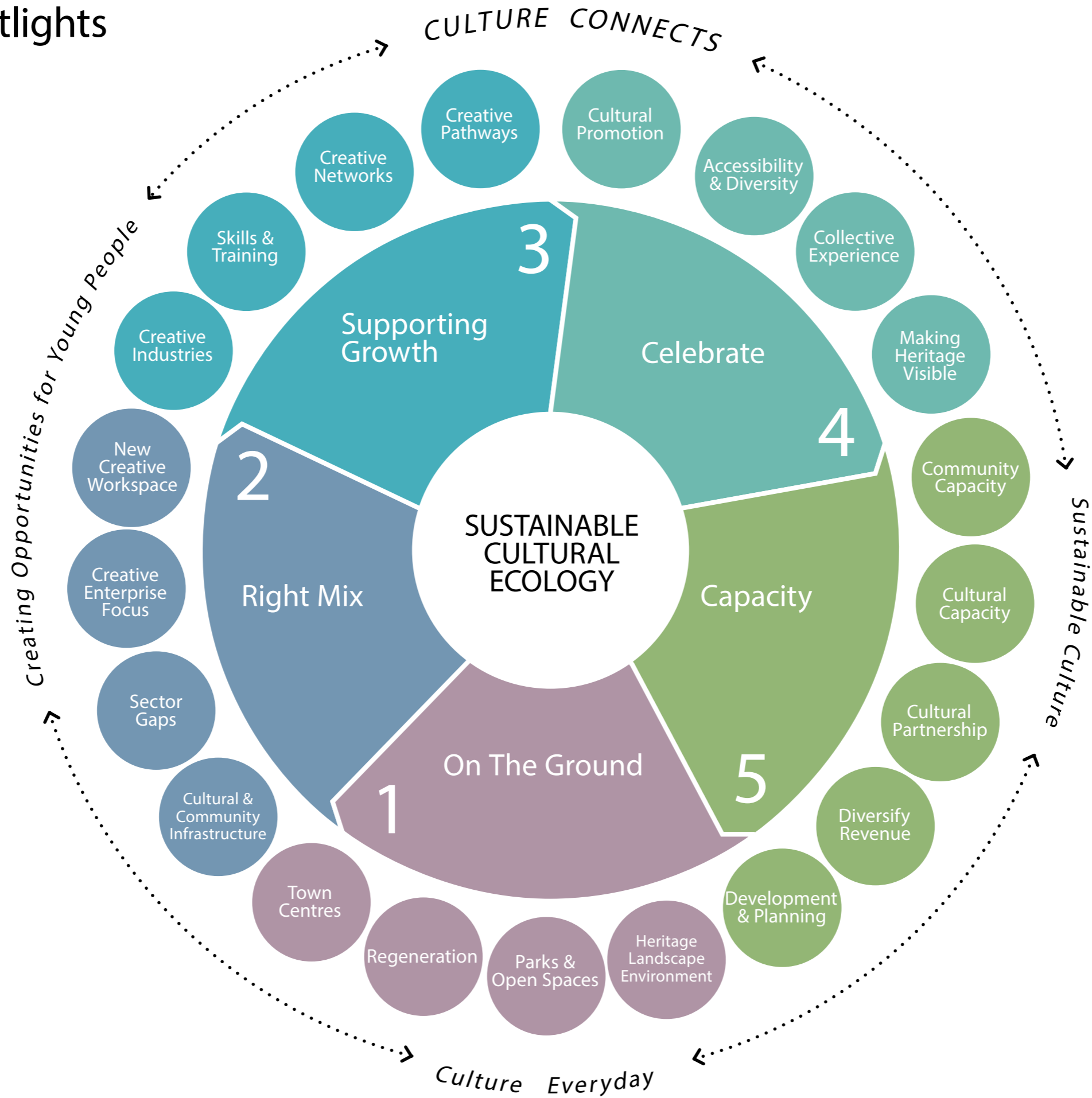
Through this strategy we will give priority to developing varied creative ways for young people to develop creative skills and interests, and so improve their life chances.

Through growing the creative industries in Enfield, we will seek to establish pathways to creative employment, opportunities for co-production & strong supportive networks as well as increasing platforms to nurture and share talents.

We also want to see access to culture extended to everyone and for intergenerational creative projects that bring the generations together.

4. Focus Areas

Focus Area Spotlights



Focus 1: On the ground

Visible culture in all town centres

Enfield will benefit from greater visibility of culture and increased provision across all five town centres. These are the places where communities of all ages gather to shop, study, work and spend time.

Culture forms part of a vibrant place offer through performance venues, exhibitions, workshops, public art, street and outdoor arts, festivals and events, arts and craft markets, bringing us together to experience, take part and share our creative talents and enlivening our shared spaces.

Enfield's night time economy can be enhanced by new provision such as music, comedy and independent film to make the evening offer more welcoming and attractive.

Integrate culture within major regeneration programmes

Regeneration opportunities in Enfield can be harnessed through planning and creative thinking, to develop and enhance cultural provision and allow the creative industries to flourish.

This will enable new spaces and facilities which are not currently on offer locally, initiate cultural programmes and commission relevant new public art with local communities. The opportunity is to breathe fresh life into different corners of the borough to complement existing provision and lever new investment.

Facilitate more cultural & creative activity in parks and open spaces

Enfield's fantastic parks and open spaces already host a range of cultural activity. We can build on this, especially by enabling more outdoor arts programmes, to diversify the offer and support those who wish to present work or lead events.

This may be through supporting volunteer training and funding applications, where possible reducing red tape and by developing partnerships to amplify what is already happening.

Music of all scales in particular can be developed for the enjoyment of all, in appropriate places, and bringing communities together to share and celebrate.

Build a culture & leisure offer through the northern borough heritage landscape environment

The substantial and varied green spaces throughout the north of the borough offer exciting potential as a cultural and leisure destination; to increase access to local nature and heritage and provide an attraction to those from further afield. Sensitive creative thinking can harness and amplify opportunities for environmental learning, physical activity and the arts as a rewarding day out, for specific events or to simply enjoy nature, whilst respecting and reflecting the area's heritage of farming, market gardens and horticulture.

Focus: On the Ground Case Studies

PUBLIC ART, LOCAL IDENTITY

Town Centre Public Art

Public art programmes create visible beacons and recognisable icons in our towns and high streets. Projects can reflect local heritage, add to design appeal and involve local communities in the creation of site specific works.

Making Places is an initiative by Waltham Forest Council, led by Create London to deliver creative projects across the borough, which will have a lasting impact on communities and neighbourhoods.

Waltham Forest residents nominated sites across the borough that they wanted to see transformed.



Top; Rosebank arcade © Ben Wells



Above; Pinafores, Peabody Estate, Clapham Junction © Rodney Harris

Left: Making Places, Waltham Forest © Waltham Forest Council



CREATIVE STREET FURNITURE

Better Air Benches, Borough Market

Better Air Benches, Borough Market, Wayward Plants for Better Bankside - designed to alleviate and raise awareness of air quality issues, containing English Ivy, one of nature's best air pollution disruptors and bringing colour to animate the street scene.



Right; Street furniture by Wayward + Studio MATA, Better Bankside © Micky Lee

Focus: On the Ground
Case Studies

OUTDOOR TOWN CENTRE ARTS FESTIVAL

Imagine Watford & Imagine Luton

An annual Outdoor Arts Festival bringing high quality professional arts performance to the High Street, substantially increasing town centre footfall and the local business customer base and bringing moments of wonder and delight for all ages.



Above; Swirling Dervish at Imagine Watford © Watford Council
Below; Street comedy at Imagine Watford © Watford Council



Above; Norwood Feast
Below; Big Screen at Watford Event Space



TOWN CENTRE CREATIVE MARKET

Art, Maker & Food Markets
Norwood Feast

Popular vibrant monthly outdoor market and community gathering offering local food businesses, artists, makers, and musicians with a platform to sell and perform and bringing a lively busy focus to the high street. Uses interstitial public spaces including local church public space, library entrance and side streets as there is no central square.

TOWN CENTRE OUTDOOR CINEMA

Big Screen

The Big Screen is part of a wider programme of Big Events staged by Watford Borough Council and partners. All events are free and curated to appeal to all ages, drawing visitors into the town centre.

Focus: On the Ground
Case Studies

OUTDOOR EVENT SPACE IN NEW DEVELOPMENT

Bishops Square

Designed by Foster & Partners, as part of the Spitalfields redevelopment, Bishops Square acts as a transition space between the City of London and the East End.

A tented canopy together with curved timber benches delineate an informal performance and event space, used all year round for worker's lunches and a programme of events.



Right; Tango in Spitalfields
Below; Christmas Choir in Spitalfields © Big Christmas Wind Orchestra & Choir



GREEN SPACE WAYFINDING

Flocking Birds

Transforming the largely hidden entrances to Histon Road Recreation Ground in Cambridge, Flocking Birds is a playful take on the brief to create new gateways to the park.

Beginning with a site visit, Dallas-Pierce-Quintero worked with three classes of 8-10 year-olds from two local primary schools for the entirety of the project.



Above; Flocking Birds © Dallas-Pierce-Quintero

EMBEDDED LEGACY

It's A Bing Thing, Winchburgh

Inspired by the landscape of oil shale bings that surround Winchburgh, 'It's A Bing Thing' is a playful sculpture that will be used informally for seating and act as a conversation-starter, whilst encouraging people to spend time together in the town centre. The artwork also features a poem penned especially for Winchburgh by Scottish poet William Letford.

Below; Its a Bing Thing © Dallas-Pierce-Quintero



Focus 2: Right Mix

Fill Cultural Sector Gaps

Some areas of cultural provision are less well catered for in the borough. Music of all scales, the professional visual arts, crafts and dance, and independent cinema in particular are gaps. With planning, Enfield can diversify the cultural experiences on offer for people across the borough to enjoy and take part in. The profusion of Enfield's youth dance opportunities could be better supported, as some performers move on to professional practice.

This can be addressed by supporting current providers with their ambitions to boost sustainability and enabling platforms for local talent to develop and be shared. Specific gaps can be prioritised in new development and sustainable providers and operators invited to consider the borough as their new home where opportunities exist, particularly in regeneration areas.

Town Centres Focus

Town centres would benefit from additional cultural attractions as vibrant creative community hubs, as well as spaces within the public realm that offer platforms for presentation, performance and participation, to diversify what's on offer locally and attract more footfall. This may include co-locating new provision with other civic infrastructure such as within new retail centres or large scale development schemes.

Where there is potential for meanwhile use of buildings, this should be explored as a way to test new approaches, enliven the locality and create new opportunities whether for culture, jobs or training. New providers, especially when in receipt of subsidy, should establish clearly how they will contribute to local need and engage pro-actively with local communities.

Creative Enterprise Focus

The creative industries are one of the UK's fastest growing and most successful sectors and Enfield is well placed to cultivate sectors not currently well-established in North East London such as the Film, TV, Gaming & Virtual Reality sectors and associated industries. Demand for innovative creative content is ever increasing.

Alongside offering production and development facilities, this can create local opportunities for training programmes and employment which could be generated. Enfield has the pre-industrial space and development potential to realise this ambition and build profile as a centre of creative enterprise within the London to Cambridge Innovation Corridor.

New Creative Workspace including for artists and makers

Demand for affordable creative workspace and artist and makers studios in London currently outstrips supply, for both starter units and more established professionals. Spaces can be managed by established providers, many of whom offer social value through exhibitions, talks, and learning programmes together with the benefits that networking and collaboration can bring to creative professionals and the chance to sell work.

This strategy recommends a strategic focus on new temporary and permanent flexible provision in existing spaces and new development, to build on spaces on offer through providers like Building Bloqs and Hive Studios. Rents need to be workable for the sector, in return for the creative business development that the borough will gain to expand the sector and the local talent pipeline.

Focus: Right Mix Case Studies

MUSIC & CULTURAL ANCHOR TENANT

World Heart Beat, Nine Elms

World Heart Beat is a leading UK music Academy and a Cultural Anchor for south west London, that is due to expand at Embassy Gardens, Nine Elms.

The new venue on London's south bank, will enable the academy to double the number of students who will benefit over the next few years. Opposite the new US Embassy, this will offer music teaching as well as providing artists, students, community groups and audiences with a beautiful new concert venue, as well as high-tech facilities – such as digital labs, a recording studio, and rehearsal and educational spaces.



Above; New venue visual © World Heartbeat Music Academy

Below; World Heart Beat drum performance © World Heartbeat Music Academy



**Focus: Right Mix
Case Studies**

CO-WORKING & CLIMBING SPACE

Yonder Walthamstow

Yonder is an exciting new facility in Walthamstow that combines work, health and leisure. Housing a bouldering facility, fully equipped co-working spaces including a wood and metal work workshop, yoga studio and cafe, Yonder seeks to offer something for all and become a focal point for the local community.

Right; Cafe overlooking bouldering facility © Yonder
Below; Bouldering facility © Yonder



TEACHING & MAKER SPACE

Turning Earth

Turning Earth E10 is a centre for ceramics that opened in the Lee Valley in March 2017, in the 8,500 sq ft top floor of an old hardware factory.

The centre includes a large open-plan membership studio where part-time professional makers, serious hobbyists and beginners work together in a community environment, with the benefit of shared facilities. The space also includes a classroom for ceramics courses for those new to the craft, where 13 courses a week are taught by professional artists.



CO-WORKING & MAKER SPACE

Makerversity, Somerset House

Makerversity build and run co-working space and equipment for professional makers and bring together people with creative and technical expertise. Learning programmes for young people inspire the next generation and increase diversity within the creative industries.

Above Right; Turning Earth Leyton © Turning Earth
Below; Learning Workshop © Makerversity



Focus: Right Mix
Case Studies

FOOD & CREATIVE MARKET

International House, Brixton

This 5 yr meanwhile workspace is run by 3space for creative and design-led businesses that also provide support for youth entrepreneurship, community uses, innovation and social enterprise. Low rent space is given away when commercial space is rented. Businesses must commit to taking an active role in the community around them.

Includes Fabric Floor, a fashion and textiles workshop with communal machinery and work tables run by Assemble as a local resource with tenant-led public workshops and classes, exhibitions and open studios, supporting tenants who demonstrate a commitment to providing opportunities for local residents and businesses



Above; Commercial building providing temporary creative workspace in Brixton
Below: Inside International House © 3Space



VISUAL ARTS CENTRE, CAFE, GARDEN & COMMUNITY ENGAGEMENT

South London Gallery
Camberwell

Since 1891, with the mission to 'bring art to the people of south London'. 3 clustered spaces with an Art Block for local children and families on local estate and an artist-designed garden. International visual arts, artists residencies, learning, events and participation. Thousands of young people and adults take part in activities. Admission free.



Images: Entrance, workshop and cafe © South London Gallery



Focus 3: Supporting Growth

Support access to culture and pathways into creative employment

With no statutory arts education as part of the current school curriculum, support is needed to boost young people's access to cultural and creative experiences and skill development, as part of a balanced education, and to support well-being and life chances. This strategy recognises the need to stimulate opportunities to benefit our young peoples' futures through partnership initiatives such as forming a Local Education Partnership or programmes which raise awareness of the breadth of creative careers and the pathways to move into these.

Especially strong is when these opportunities are brokered in the local area, creating networks and opportunities for volunteering and work experience. Local work experience and apprenticeships can help to inspire and open doors and schools can be supported to understand the real scope for creative skills and careers which cannot be automated in the future and/or as part of STEAM rather than STEM development (Science, Technology, Engineering, Arts and Maths).

Grow creative industries skills, training and employment

With 1 in 6 jobs in the creative industries, a greater presence of creative businesses in Enfield will build opportunities to acquire creative skills and provide work experience and employment for local people. Many cultural and creative sector organisations and companies provide training, apprenticeships and entry jobs to help get careers kick started. Enfield can encourage creative businesses to base in the borough through creating the kinds of spaces, rents, networks and support that are attractive.

Initiatives such as the GLA's Creative Enterprise Zones and Create Jobs led by A New Direction are testing what models are sustainable and achieve the greatest impact and Enfield can learn from these to devise attractive plans.

Establish networking & collaboration

When many creative professionals are self-employed, facilitating strong professional networks with peer support and opportunities to meet potential collaborators and employers are key to success.

Enfield can harness its local talent to generate connections and activity which will benefit creative individuals and companies, students, educators and the borough as a whole.

Focus: Supporting Growth Case Studies

ACCESS & PATHWAYS TO CREATIVE EMPLOYMENT

Creative Croydon

Creative Croydon is a local cultural education partnership with a Youth Arts Collective at the heart, promoting and championing cultural access for young people

STEP

'Shared Training and Employment Programme' Part of the Create Jobs programme, young east Londoners complete; work experience, (at London Living Wage), professional development workshops, a team project, build a strong peer network, work with a specialist industry mentor and get equipped with the skills, experience and connections to succeed in the creative industries.

Cultivate Routes

Cultivate Routes is a programme of workshops led by creative professionals in schools across Wandsworth. Participants learn about creative industry roles and undertake a workshop activity related to one in particular e.g. animation, product design or illustration.

ARTS CENTRE/ ARTS DEVELOPMENT/ YOUNG PEOPLE

Battersea Arts Centre

Clapham Junction
Town Centre Creative Hub in Old Town Hall

This town centre based performing arts venue has a varied Outreach Programme. They offer open mic nights, subsidised workspace, a beatbox academy, schools programmes and a mobile heritage museum programme.

One project, The Agency, is an enterprise programme for disadvantaged local young people to develop a creative project with mentoring support.

Right; Youth project at Battersea Arts Centre

Below; Lighting skills workshop



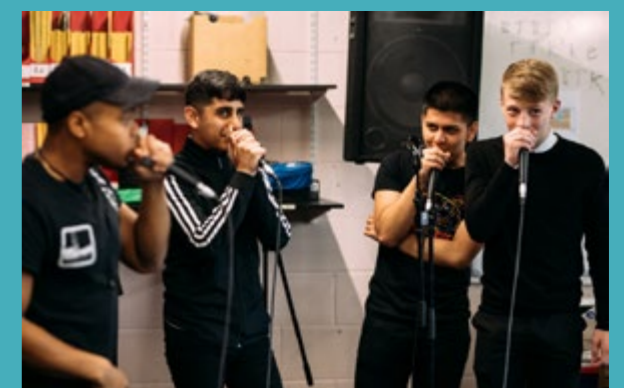
CREATIVE INDUSTRIES SKILLS, TRAINING AND EMPLOYMENT

High House Production Park

Houses a range of creative production, education and training facilities including for film and tv and artist studios. The Backstage Centre trains technicians, producers, creative teams and learners of all ages and at every stage of a career, including for young people taking their first career steps.

SEEDS

Ravensbourne University 'Self Employment & Entrepreneurship Diversity Scheme' focuses on building the freelance careers of a group of dyslexic & neurodiverse students, helping to set up their own business or starting a career. Animation, Architecture, Digital Film, Post-production and Fashion students are matched with senior industry mentors, plus workshops and advice from leading business experts and life coaching sessions.



Focus 4: Celebrate

Increase community connection through international dance, music & food

We will work to facilitate and encourage events which bring people together to celebrate our strong local community spirit and shared interests. We want to see our many diverse communities come together for uplifting experiences which celebrate our strengths.

This can highlight and draw on the many talents and interests across the borough including our varied music, dance and food. During Covid-19, its likely more of our cultural and community experiences will take place outdoors and Enfield is well placed to maximise on the many parks and green spaces, whilst staying safe.

Increase borough wide access to heritage & diversity of local culture

The borough's rich heritage and diverse cultures give a fantastic basis for cultural programmes and public arts commissioning which will make local stories more visible and increase access to these.

This can be through public realm design, wayfinding, contemporary arts commissions, digital trails and engagement programmes and involve local communities in the making and telling. From an individual story to large strategic initiatives, such as the opening up of the borough's northern green spaces, there is much to tell.

Improve cultural promotion & strengthen Enfield's cultural narrative

Our communities make Enfield and together we make culture. Communicating about what's on offer is key to reaching more people and encouraging a greater participation of all ages across the borough. A stronger outward articulation of this will ensure that Enfield's cultural identity is more clearly expressed, attract more people and help our cultural lives to thrive.

Communications need to work through digital and non-digital channels and reach across our communities, which can be aided by building a network of Enfield culture champions to spread the message and encourage people to get involved.

Focus: Celebrate Case Studies



RIVER FESTIVAL

Hidden River Festival, North London

Organised by the regeneration partnership at Woodberry Down including Manor House Development Trust, the Woodberry Down Community Organisation, the London Borough of Hackney, Genesis Housing and Berkeley Homes, this event is attended by local residents and visitors from other areas of London.

The event follows the New River Path to the Woodberry Wetlands, and features kayaking down the New River, stalls from local artisans, plant your own wildflowers, workshops and walks at the Woodberry Wetlands, The Redmond Rovers (local football club), yoga, box fit; a Hidden River Video Arcade; kids entertainment including The Greatest Showman sing along, circus and storytelling, and more.



Top; Hidden River Poster
Above; Performance on the Wetland Stage

Volunteers from the immediate community are involved in all parts of the festival, ensuring its success. A wide variety of street foods with vegetarian and vegan options are on offer showcasing diverse local cuisine and supporting local businesses.

Focus: Celebrate Case Studies

TOWN TO PORT COLCHESTER

This public realm project celebrates the history of the Hythe, the former trading port of Colchester and encourages visitors to explore the area. A trail of way-markers, seating & interpretation tell the story of the disused port, embedding its history within the landscape, and in so doing, strengthening its identity for locals and visitors alike.

Wayfinding and a public art route tell the story of the historic port using way-markers containing the physical materials that were once traded there.



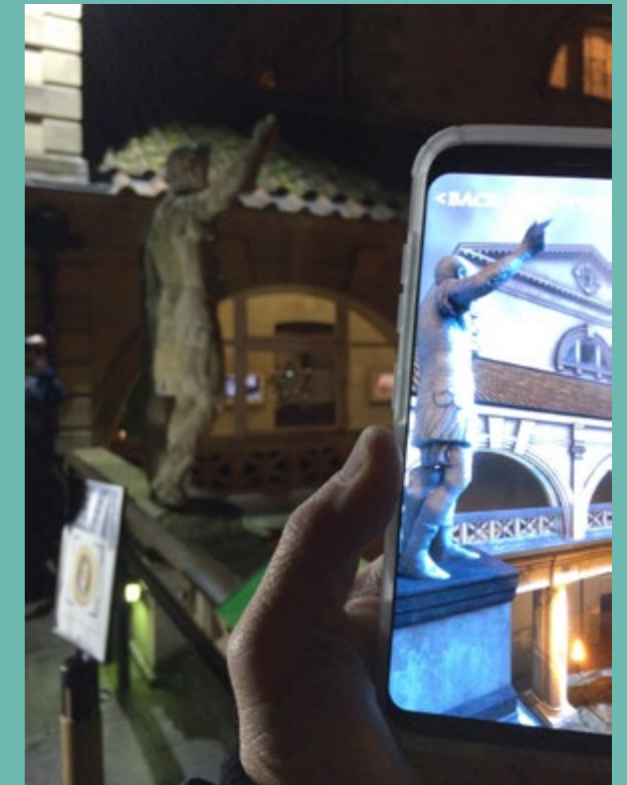
Gabion trail markers with seating and map © Dallas-Pierce-Quintero

BATH VIRTUAL REALITY

This 5G Smart Tourism at the Roman Baths enables visitors to try out futuristic technology which immerses them in the site's rich history.

The trial involved invited guests using a smartphone app to download and view virtual reality & augmented reality content at three locations around the Roman Baths.

The trial app told the story of three periods in the World Heritage Site's history: the mythical discovery of the hot springs by King Bladud; the Baths falling into disrepair when the Romans left; and the renovation in Victorian times. Each period was recreated by Aardman Animations as an animated 3D scene that plays for several minutes, with 'hotspots' that the user could discover to display interesting information about various parts.



Above and below; VR Project at the Roman Baths in Bath



Focus 5: Capacity

New borough culture expertise & capacity

With a new Head of Strategic Cultural Development, Enfield Council has committed additional capacity to work with council teams, across the creative sector and with local communities to implement this strategy. Expanding the current cultural team's expertise, this will enable a broader conversation to take place about culture in Enfield and a refreshed strategic focus.

Nurture local skills & capacity to deliver diverse creative activity

A rich layer of Enfield's cultural offer is created and produced by people based locally, from Enfield Poets to Talkies Community Cinema, local dance groups, choirs, orchestras and community cultural events such as the Turkish Cypriot Festival. These activities rely on producers and volunteers across the borough's communities. Where possible, working together with communities to plan and facilitate activity will strengthen what's on offer.

With the right development of skills, capacity can be grown and more creative activity can evolve. This may be to expand people's knowledge of volunteering, health & safety or diversity and inclusion, or to build skills in fundraising, creative commissioning and event management.

Support sector through Covid-19 challenges

Support will be needed to help Enfield's creative professionals and cultural sector respond and recover from Covid-19. Creative approaches will be needed to reshape how cultural activity can be delivered and enjoyed.

This will be especially important to help town centres welcome people back and to enable people to reconnect safely and enjoy cultural experiences. Conversations and work between creatives, cultural providers, town centre teams, local businesses and communities will open up ideas and solutions.

Creative Green Training © Julies Bicycle



Build cultural partnership & secure strategic funding

Much can be achieved through joint working. Culture providers and communities in Enfield can develop stronger relationships and seek funding to enable shared ambitions to be realised. Creative programmes which bring the borough's communities together will be especially valued.

The National Heritage Lottery Fund has identified Enfield as a strategic priority area for investment. This creates the opportunity to ensure culture can be part of heritage plans through creative interpretation. Currently Enfield has no NPOs (National Portfolio Organisations - resident cultural organisations that are regularly funded by the Arts Council) which indicates scope for additional investment into the borough to increase cultural access.

Diversify income streams

Enfield's cultural venues including Millfield Theatre, The Dugdale and Forty Hall have active creative programmes and are much loved. The diversification of business income streams can be explored to improve long term sustainability, broaden audiences and bring more people together to enjoy what is on offer.

Strategic funding such as for the GLA's Creative Enterprise Zones can be sought to boost the creative industries, open up new roles for cultural venues & providers to engage the local community, and develop a stronger town centre presence. Businesses must also be encouraged to take an active role in the cultural community life around them.

Harness development and planning to contribute to culture provision & secure investment

As new development comes forward in Enfield, investment can be secured to expand and diversify the borough's cultural provision as part of social, cultural, community and employment infrastructure. This could include subsidised spaces for cultural occupiers, affordable creative workspace and artist studios, public art commissioning and cultural festival activity which enhances the life of Enfield.

Planning policy and spatial planning including infrastructure plans and masterplans, as well as contributions through S106, CIL and Neighbourhood CIL, can all play a part in boosting the borough's cultural life and creative economy.

Strategic programmes which improve town centres and public realm can integrate culture in planned work and in future funding bids. New models of investment such as The Creative Land Trust can be explored with a view to brokering new creative workspace partnerships. Cultural occupiers can be identified through open calls or brokered partnerships with clear agreements around commitment to providing tangible local benefit including opportunities for young people.

5. Cultural Action Plan

Engagement & Consultation

Many people have taken part and contributed to the development of this strategy and the emerging Action Plan during 2020.

Engagement and consultation took place through:

- Face to face and online meetings and discussions;
- A questionnaire and follow-up round-tables with members of the local creative community to explore the specific focus areas set out in the strategy as well as to help identify needs across the borough;
- And a series of discussions with key stakeholders within Enfield Council including staff working across culture, heritage, libraries, health and wellbeing, economic development, regeneration, community engagement and planning.

This activity has all helped to inform and guide the strategy and we are grateful to everyone who has given time to share views and ideas including:

- Teams across Enfield Council's strategic services
- Many of the borough's cultural and creative industries sector
- Key stakeholders such as those delivering regeneration
- Representatives of those who deliver creative community activity
- Councillor Caliskan, Leader, and Councillor Barnes, Deputy Leader, Enfield Council

Below; Platinum Dance performers at Enjoy Enfield Summer Festival 2020



Indicative Action Plan

An indicative set of strategic actions accompanies this strategy and lays out a route-map for delivering the aims and ambitions of this strategy.

The Culture Connects Action Plan is delegated to the Portfolio Holder for Culture and to the Executive Director of Place. The indicative actions set out below and overleaf illustrate a selection of the actions identified at the strategy's outset – it is not comprehensive.

Culture Connects is a collaborative strategy and these actions will be owned and delivered by a variety of LBE teams and key stakeholders across the borough. This principle of connecting for greater impact is at the heart of this strategy.

The full Action Plan will be reviewed annually.

Three priorities underpin all actions: Sustainable Culture; Creating Opportunities for Young People; Culture Everyday

Key Projects Summary

- Cultural Planning Policy and Public Art Commissioning Guidance - to build a process & mechanisms for securing investment and ensuring quality
- Town Centre Culture Toolkit - to guide creative projects to enhance our high streets
- Enfield Creative Network - to build a strong local network which can build partnership and share resources
- Youth Culture Catapult programme - to assess and grow creative opportunities and career pathways for local young people
- Targeted Creative Enterprise Development - to build Enfield's creative industries and support training and employment
- Creative Recovery Programme - to aid the Covid19 response across the borough and support social and economic recovery

Culture Connects - Indicative Action Plan

Focus Areas

Spotlights

Short-term Actions

Next Steps

On the Ground



Meridian Water Cultural Strategy

- Produce an outward facing Culture Strategy for Meridian Water

- Consult on developing strategy to build ownership and partnership
- Ensure developing strategy continues to support delivery of Enfield Cultural Strategy

Supporting Growth



Youth Culture Catapult programme

- To increase and improve creative opportunities for young people in and outside of formal education, and explore new and existing funding programmes to support

- Assess youth creative offer and provider partners across Enfield
- Explore partnerships such as with LBE Libraries & community centres & Universities
- Embed skills opportunities within all cultural programmes e.g. volunteering, ambassadors, workshops, professional visits

Celebrate



Enjoy Enfield Summer

- Deliver & evaluate a Covid-Friendly Summer Programme 2020

- Evaluate to include diversity of offer and audiences, & assess learnings to take forward into new programmes, including LGBTQi+

Capacity



Enfield Creative Network

- To generate networks and joint working alongside a borough creative directory to better connect the sector with scope for mentoring and resource sharing and to include identified spaces available for cultural use.

- Instigate a monthly meeting
- Create & share a borough creative directory
- Establish a sector-facing e newsletter to collate and share news and opportunities
- Develop informal mentoring and training focused opportunities eg event management, volunteering, commissioning
- Explore resource sharing including technical equipment



Cultural Planning for the borough

- Cultural Infrastructure Assessment to guide future development
- Cultural Planning Policy to guide planning gain negotiation to include priority costed projects & secure funds
- Public Art Commissioning Guidance to ensure quality commissioning

- Create a brief
- Determine cost/budget
- Identify funding
- Commission production
- Ensure integration between Planning Policy & Cultural Strategy

Culture Connects - **Indicative** Action Plan

Focus Areas

Spotlights

Medium-term Actions

Next Steps

On the Ground



Work to facilitate easier access to parks, open spaces and venues for cultural uses with associated support

- Identify key barriers to wider use of parks and open spaces for culture
- Collaborate to find solutions to increase access and use
- Monitor future culture and events use to assess impact

Right Mix



Identify a town centre creative spaces, permanent or meanwhile

- To boost the local offer
- To generate creative industries and community opportunities
- For creative & wider community to make, present and sell work, learn skills, 'have a go' & meet

- Identify potential spaces including empty buildings, windows, streets and squares, hidden corners
- Reach out to potential partners including e.g. Creative Land Trust, studio providers, existing providers wishing to expand/relocate



Support the development of Enfield as a significant creative film production and gaming hub with associated employment and training opportunities

- Identify opportunities to grow the sector including at Meridian Water and with film/gaming industry stakeholders including Film London
- Build on the existing film production activity in the borough
- Seek to generate creative pathways into professional roles for local young people

Investment Approach

Local government is under significant financial pressure and Enfield Council has lost £Xm funding since 2010. We will take a sustainable mixed economy approach to securing investment for culture and the creative industries. Diversifying funding will help to spread the opportunity to secure investment and create a balanced approach.

This may include:

- Becoming 'bid ready' for public investment in strategic programmes across arts and culture, heritage, health, education, regeneration and community development
- Levering funding through partnership and collaborative working on projects such as public realm and economic development, social value community initiatives or cross borough/cross region working such as the Productive Valley or the London to Cambridge Innovation Corridor
- Investing in training and skills development to build local capacity
- Harnessing planning & regeneration as a tool for investment and to better integrate creativity through development and renewal of public spaces
- Exploring the borough's property assets to identify opportunities for meanwhile activity or new cultural or creative enterprise uses
- Exploring business streams through hires, sales, ticketed events and commercial partnerships
- Identifying how culture & creativity deliver on multiple objectives and recognising culture's socio-economic benefits

Outdoor Cinema, Broomfield Park © Talkies Community Cinema



Social Value

Cultural value is often measured in terms of the economy, health and successful cities and towns, but the social value it generates is increasingly being understood.

Whilst culture needs to work ever harder to secure and generate investment and contribute to strategic aims, we also know the intrinsic value of culture to people's individual experiences and capacities.

Evidence increasingly supports the meaningful health benefits of culture for loneliness, for recovery from physical and mental illness, through the soft skills gained through a creative education and increased 'employability' this affords, and the wider way in which culture connects us as a community.

Culture can also act as a vehicle to raise awareness of the environmental emergency whether through performance, creative activism or through, for example, public realm improvements such as creative digital or physical wayfinding trails which encourage walking and cycling. Enfield Council's Cabinet declared a state of climate emergency in 2019 and committed to making the authority carbon neutral by 2030 or sooner.

Strategy Implementation

Enfield Council has a Cabinet member with responsibility for culture. The Cultural Strategy Action Plan will be delegated to the Cabinet member and the Executive Director for Place.

This Cultural Strategy will inform cross council policy and projects and collaborative working.

The Cultural Strategy Action Plan to be reviewed yearly to reflect opportunities and ambitions as they arise.

It is recommended that:

- a London Borough of Enfield Working Group focus on the integration of culture across the council's work, to align aims and ambitions and identify opportunities.

- a new Enfield Creative Forum be established and meet regularly to enable networking to amplify and realise joint ambitions, generate partnership and strengthen the sector. This to also seek to attract new providers, spark inspiration and catalyse new ideas which can be realised.
- to involve and work strategically with the local community including businesses and other key stakeholders such as through regeneration programmes; to build advocacy and championing of culture; and welcome new creative enterprise opportunities to Enfield.



Commissioned by Enfield Council

Produced and designed by:
Dallas-Pierce-Quintero

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In line with Enfield Council's Climate Action Plan (2020), this strategy will be available as a digital PDF.

About Dallas-Pierce-Quintero

We're passionate about using art and design to enrich people's lives. We enliven public spaces, craft beautiful architecture, create meaningful public art and envisage cultural strategies for places experiencing change.

Our experience in delivering art and architecture projects gives us a unique advantage in working with local government, developers and cultural organisations to develop cultural strategies for places undergoing transformation.

We have successfully delivered cultural strategies for developments across the UK, each with their own unique challenges and aspirations.

This work is highly site-specific; exploring places, spaces and engaging the people that inhabit them through on-going dialogue to highlight existing cultural assets and define a foundation from which to build a vision for the future.

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Left; Mural unveiling with Platinum Dance © Enfield Council



Commissioned by

Enfield Council

Lead Consultants

Dallas-Pierce-Quintero

London Borough of Enfield**Cabinet Meeting****Meeting Date** **11 November 2020**

Subject: **Case for Change - Digital Services (IT) Strategy****Cabinet Member:** **Cllr Maguire****Executive Director:** **Fay Hammond****Key Decision:** **KD5222**

Purpose of Report

1. This report is to inform the Cabinet of a new Digital Services (IT) Strategy and to gain agreement to proceed with its implementation.

Proposal(s)

2. The new Digital Services (the new name for ICT) strategy and associated organisational structure is designed to improve the maturity and robustness of day-to-day operations and governance. It will also enable Digital Services to deliver the council's 'modern council' cross cutting theme by creating a modern technology landscape and digital workplace. The cabinet report proposes and ask agreement for;
3. Adopting a new name for the function (Digital Services)
4. Deploying a new vision, strategy and organisational structure
5. Supporting this new strategy with revised operational processes and governance across project management, service delivery, budget management, technology architecture and data
6. Delivering against new Key Performance Indicators

Reason for Proposal(s)

7. The outgoing IT strategy and current Operating Model is not fit for purpose for delivering the Council's priorities. This limits Digital Services ability to deliver a modern technology landscape (supported by enterprise architecture) and digital workplace supported by modern applications and digital smart devices. The case for change is around three key themes:
 - 1) Programme portfolio: re-focussing on projects that get the basics right, are deliverable within the team capacity, utilising existing technology (rather than bespoke); reducing the current 600 business applications

- 2) Team capacity and culture; reducing reliance on contractors and instead developing staff to ensure that the learning is retained
 - 3) Customer focus: improving ownership and resolution of problem management, more response service desk.
8. The business has provided feedback to Digital Services that highlight a need to improve customer engagement, IT enablement programme and project management for their services and greater value creation.
 9. To establish a complete picture of the need for change an IT Capability Maturity Framework analysis was carried out and showed an average score of 1.6 against a possible score of 5.
 10. The new Digital Services Strategy has been created to meet these challenges and deliver a Modern Council to the community.

Relevance to the Council Plan

11. Enfield Digital Services supports the delivery of the council plan, A Lifetime of Opportunities for Everyone 2020-22 priorities. As set out in the cross cutting themes, the aim is to be a modern council, by empowering the workforce to be at their best through having right digital tools, ensuring services are safe, accessible and efficient through modern user-friendly technology and supporting value for money and financial resilience through innovation that reduces costs.
12. To realise this, Digital Services need to enable an architectural landscape that allows for robust modern applications to be deployed across the council.
13. By changing the Operating Model and organisational structure towards directly employed resource acquisition, talent development and retention Digital Services are creating 'A Lifetime of Opportunities' for staff members (over external contractors).
14. In addition, radical application consolidation and seamless data handoff between connected Enfield Council Business Applications and databases will enable the council to provide 'Early Help' to the community and staff by creating 'one version of the truth' that can be accessed in real-time and make use of artificial intelligence and machine learning to generate insights.
15. Providing all relevant staff a smart mobile digital device matched to working style will deliver 'A Modern Council'. Enabling the choice to go 100% print free the new strategy will help deliver the 'Climate Action' cross cutting theme.
16. Beyond these areas the strategy is designed to enable digital inclusion by creating the infrastructure needed to support business areas such as

People and Place meet their own aspirations for supporting the community.

17. Finally, the strategy enables Digital Services to deliver the Guiding Principles and Values by placing customers at the heart of processes.

Background

18. Between 2016 and 2017 the ICT support function was in-housed and centralised after 15 years of being delivered externally by contractors. Since then the department has steadily grown in knowledge, competence and size with the support of partners, consultants and long-term agency workers and now have a good foundation for future accelerated progress.
19. This period of transition has not been without its difficulties and fundamental changes are now needed to develop the function into a mature and enabling part of the council. One of the areas the new strategy will redress is to move focus away from developing costly and bespoke internal systems that require expensive skills and knowledge, in favour of maximising the use of industry standard business applications to provide trusted services to the community and Universal Applications that improve internal productivity and collaboration.
20. There are 4 departments within DS which are loosely based around ITILv3 principles (ITIL, formerly an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business) however no formal operating model has been uniformly adopted and the result is a siloed approach with a disproportional amount of time spent on business as usual actions and mitigations that make the department reactive.
21. The department has shown tremendous flexibility and conscientiousness since COVID-19 and have enabled the council to quickly adapt to remote and mobile working.
22. The Digital Service team look after the needs of approximately 2,993 council employees, manage between over 600 business and citizen facing applications and associated hardware infrastructure. There is a portfolio of 53 business as usual (BAU) IT projects currently being delivered within the department.
23. Digital Services also provide project management delivery on behalf of business areas, staff training, data and cyber security, governance, contract management and data insights. To be able to deliver this bold and innovative strategy in addition to getting the basic's right, Digital Services need to support the business and Digital Services delivery through a carefully constructed revenue and capital budget, being aspirational but realistic in delivering what is achievable, what is needed and challenging everything against the corporate and Digital Services principles.

24. The current annual revenue budget is £11.6m for running costs of the Digital Services.
25. A business requirements portfolio exercise was carried out across the council which identified 65 IT enabled projects that the council wished to progress to deliver the Council Plan. This portfolio is being prioritised and will be tabled at a future Cabinet meeting as “A Modern Council – Digital Business Portfolio”. Therefore, the strategy will need to provide a robust foundation that supports IT enabled business project delivery.
26. At the beginning of the year the department was made up of 100 full time equivalent staff (including 22 contract or agency staff).
27. Since March Digital Services have gradually reduced the volume of contract and agency staff and, as part of an organisational restructure agreed in August 2020 have paved the way for the new strategy by increasing permanent staffing resource to 115 (funded by a reduction in external staff) and created departments that align closely to ITIL 4.
28. In developing this new strategy and to assess performance objectively Digital Services deployed the IT Capability Maturity Framework (IT-CMF) industry standard to understand where gaps exist, informing the priorities and developing the structure for the roadmap to success. This showed that the current function has an average score of 1.6 across 37 areas which is below industry average and the initial target of 3. Importantly a 1-point gap typically equates to a year of change and transformation activities so a priority of the highest value areas for improvement has been made to deliver the quickest benefit.
29. In addition, a digital landscape forecast was carried out which identified key trends and pressures the council will need to meet, and stakeholder feedback was sought which showed the department needed to improve its;
 - Relationship Management
 - Programme and Project Management
 - Business Knowledge
 - Service Desk Management
30. The strategy has been developed using recognised strategy development tools including STEEPLE, Porter’s 5 Forces, Business Model Canvas, Value in Use, ITIL 4, TOGAF 9, VIRN Strategic Asset Analysis, 5M Analysis, Lean, Strategy Kernel and Strategic Themes.
31. This strategy aims to build a solid and sustainable foundation (achieved through its Target Operating Model), deliver a reliable and fit for purpose service and enable future ‘Modern Council’ initiatives across the Council.

Main Considerations for the Council

32. The strategy is published in 'Digital Services Strategy 2020 – 2023' and submitted with this report. The success of this strategy aims to positively impact the council and the services it provides to the community and partners.
33. Digital Services are asking Cabinet to consider the new vision, strategy, Target Operating Model, Key Performance Indicators, roadmap and financial statement and agree to its implementation.
34. Once agreed Digital Services intend to publish the document, make it available to the public on the Enfield website and begin an internal communication campaign.

Safeguarding Implications

35. Whilst Digital Services as an enabler to the business areas does not have a frontline impact on safeguarding, Data and Cyber Integrity will be increased as a result of the strategy implementation which will have a positive impact on the ensuring the data or vulnerable adults and children continues to be secure.

Public Health Implications

36. Enabling digital agile working will require joined up thinking with the Build a Change programme to ensure that any increase in 'working from home' or 'working from wherever' does not impact on staff physical or mental health.
37. Creating seamless data handoff across core applications will improve communication with public health services and partners, improving Early Help and data integrity.

Equalities Impact of the Proposal

38. The strategy will deliver modern smart digital devices to all council staff and match their working style and ensure accessibility to the tools needed to carry out their roles. Digital Services envisage this strategy will improve access to a wider range of needs and enable the business to offer more modern community facing digital environments.

Environmental and Climate Change Considerations

39. Negligible positive impact from a reduced application stack and the associated cloud hosting this involves.
40. Enabling a print free environment for business areas and the community who choose this option.
41. Enabling flexible working environments that reduce the climate impact of commuting for Enfield staff and lower Enfield Council's buildings footprint.

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

42. Running the department under the current operating model will increase long term operating costs associated with a larger application stack. This will also further the propensity of having multiple systems carrying out similar tasks and with little scope for full development and deployment (using each system to a small % of its potential).
43. A large application stack will increase the need for contractor and agency staff who bring specialist and niche skills to the council. This in turn will sustain continued higher staffing costs.
44. Future drives to reduce contract and agency staff will increase IT resilience risk which could lead to systems and infrastructure failure.
45. A sustained working environment of 'fire-fighting' and bolstering with contract staff reduces development and career options for internal staff. This could lead to higher staff turnover and demotivated staff.
46. IT enabled business projects including those which have been identified in "A Modern Council – Digital Business Portfolio" will continue to be under governed and under resourced which could lead to project overruns and increased costs.

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

47. Not recruiting all vacancies in a timely manner will negatively impact services and projects as contractors leave and take their knowledge with them – to mitigate this risk a phased approach to contractor use will be implemented and proactive recruitment of fixed term contracts will be taken.
48. New Heads of Service not being in place within the calendar year will delay the start of the strategy implementation – to contain this risk some tactics can be deployed without Heads of Service in place in the short term such as portfolio management and new governance around Project Management Office and Service Improvement Plans (SIP).
49. Each stage of the strategy implementation requires business areas to engage, support and alter their approach to IT. If they are not able to also commit to this strategy the transformation would stall or be partially effective. The new supporting Digital Services Charter and communication campaign will promote the new way of working. The Service Improvement and Portfolio Managers will provide new touchpoints to each business area to help embed the change.
50. Following consideration of the digital portfolio proposal at a future Cabinet meeting, the programme of works to be delivered will also influence the resourcing requirements of Digital Services; this will be considered as part of the digital portfolio investment report.

Financial Implications

51. There are Medium Term Financial Plan (MTFP) savings of £3.36m expected to be delivered from 2020/21 over 5 years. These savings will be achieved by reducing the application stack, infrastructure footprint & associated operating costs.
52. The current Digital Service budget is £11.6m, of which the staffing budget is £5.3m (2020/21) which will increase to £5.65m in 2021/22. The organisational structure proposed will fall within this budget provision.
53. Any potential redundancy or early retirement costs will be absorbed within the Digital Service staffing budget due to a number of vacant posts that are unlikely to be filled immediately as the service transitions into the new structure.

Legal Implications

54. There are no legal implications arising out of this report.

Workforce Implications

55. Where changes from the implementation of the Digital Strategy will impact on contractual terms and conditions, staff engagement and consultation are being undertaken in line with statutory requirements and agreed HR policies.

Property Implications

56. Consolidate infrastructure contained within 65 council sites (in addition to any further plans as part of the Build-the-Change programme) which will free up space and reduce the footprint.
57. A Tech-Bar will be created in the Civic building to handover and collect devices and provide initial training or technical support to ensure tools are used to their fullest.

Other Implications

58. None in the context of this report.

Options Considered

59. An option was considered to outsource most of digital services to 'managed service providers' however this option was rejected for the time being to improve internal competency and service, whilst managing costs.

Conclusions

60. The new Digital Services vision and strategy to be realised between 2020 and 2023 will be a key response to supporting the Modern Council cross-cutting theme and enable each business area to fulfil the council plan.

61. The Organisation Restructure agreed in August 2020 by the HR & Finance Board created an increase in resources needed to deliver an improved service whilst delivering a largely cost neutral budget. This was the first preliminary step in delivering a new strategy.

62. Without the new Digital Services strategy and without a new Target Operating Model to create maturity the department runs the risk of continuing a disjointed approach to IT infrastructure, applications and project management across the council.

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Date of report 2 November 2020

Appendices

Digital Services Strategy 2020 – 2023

Background Papers

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

The Council Plan 2020-2022
The Customer Experience Strategy 2018 – 2022
The Climate Action Plan 2020
Equal Opportunities Policy 2012
Government Digital Inclusion Strategy
Enfield Corporate Plan 2018-2022
MTFP
IT-CMF Analysis
ICT Project/Programme Portfolio

DIGITAL SERVICES STRATEGY

2020-2023



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Foreword

A Lifetime of Opportunities: A Modern Council

Business context and need for change

Digital Services strategy 2020-2023

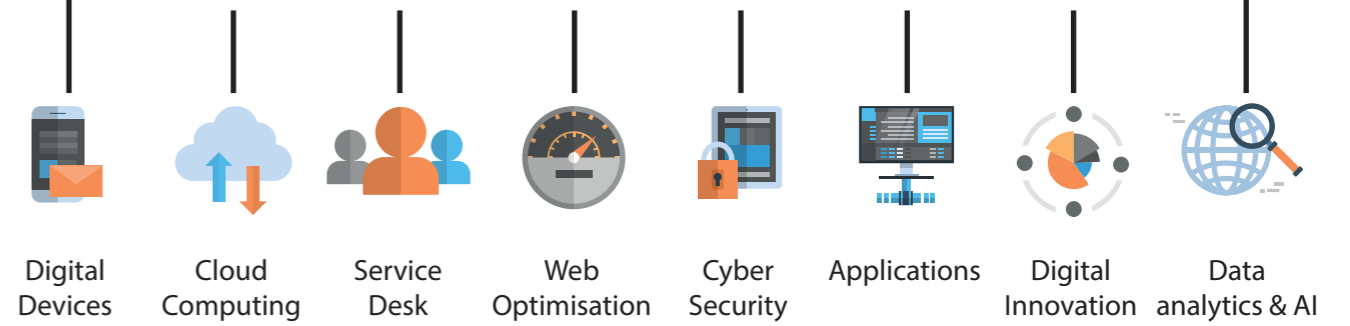
Key performance indicators

Roadmap to success

In conclusion



DIGITAL SERVICES



FOREWORD

The digital workplace, where fast ergonomically designed software and hardware enhance productivity and customer satisfaction, where seamless connectivity between systems and infrastructure provide one true version of events in real-time and Artificial Intelligence (AI) improves decision making and customer services is already being delivered by many organisations to their workforce and customers.

In addition, the affects that COVID-19 has had on attitudes towards remote or flexible workplaces, increases the expectation that organisations should adapt rapidly to provide a broader range of connectivity and service to customers.

This new digital and agile reality drives expectations at a relentless pace and Enfield Council needs to re-imagine how a Modern Council operates to deliver a truly relevant and digitally enhanced environment for its staff and the community.

The ICT department has come a long way since 2017 when it restructured and in-housed IT support activities and is now represented by a wealth of passionate and skilled people. However, it has struggled to create a mature, sustainable and cohesive operation and has suffered from inefficiency and ineffectiveness.

These growing pains have been amplified by heavy reliance on external contractors to bolster skills and resource gaps which have stretched budgets and hindered potential value realisation. Inconsistent joined-up thinking across the Council has added further resource pressure and core applications have now ballooned to almost 600 – often duplicating functionality.

In developing our new strategy to meet these challenges and deliver a ‘Lifetime of Opportunities for Everyone’ we have been careful to apply the council values to create an approach that’s uniquely Enfield’s and represents the behaviours and ambitions set out in the Council Plan.

To this end we are renaming the department ‘**Digital Services**’ (DS) to better reflect the purpose of our department as ‘enablers’ for the business. This new name combines classic IT software and hardware provision and support with the addition of data into a single word ‘Digital’.



*Kieran Murphy
Director of Digital,
Data & Technology,
Digital Services*

This new name and what it signifies is just the start of our transformative change into a true business enabler. Our new vision sets out the bold ambition for a future state and challenges every team member to think 'customer first'.

“Digital Services will become a mature ‘customer first’ digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve Enfield Council priorities”.

To make this vision a reality will require a fresh strategy and changes to our target operating model to focus on our customers' needs and generate rapid value creation. Our organisational structure has also been redesigned to create more efficiency, transparency and governance.

These changes will hard-code 'customer first' and 'maturity' into day-to-day life and the measures we strive to achieve.

To ensure complete cohesion across the Digital Services department we will adopt the following strategic principles in all we think and do;

- **We will think 'customer first' in all interactions, products and solutions**
- **We will attain, retain and deploy unparalleled knowledge**
- **We will apply the phrase 'right first time' in all we do**

By delivering this vision and strategy we will help the council achieve its Modern Council cross-cutting objective and deliver the digital workplace demanded by staff and our community.

Our aim to deliver a cost neutral transformation is a key thread in the new strategy and the roadmap we have created to achieve our vision.

This means taking a fresh look at priority areas and customers (e.g. departments supporting vulnerable communities and education) to prioritise these departments. This also means prioritising digital projects that deliver longer term business and financial benefit by speeding up application consolidation or radically increasing productivity.

Importantly, our new strategy will require significant commitment and flexibility from our valued team and the wider business if it is to deliver the benefits it promises. With 65 digitally enabled business projects either currently in flight or under review, tough choices will need to be made to reduce this number to a level that is achievable with the resources and budget available.

In summary our bold new **Digital Services** department will enable Enfield Council to become the truly modern council it aspires to be. It will refocus its strategy and operating model to put customers at the forefront to deliver a digital workplace to be proud of.

Kieran Murphy
Director of Digital, Data & Technology
Digital Services

A LIFETIME OF OPPORTUNITIES: A MODERN COUNCIL

Enfield Digital Services supports the delivery of the Council Plan, 'A Lifetime of Opportunities for Everyone 2020-22' priorities. As set out in the cross cutting themes, the aim is to be a modern council, by empowering the workforce to be at their best through having the right digital tools, ensuring services are safe, accessible and efficient through modern user-friendly technology and supporting value for money and financial resilience through innovation that reduces costs.

The Digital Services vision and strategy will deliver this by concentrating on two areas;

- Customer first (to deliver the right digital environment for staff and the community)
- Functional maturity (to create a solid operating structure that meets industry standards and gets the basics right)

The modern council programme objectives have been accelerated by COVID-19 and the knock-on effect this has on council finances and an appetite to 'work from anywhere'. This brings additional challenges around delivering a completely new digital landscape and infrastructure complemented by resilient and cyber secure systems that are linked to our Climate Action targets.

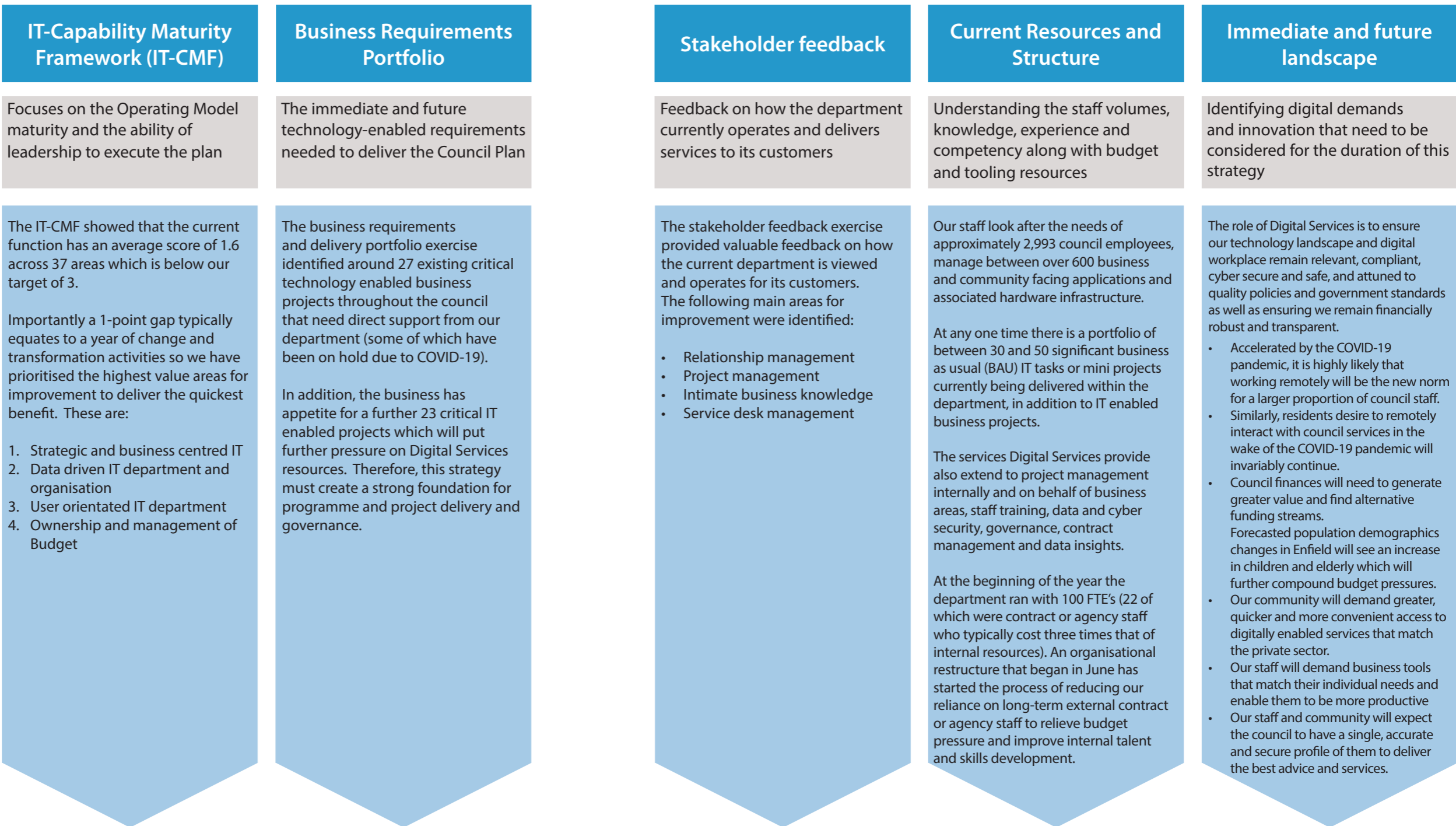
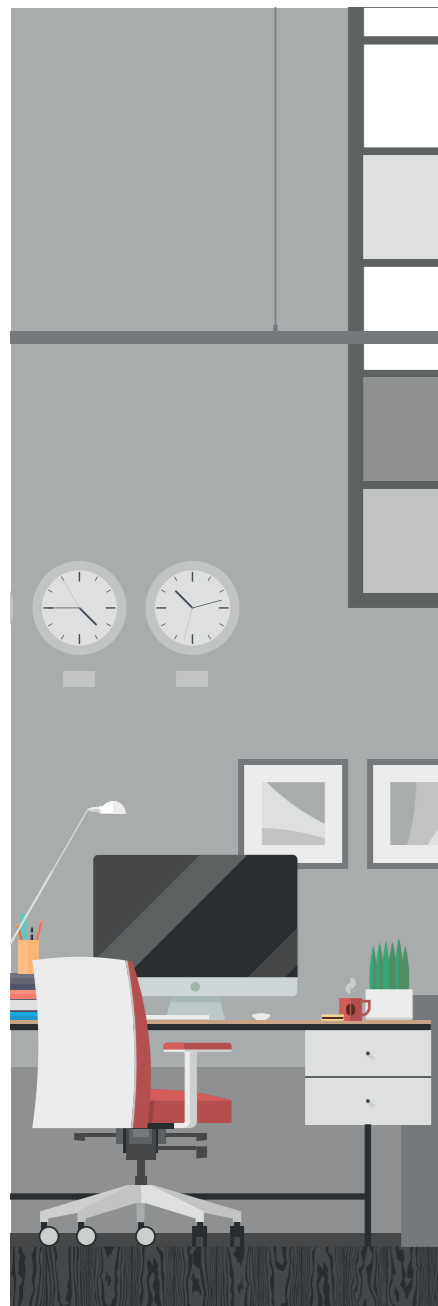
BUSINESS CONTEXT, ANALYSIS AND NEED FOR CHANGE

A review of Digital Services ability to meet the modern council agenda has been undertaken and eight themes have emerged that require improvement to fully meet the modern council agenda.

An industry standard assessment has been undertaken. A stakeholder and technology review has been carried out and a business requirements portfolio and digital trends exercise completed to ensure our new strategy is fit for purpose. These identified;

- The organisational design and operations of the department is not robust or resilient enough to meet current challenges
- The department's relationship with each business area is not intimate or valuable enough to support their needs
- Technical Support and Customer Service struggle to deliver an effective service across the legacy infrastructure and over 600 business applications
- Programme and Project Management is under resourced and poorly governed
- A step change is needed to meet the digital demands of an agile workforce

BUSINESS CONTEXT, ANALYSIS AND NEED FOR CHANGE



From this extensive picture we have identified eight strategic requirements that must be delivered for us achieve our modern council commitments. These requirements fit into two themes:

Customer First

1. We must create a technology landscape, digital workplace and business support service that is safe, compliant and trusted to deliver a modern council.
2. We need to develop stronger, deeper and more strategic relationships across the council and its partners to enable better digital decisions that support application consolidation and user satisfaction.
3. We must deliver services and support to the council that enables all staff to have the right tools, in the right place, at the right time and receive service in a timely manner
4. We need to embrace and adopt modern digital technologies across the technology landscape and digital workplace (such as Cloud, SaaS, Automation, Artificial Intelligence, Smart Mobile Devices, etc) to remain agile and relevant to community, staff and political needs.

Functional Maturity

5. We must create a robust talent development pipeline that motivates and enables staff and provides a foundation for succession planning and continuous improvement.
6. We must realise cost savings across the entire technology landscape and digital workplace to deliver financial resilience and good governance.
7. We need a robust operating model that delivers immediate business advantage and generates high levels of leadership, governance, productivity and a foundation for sustainable continuous improvement.
8. We need to drive effectiveness and efficiency into the very fabric of our people to become a high performing and trusted department whilst getting the basics right.

DIGITAL SERVICES STRATEGY 2020 - 2023

Vision

"Digital Services will become a 'customer first', mature digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve our Council priorities".

Strategic principles

To achieve this vision, we will apply the following strategy to all aspects of the department, to shape our behaviours and performance measures;

We will think 'customer first' in all interactions, products and solutions

- Not just our immediate internal customers but their customers too

We will attain, retain and deploy unparalleled knowledge

- Continually challenging ourselves to become subject matter experts
- Creating cost effective strategic partnerships above short-term transactional vendor relationships

We will apply the phrase 'right first time' in all we do

- Drive maximum productivity with minimum waste on effort, resources and council budgets
- Apply human factors such as anatomy, physiology, psychology and engineering to product and service design to improve customer satisfaction and enhance performance

This strategy is designed to naturally increase our customer first and functional maturity streams by bringing the department much closer to the wider business and aligning its priorities with that of each customer.

It will also ensure that our Digital Services workforce are invested in, enabled and empowered to deliver our vision. It aims to reduce our reliance on long-term external agency workforce solutions and focus on transformative strategic partnerships.

Finally, this strategy is designed to focus everyone's mind on achieving efficiencies and usability, and as a result, cost savings across the entire value chain at Enfield Council.

Key strategic outputs

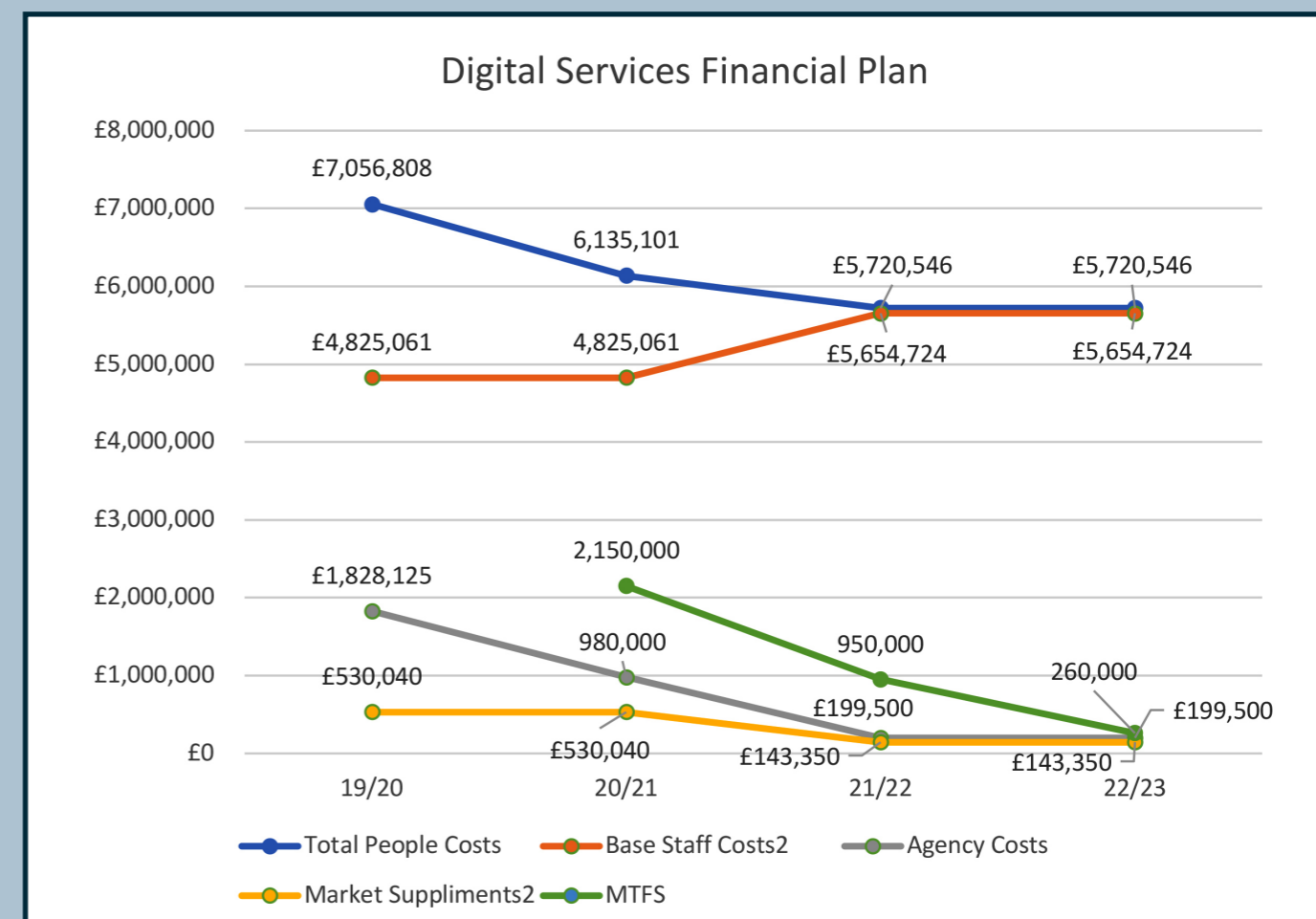
Customer First

- High quality business partnering and customer first enablement.
- Fully integrated smart mobile devices in use across the council.
- Radical application consolidation across the technical landscape.
- Robust programme and project management (scoping and delivery).

Functional Maturity

- Achieve IT-CMF maturity targets in priority areas – getting the basics right.
- Achieve ISO 27000 security standard, ISO 27701 data privacy standard and ensure GDPR compliance
- Robust talent development programme including career paths, succession planning and training and development from cradle to grave.

FINANCIAL PLAN



This financial plan does not consider any savings that would arise from IT enabled business projects and application consolidation as part of a wider scheme of works required by the council - such as a single approach to procurement, asset management and a corporate PMO governance.

Whilst our new strategy, organisational structure and Target Operating Model would better support these business projects and enable greater savings (including consequential head count reductions because of less applications to support), these projects remain the ownership of their respective business area and are not included in this document.

Our new strategy will deliver savings across three areas; People, Applications and Infrastructure. These savings are taken 'as is' from the Mid-Term Financial Plan and require further investigation.



People

Our organisational restructure will reduce our people costs from £7,057m p/a to £5,720m p/a over the next 2 years. The rapid savings on agency costs will be used to fund increases in FTE head count to improve the service. This achieves a restructure that is largely cost neutral. A budget pressure of £62,546 if we achieve 100% staffing levels and comfortably under budget by £277,358 if we run at a conservative vacancy factor of 5%.

Further unspecified people savings are expected as part of our 'application consolidation' and 'mobile digital devices' deliverables which would lead to a consequential reduction in head count.

Applications

Applications such as the digital customer platform, using Artificial Intelligence (AI) and automation, reducing print costs and general application consolidation will generate £1,500,000 over the next 3 years. By reducing our application stack and putting a greater emphasis on the applications we will use and providing a 'smarter training programme' for existing and new applications will encourage better usage.

Infrastructure

Rationalising telephony and mobile contracts, reducing hosting and storage costs and altering digital device management and maintenance will generate savings of £1,860,000 over the next 3 years.



DELIVERING THE STRATEGY

Functional Maturity

To deliver this strategy we need a bold Operating Model to provide direction, application and governance. This in turn will be supported by a fully aligned Organisational Structure supported by a skills and structure review, IT-CMF Roadmap, Core Deliverables and associated Key Performance Indicators.

We have developed a Target Operating Model (TOM) that closely aligns to the new industry standard ITIL 4 principles. ITIL, formerly an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. This standard is the latest ITIL update – released in 2019 – and supports the modern stakeholder relationships, co-creating and value generation.

By developing a TOM in conjunction with ITIL 4 principles we have the option of adopting the framework more formally which in turn would lead to ISO certification – an important step in proving maturity.

The diagram overleaf illustrates how the council plan and our vision and strategy inform our TOM which provides a top line view of our value chain.



Strategic Direction

A LIFETIME OF OPPORTUNITIES FOR EVERYONE:

Good homes in well connected neighbourhoods

Safe, healthy and confident communities

An economy that works for everyone

1 A modern council

2 Climate Action

3 Fairer Enfield

4 Early help

“Digital Services will become a mature ‘customer first’ digital and data service that intimately understands the organisation and community it serves and leverages this insight to achieve our Council priorities”.

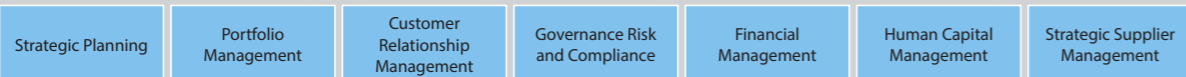
We will think ‘customer first’ in all interactions, products and solutions

We will attain, retain and deploy unparalleled knowledge

We will apply the phrase ‘right first time’ in all we do

Directorate, Communications and Relationship Management

Leadership, Strategic Planning & Commissioning



Enterprise Architecture and Design



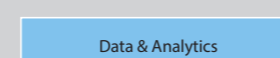
Solutions Delivery



Technology & Infrastructure Operations



Knowledge & Insights



Service Management



Value Generation

The new focus for the department becomes ‘intimate business relationships’ by making customers the driver of our new value chain. This in turn leads to intelligent solutions design, delivery and comprehensive handover. The TOM ensures that user adoption and continuous improvement is driven into ongoing management to ensure subsequent product/service iterations are proactive and flexible to the business needs.

This approach will have a transformative effect on our technology landscape as it enables consolidation and standardisation at all levels – driving ‘right first time’ into the business in a way that serves our customers.

This TOM is designed to achieve the following functional maturity improvements:

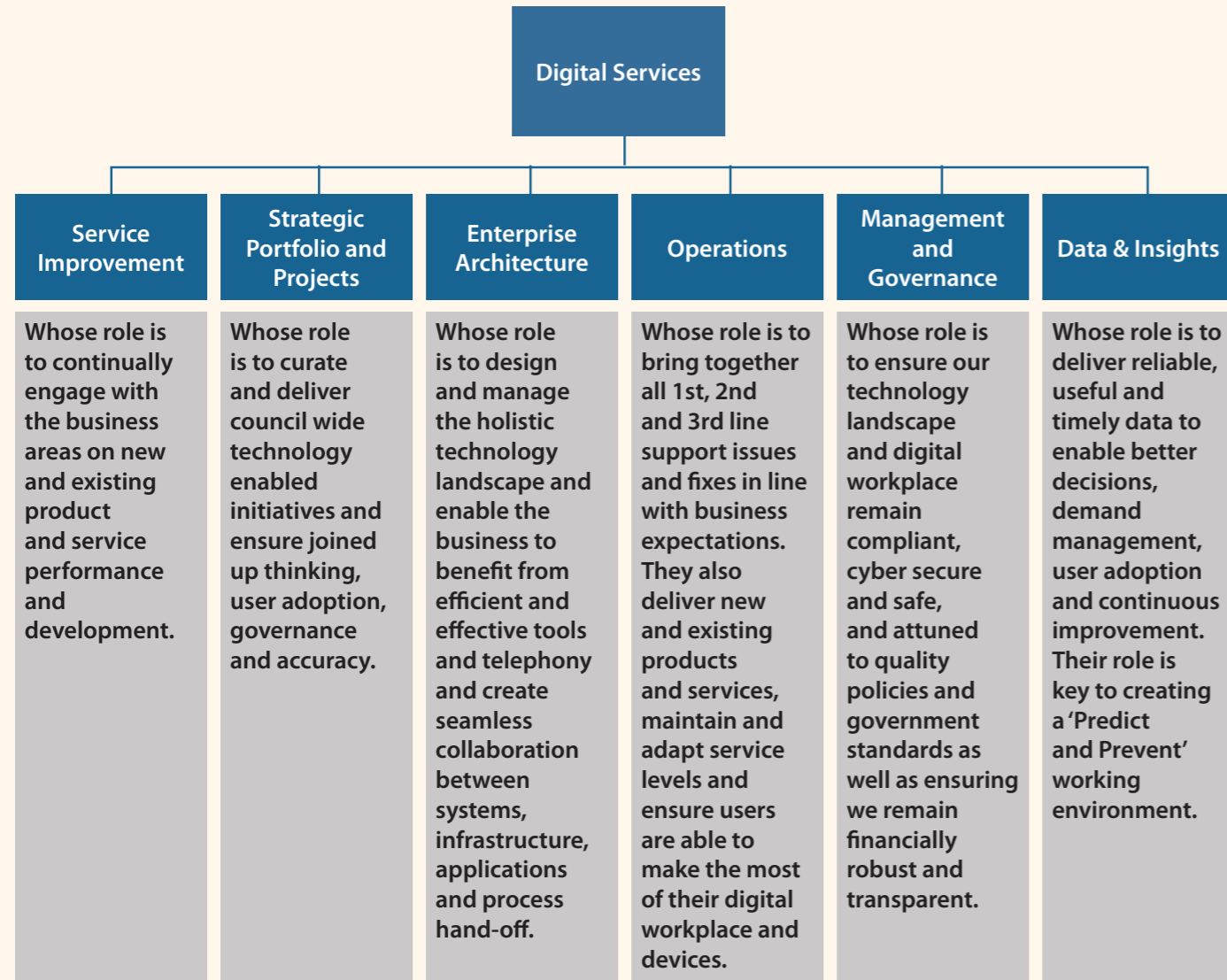
- Achieve IT-CMF maturity targets
- Stronger leadership and management capability across the department as a natural consequence of the operating model design
- Greater strategic planning to create an effective and efficient technical landscape
- The ability to deliver a Service Improvement Environment that proactively discovers and promotes continuous improvement across the council
- Improved programme, project and work-packet visibility internally and externally to aid decision making and continuous improvement
- A stronger value chain that enables us to rapidly consolidate the applications currently in use at Enfield Council and provide budget savings
- Greater council wide understanding of the value chain and governance needed to deliver their requirements to improve customer expectations
- Improved asset management and transparency to help service provision, budget management and sustainability
- Greater financial transparency to enable our funding to work harder for us
- A dedicated training resource and user adoption approach to a hybrid training programmes to ensure the maximum benefit of systems applications
- Improved talent development and succession planning to strengthen capabilities and career paths
- An uplift in usable data and insights to help drive continuous improvement
- A department that can ‘breathe’ and improve the value it generates for Enfield

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ORGANISATIONAL STRUCTURE

To enable and support our new TOM we will alter the Organisational Structure which includes strengthening the department skill set with the Knowledge and Insights team.



This new structure will provide greater joined-up-thinking across the department and create new key business touch points such as Service Improvement and Strategic Portfolio & Projects which will aid technology co-ordination across the council and improve our relationship with the business.

KEY PERFORMANCE INDICATORS (KPI)

Our strategy will realise 8 core deliverables. Each one of these has Strategic KPIs to measure success and a comprehensive range of linked Operational KPIs to ensure delivery. These have been designed to ensure we apply our strategic principles.

We will think 'customer first' in all interactions, products and solutions

We will attain, retain and deploy unparalleled knowledge

We will apply the phrase 'right first time' in all we do

We will deliver;

Core deliverable	Strategic KPI	Owner	Target date
Launch Digital Service Charter and Strategy	<ol style="list-style-type: none"> Soft launch to Digital Services staff September to December 2020 Formal launch across the council November to December 2020 	Digital Services 100%	December 2020

Core deliverable	Strategic KPI	Owner	Target date
Transformative digitisation across the council to provide mobile smart devices (hand-held or office based) and connectivity to all relevant staff enabling them to deliver services anytime anywhere.	<ol style="list-style-type: none"> All relevant council staff to have a digital smart device by Q4 2022 All council staff to have access to council systems anywhere they work by Q4 2022 All core Universal and Business applications to support mobile, agile working Q4 2022 	Digital Services 70% Business areas 30%	Q4 2022
Consolidate c600 largely unconnected software applications into an agreed core suite of integrated business applications – aspiring to a 20% reduction year on year, reducing operating costs and legacy risks whilst improving productivity, insight and cross agency data integration	<ol style="list-style-type: none"> Reduce application stack 20% year on year Apply single sign-on and seamless, automated data handoff across 70% of core Universal and Business applications by Q4 2021 5% reduction in overhead resources vacancies by end of Q1 2022 	Digital Services 60% Business areas 40%	<ol style="list-style-type: none"> From Q4 2020 Q4 2021 Q1 2022



A radically improved digital roadmap and service provision to increase council-wide productivity and customer service	<ol style="list-style-type: none"> 1. User journey and support to deliver an 80% 'right first time' service by Q2 2021 2. Rapid response and enhanced services for priority areas (Adult and children's services by Q1 2021) 3. User support to meet the anytime, anywhere demands of the council by Q1 2023 4. All business areas to have a digital roadmap created and agreed by end of Q1 2021 5. Digital Infrastructure roadmap to support customer facing applications needs (e.g. website) by Q2 2021 	Digital Services 60% Business areas 40%	<ol style="list-style-type: none"> 1. Q2 2021 2. Q1 2021 3. Q1 2023 4. Q2 2021
Quicker and robust project delivery to enable faster value creation and more efficient use of budgets using MS Project and ITIL and Prince2 based PMO governance	<ol style="list-style-type: none"> 1. 90% project governance compliance for all new strategic IT enabled projects by Q1 2021. 2. No project overruns outside of change requests by Q1 2021 3. All new strategic IT enabled projects to identify and track value creation and realisation by Q1 2021. 	Digital Services 80% Business areas 20%	Q1 2021
System automation, robotics, augmented technology and self-service to improve productivity, reduce operating costs and increase customer service	<ol style="list-style-type: none"> 1. Enable and support the print free strategy by Q2 2021. Reducing core print hardware by 20% year on year. 2. Self-service options for 75% of IT support requirements by Q2 2021. 3. 100% of all critical system and applications will be tested and monitored before go live commencing Q1 2021. 	Digital Services 90% Business areas 10%	<ol style="list-style-type: none"> 1. Q2 2021 2. Q2 2021 3. Q1 2021
Deploy machine learning and artificial intelligence across the technical landscape transform our data insights, drive continuous improvement and increasing use of AI service functions (e.g. ServiceNow)	<ol style="list-style-type: none"> 1. Chatbots enabled on 100% community and internal support interfaces 2022 to handle general customer service and IT support requirements automatically 2. An accurate single view of employee and community individual enabled by 2022 3. Apply statistical analysis and generate insights on core business behaviours 2022 	Digital Services 70% Business areas 30%	December 2022

A complete career and development path for departmental staff from Apprentice to Head of Service to retain and support our talent.	<ol style="list-style-type: none"> 1. Comprehensive skills and structure review across the department by Q1 2021 2. Documented talent development pathways published for all positions by Q1 2021 in line with the direction from HR 3. 100% Personal Development Reviews and 1:1's completed in line with direction from HR 	Digital Services 95% Business areas 5%	<ol style="list-style-type: none"> 1. Q1 2021 2. Q1 2021 3. Q4 2020
A transparent and cost-effective budget to help reduce the historical IT burden on Enfield Council.	<ol style="list-style-type: none"> 1. 100% project budgets created, approved, tracked and adjusted in MS Project by Q1 2021 in line with new corporate PMO 2. Single view of digital assets created and actively managed by Q1 2021 	Digital Services 80% Business areas 20%	<ol style="list-style-type: none"> 1. Q1 2021 2. Q1 2021



OUR IT-CMF ROADMAP TO SUCCESS

Delivering this vision and strategy will require key performance and structural gaps to be addressed as part of the department transformation.

Using IT-CMF as our benchmark we have created a roadmap that's been matched to our TOM and Organisational Design to provide the foundations needed to deliver our KPIs.

	Stage 1 – transition, planning and implementation		Stage 2 – structural implementation	Stage 3 – embedding and sustaining
	2020-2021	2021-2022	2022-2023	2023-2024
Strategy and planning	<ul style="list-style-type: none"> Establish vision and strategy Create portfolio management and begin tracking 	<ul style="list-style-type: none"> Actively monitor DS budgets monthly Establish a single view of DS ownership stock, utilisation, retirement of equipment Establish and communicate a clear sustainability and green information management system 	<ul style="list-style-type: none"> Establish continuous improvement culture amongst DS leadership Review and optimise decision making processes 	<ul style="list-style-type: none"> Continuously optimise business interaction
Enterprise architecture and design	<ul style="list-style-type: none"> Establish a clear The Open Group Architecture Framework (TOGAF) 9 framework used for enterprise architecture and business process management Rationalise the number of tools used for business management 	<ul style="list-style-type: none"> Outline accountabilities for Enterprise Architecture model Set up training, communication and governance on using the Enterprise Architectural model 	<ul style="list-style-type: none"> Extend the architecture framework to include patterns for complex cross functional architecture 	<ul style="list-style-type: none"> Architectural vision jointly owned by DS and the business
Solutions delivery	<ul style="list-style-type: none"> Establish clear programme and project management practices to support project lifecycle including monitoring of project status, budget and resources Embed agile delivery, working closely with the business Promote and encourage regular User Experience Design Thinking Workshops 	<ul style="list-style-type: none"> Collate and prioritise digitisation and innovation requirements Training and communication on agile delivery 	<ul style="list-style-type: none"> Actively promote innovation management Regular refresh of programme management methodology 	<ul style="list-style-type: none"> Change management continuous improvement

Technology delivery	<ul style="list-style-type: none"> Engage the business regularly on downtime and predictive issues Enhanced Service Desk processes documented and standardised Utilise monitoring tools in a proactive manner 	<ul style="list-style-type: none"> Predictive analysis of usage patterns to prevent future demand issues Exception / controlling reporting based on SLA's 	<ul style="list-style-type: none"> Pro-active, cost-optimised provisioning process in place 	<ul style="list-style-type: none"> Systematic improvement activities based on KPIs
Knowledge and insights	<ul style="list-style-type: none"> Set up information / Cyber security boards Enable clear information security strategy Deliver minimum viable product (MVP) revised performance dashboards for Service Improvement Managers 	<ul style="list-style-type: none"> Data cleanse to establish single source of the truth Establish clear business and DS ownership for data and information security 	<ul style="list-style-type: none"> Focus on predictive and preventative service and data analytics and intelligence 	<ul style="list-style-type: none"> Continuous data management improvement
Service management and operation	<ul style="list-style-type: none"> Identify best practice industry standard Service Management and supplier Management processes 	<ul style="list-style-type: none"> Adopt best practice industry standard methodologies Create and maintain integrated plan for capacity management and forecasting 	<ul style="list-style-type: none"> Proactive use of statistical data for service improvement Proactive performance management of key suppliers 	<ul style="list-style-type: none"> Manage service cost according to business need

Importantly the success of this strategy is dependent on each stage of our roadmap being delivered on time, on budget and to the right quality. Like any change project, critical dependencies exist across our roadmap and varying success in their correct delivery will have a varying effect on the outcome



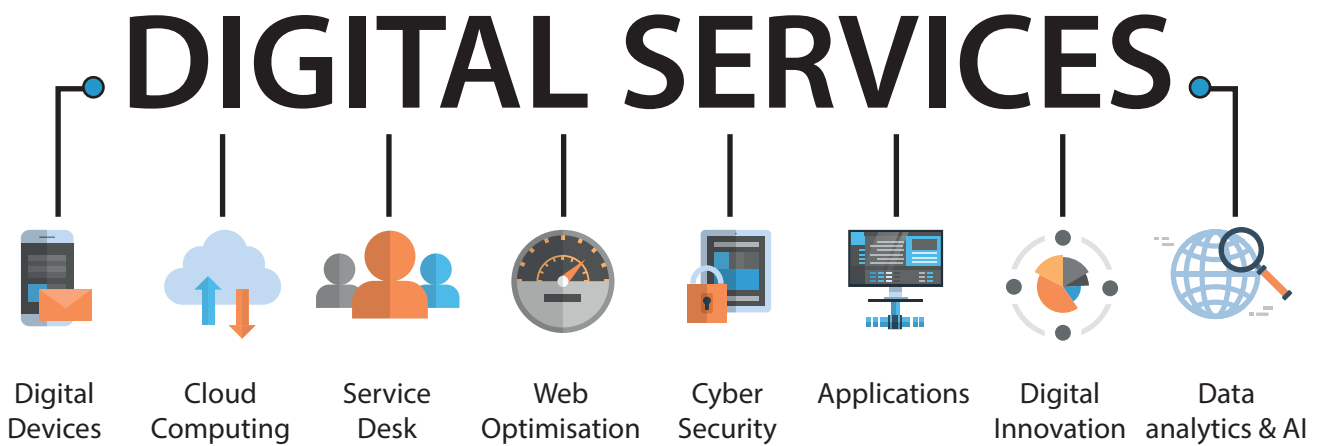
IN CONCLUSION

This new bold approach and strategy will deliver savings across 3 years. More importantly, it will create a council service that gets the basics right and better supports its staff and community, that puts the customer first and embeds the functional maturity needed to create a modern council.

It will do this by delivering a strong and sustainable department from which to launch a digital landscape that puts Enfield back on the map for innovation across local authorities in London.

It will divert time and resources being spent on external contractors back into our department to create a highly skilled, highly valued team that is motivated and delights all our customers.

Kieran Murphy
Director of Digital, Data & Technology
Digital Services



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London Borough of Enfield**Cabinet****11 November 2020**

Subject: Revenue Monitoring 2020/21: Quarter 2 (Sept. 2020)
Cabinet Member: Cllr. Maguire
Executive Director: Fay Hammond

Key Decision: 5200

Purpose of Report

1. This Report sets out the Council's revenue budget monitoring position based on information to the end of September 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.
2. The revenue budget forecast including the impact of Covid-19, Government support and the Council's response is an £0.4m overspend, compared to the £10.6m overspend reported at Quarter 1. If the impact of Covid-19 is set aside, the underlying budget position at Quarter 2 is a £0.345m underspend which continues to demonstrate the progress the Council is making on establishing a robust budget. This is set out in Appendix B; the report is set out as follows:
 - i. Paragraphs 31 to 91 provide the underlying position in the General Fund as at Quarter 2 of £0.345m underspend after the flexible use of capital receipts are applied.
 - ii. Paragraphs 92 to 127 provides an update on the Covid-19 financial impact of £64.6m. The Government's response in terms of additional funding is highlighted in paragraph 21 and 22. It should be noted that this includes a further £9.6m that the Council will receive as its allocation of the additional £1bn that was announced by Government to support Local authorities, which has contributed to the improved financial forecast of £0.4m.
 - iii. Paragraphs 128 to 131 describes the Council's response to the pandemic, savings, income proposals of £9.269m.
 - iv. Paragraphs 25 and 125 discuss the option to run a Collection Fund deficit and the implications of doing so on this year's finances and the ongoing 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 £64.6m.

4. The Government has provided much needed funding of £30.9m to support the Council's response. At the same time the Government also introduced 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 and this remains the position following submission of the first of three claims this financial year.
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. The report includes the outcome of the mid year review of fees and charges that if agreed will go on to Council for approval. It should be noted that the outcome of implementing these fees and charges proposals are not reflected in the current forecasts. Once the impact of Covid-19 and the in year savings have been considered within the departmental forecasts, the revenue forecast overspend is £1.4m and after the application of capital receipts for transformation purposes of £1.8m, the net underspend is £0.4m.
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 £0.4m which will have to be funded from the Council's reserves. This means that the forecast drawdown on the Council's reserves is reduced, preserving the level of reserves for future years.
9. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £2.661m. With the £4.482m deficit brought forward from 2019/20, the cumulative forecast deficit at year end is £7.142m 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 £0.7m 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 on the forecast position for the level of reserves as at the end of 2020/21.
12. The Council remains in a financially challenging position with £30.872m of forecast expenditure and funding pressures in 2021/22. Despite £10.065m of savings being agreed by Cabinet in October and £2.690m under development for the December Cabinet there remains the estimated budget gap for 2021/22 is £18.117m. Excluding the impact of Covid-19 the budget gap for 2021/22 would be £1.715m.

Proposals

13. 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.
14. It is recommended that Cabinet note the Covid-19 impact of £64.63m and Council's response to mitigating this pressure.

It is also recommended that Cabinet note that without the pandemic the forecast underspend would have been £0.345m 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 agrees the outcomes of the mid year fees and charges review and recommends onto Council for approval.
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.
17. It is recommended that Cabinet Members note the forecast level of reserves and implications for 2020/21 and over the life of the MTFP.
18. Note the forecast pressures of £30.872m for 2021/22 and a budget gap of £18.117m.

Reason for Proposals

19. To ensure that members are aware of the forecast outturn position, including the level of reserves 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

20. 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

21. 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.
22. The Council responded rapidly to the Covid-19 crisis ensuring that it supported the community as effectively as possible in very challenging circumstances. This continues to have a significant financial impact as first reported to Cabinet in May. At the time the pressures were £68.1m and whilst this has been under continual review and refined, the latest forecast at £64.6m is still the most significant challenge the Council has faced.
23. The Government has provided much needed funding of £30.9m to support the Council's response. This has been in the form of four tranches of Covid-19 support funding i.e. the authority's allocation from the national allocations of £3.2bn, the £0.5bn and the recently announced further £1bn. At the same time the Government also introduced further support to help manage the loss of sales and fees and charges income which will be administered through three claims to be submitted this financial year. The first claim was submitted at the end of September 2020 to cover the period April to July 2020 and is in line with the original total forecast of circa £4m.
24. Other funding announcements were also made in late October such as further Business Support packages, Contain Outbreak Management Fund and GLA funding for Rough Sleeping Accommodation Programme, the implications and the extent that they could impact on the current pressures are all currently being worked through at the time of this report.
25. Recent Government announcement will mean 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. 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.
26. As set out in the Cabinet report of 15th July, the Medium Term Financial Strategy (MTFS) sets 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 £19.984m. Taking into consideration the Quarter 2 forecast of a £0.3m underspend and if the Government's option to run a Collection Fund deficit is implemented this will reduce the shortfall to £0.4m.

27. The 2020/21 budget relied on a one-off use of reserves of £1.56m from the Risk Reserve. The forecast as at Quarter 2 means that there will no longer be a forecast call on the Risk Reserve due to Covid-19, however with the uncertainty around the future impact on the Councils finances as the pandemic continues, a review of the Reserves continues to identify service specific reserves that can be transferred to the Risk Reserve, as set out in the Reserves Section (paragraph 204).
28. The £64.6m financial pressures 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 92 to 127 and detailed in [Appendix G](#).
29. Whilst paragraphs 132 to 143 provide detail of the mid year review of fees and charges that has been undertaken in response to the pandemic financial pressures. The resulting increase in income if these are agreed have not yet been included in the forecasts and will improve the if implemented. Details of the fees and charges are in [Appendix H](#).
30. 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 28 to 87. 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 L](#) (HRA) and [Appendix M](#) (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 N](#). Use of capital receipts to fund transformation expenditure is summarised in [Appendix I](#).

Main Considerations for the Council

31. **General Fund Quarter 2 Forecast Outturn**
32. 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).
33. 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.

34. Table 2 sets out the Covid-19 associated pressures the Council is experiencing by department.

35. Table 1: General Fund Quarter 2 Projected Departmental Outturn Variances 2020/21

Department	Net Budget	Total Gross Forecast Outturn	Flexible use of Capital Receipts	Total Net Forecast Variance incl. Covid-19 & 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	11.385	12.314	(0.765)	0.164	0.271	0.327		(0.434)
People	125.741	136.175	(0.045)	10.389	0.000	11.609		(1.220)
Place	35.221	46.675	(0.086)	11.368	(0.674)	14.057		(2.015)
Resources	38.394	46.031	(0.875)	6.762	0.058	7.104		(0.400)
Service Net Costs	210.741	241.195	(1.771)	28.683	(0.345)	33.097		(4.069)
Corporate Expenses	30.095	33.013	0.000	2.918	0.000	5.118		(2.200)
Bad Debt Provisions	0.791	7.996	0.000	7.205	0.000	9.805	(2.600)	0.000
Contingency	3.000	0.000	0.000	(3.000)	0.000	0.000		(3.000)
Net Expenditure	244.627	282.204	(1.771)	35.806	(0.345)	48.020	(2.600)	(9.269)
Expenditure financed by:								
Business Rates	(98.666)	(98.666)	0.000	0.000	0.000	5.565	(5.565)	0.000
Council Tax	(134.051)	(134.051)	0.000	0.000	0.000	11.042	(11.042)	0.000
Other non-ring-fenced Government Grants	(10.345)	(45.719)	0.000	(35.374)	0.000	0.000		0.000
Reserves	(1.565)	(1.565)	0.000	0.000	0.000	0.000		0.000
General Fund Corporate Financing	(0.000)	2.203	(1.771)	0.432	(0.345)	64.627	(19.207)	(9.269)

*These figures total £19.207m 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.

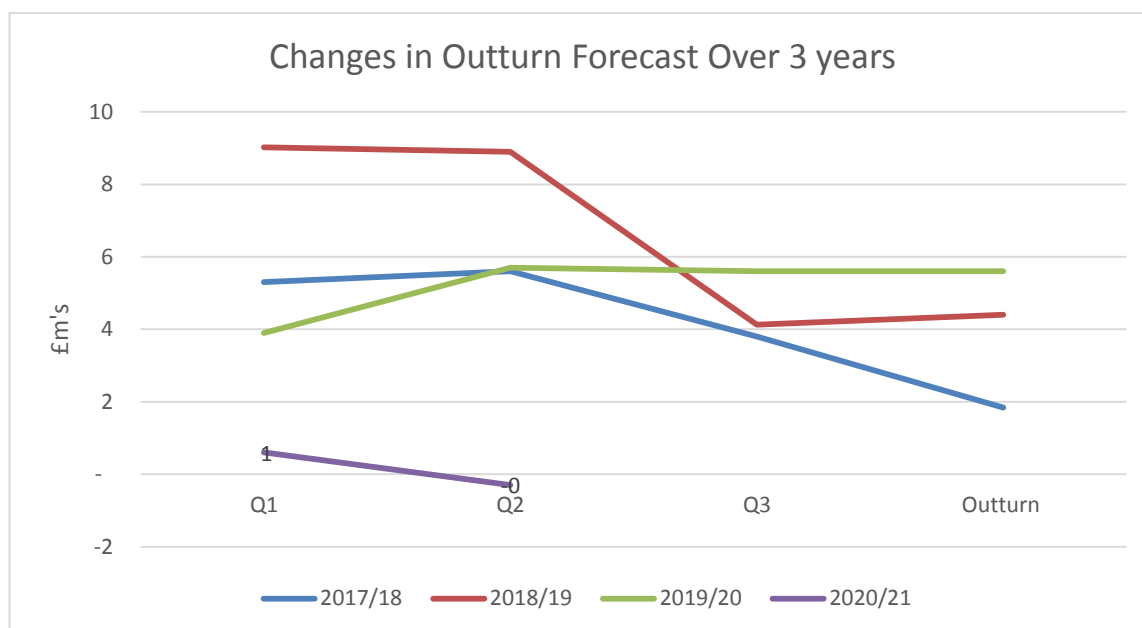
Table 2: Summary of Covid-19 Impact by Department

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	11.385	0.028	0.299	0.000	0.327
People	125.741	11.247	0.362	0.000	11.609
Place	35.221	5.032	7.175	1.850	14.057
Resources	38.394	2.094	4.010	1.000	7.104
Service Net Costs	210.741	18.401	11.846	2.850	33.097
Corporate Expenses	30.095	5.118	0.000	0.000	5.118
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	33.324	11.846	2.850	48.020
Expenditure financed by:					
Business Rates	(98.666)	0.000	5.565	0.000	5.565
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)	33.324	28.453	2.850	64.627

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

36. 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.
37. 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.
38. 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.

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



40. 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
 - Update on DSG and HRA
 - The financial management key performance indicators set out in [Appendix A](#).
41. **Departmental Monitoring Information – Budget Pressures and Mitigating Actions (net variance, excluding Covid19)**
42. **Chief Executive's ([Appendix C](#))**
43. The Chief Executive's department is forecasting a net adverse variance of £0.271m against a budget of £11.4m after the department has contributed £0.434m to the in year savings to mitigate the financial pressure relating to Covid-19.
44. There is a forecast overspend in Human Resources of £0.126m resulting from a forecast shortfall in recharge income together with increased staffing expenditure required to support the increased workload including the agency reduction strategy.
45. The Organisational Development service are forecasting a £68k underspend which is mainly due to a salary budget underspends, however the service is also experiencing an income shortfall because the service is unable to deliver face to face training.
46. 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.

47. Use of Capital Receipts:

48. 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.

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

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

51. The department's outturn is a neutral position against the budget of £125.7m. This is an improved position on the Quarter 1 forecast £0.345m overspend. The main variations are as follows:

52. Adult Social Care (ASC)

53. 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.

54. 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 in the winter period. There is built into the forecast a £1.6m cost of potential additional client costs of placements that are currently within the NHS for which the Council may become responsible. 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.

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

56. Public Health

57. 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.

58. Education, Children's and Families

59. There are only a few General Fund services in Education and the cost of former employees on enhanced pension is forecast to be £0.127m underspend at the year end.

60. Children's and Families services are forecasting a favourable variance of £0.363m. There are favourable variances reported across the service. A £0.123m underspend is forecast due to delays in recruitment and the Looked After Children social work team and Heart (Virtual School) are both reporting a 70k underspend each due to vacancies in the services.

61. The former Unaccompanied Asylum Seeking Children costs are forecasting an underspend due to benefit maximisation and clients moving to their own accommodation. Whilst Community Safety is forecasting £63k underspend resulting from vacancies in the service and Young Londoners Funding covering project costs.

62. The main overspends are reported in In House Fostering where court delays in granting Special Guardianship Orders (SGOs) and new placements have resulted in increased costs of £01.70m. However, this has led to a forecast underspend in the SGO budget of £0.200m. Increased demand for overnight breaks and Direct payments are forecast to result in a 67k pressure and there has been an increase to £0.143m for legal disbursements incurred. This last pressure 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.

63. Whilst the forecast outturn has improved and remained positive it should be noted that the number of referrals has been lower than usual but now that the schools have returned this could increase demand for services which could then unfavourably impact on the financial position.

64. Use of Capital Receipts:

65. 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 but is now being progressed and forecast to require the £45k as planned.

66. Housing Related Support

67. For the first time in several years, the service continues to forecast 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.

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

69. **Place** ([Appendix E](#))

70. The Place department is reporting a forecast £0.674m underspend once the impact of Covid-19 and offering in year savings of £2.2m have been considered, which is an improved position of £0.586m on the £88k underspend reported at Quarter 1.
71. Favourable variances and improvements are being forecast in services across the department. Traffic & Transportation services has seen an improved position now with £0.138m due to additional Traffic Order income,
72. Parking Enforcement of £0.374m as a result of putting in place additional traffic enforcement and parking control measures;
73. Waste services are forecasting a favourable variance of £0.100m due to an increased take up in the number of garden waste subscriptions.
74. Parks Operations and Activities & Engagement of £0.102m due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments.
75. Strategic Property Services which is forecasting a £0.387m underspends in the services salary budget due to vacancies and the Morson Depot rent review.
76. And whilst the Homelessness Service continues to manage challenging demand pressures, the service is currently forecasting to maintain these within existing resources, however, the service is seeing a reduction in the number of No Recourse to Public Funds cases leading to a forecast underspend of £0.100m.
77. Overspends continue to be forecast in Passenger Transport Service and Culture services which are reporting £0.120m and £0.589m respectively and these are continuations of previous year's budget pressures. The service is actively seeking additional funding for Culture Services with bids submitted to the Department of Culture, Media and Sport and if successful these could help mitigate the financial pressure in the service.
78. Planning is forecasting a £0.121m overspend resulting from a £0.209m forecast overspend in Local Plan making/Local Plan, partially offset by favourable variance in reported in Planning of £88k, predominantly due to an increase in Proceeds of Crime Act income.
79. Highways is forecasting a £50k overspends due to parks tree health and safety works.
80. **Use of Capital Receipts:**
81. 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.

82. Further details are provided in [Appendix E](#).
83. **Resources ([Appendix F](#))**
84. The Resources Department is reporting a net variance of £58k after the application of capital receipts against a net budget of £38.394m. 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.
85. The Knowledge & Insights Team and Libraries Services continue to forecast a favourable variance due to vacant posts within each service.
86. Whilst overspends on the 2020/21 budget are forecast in Customer Operations due to contract costs relating to 2019/20 have been incurred in this financial year and Exchequer Services are forecasting pressures in the employee budget.
87. 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.
88. **Use of Capital Receipts:**
89. There is a forecast pressure within IT of £0.470m which reflects the part year impact from implementing the new IT structure, which will reduce the current pressure and is transformational in nature.
90. 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.
91. Further details of Resources outturn variations are provided in Appendix F.
92. **Covid-19 Pressures ([Appendix G](#))**
93. **Chief Executive's: net Resources budget is £11.385m; the total estimated additional costs of £0.327m (2.8%)**
94. The impact in the Chief Executive's department continues to predominantly 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.
95. **People: Adult Social Care (ASC) and Public Health ([Appendix D](#)) – net budget is £77.484m; the total estimated additional costs of £7.8m (10.1%)**

96. The impact on Adult Social Care (ASC) continues to be mainly related to additional cost. The current forecasted pressure is £7.4m. The most significant cost pressures are judged to be additional staffing required at Bridgewood House to enable taking patients direct from hospital at £0.500m, 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 £1.426m 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 £0.961m 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 £0.300m, an estimated £0.540m for Learning Disabilities placement breakdown and £1.075m on Personal Protective Equipment for staff and providers.
97. 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.
98. 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.
99. **People: Education – net budget is £5.200m; the total estimated additional costs are £0.238m (4.6%)**
100. The forecast pressure relates to the Government proposal to remove free travel for U18's. Analysis has been undertaken using the London Council's calculator tool which reflect that the Council could incur charges of circa £0.900m for journeys and the administration of the assessment process dependent on the final decision made by the Government. The £0.238m is based on a part year effect if this is implemented this financial year and is included in the latest return to the MHCLG.
101. **People: Children's & Families – net budget is £43.057m; the total estimated additional costs of £3.539m (8.2%)**
102. The additional cost forecast is £3.539m in total, with the most significant costs forecast at £0.497m being due to delays in court days impacting on the length of secure remand placements. 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 £0.642m and the increase in the numbers of children looked after where parents fall very ill could cost £1.408m based on an estimate of 20 children.
103. **Place ([Appendix E](#)) – net budget is £35.221m; the total estimated additional costs of £14.057m (39.9%)**

104. 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 £0.6m. 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.
105. 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 and Culture Services. The most substantial loss of income has been experienced in the decline in Parking income, though there has been a slight improvement on the Quarter 1 forecast, with there being less travel undertaken and less use of car parks throughout the lockdown period, this alone has created a £3.2m forecast loss of receipts.
106. The current forecast net loss of income for Culture Services is £0.711m, however as mentioned in paragraph 73 the Council has bid for additional funding from the Department for Culture, Media and Sport and if successful this funding could help contribute towards mitigating this forecast cost to the Council.
107. 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. A further cost of £0.6m has been incurred to manage and prepare for future provision of mortuary capacity.
108. Operational services such as Waste, fleet, 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 forecast to be a gradual removal of additional resources required by the end of 2020 with a total forecast cost of £2.6m. Alongside this a forecast increase in the amount of waste tonnages produced in the borough has increased the financial pressure by £0.9m though this is reported in the corporate section because the impact will be seen in the levy charges from the North London Waste Authority.
109. 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.

110. There is also an impact on the services strategic plans to decrease the amount of Temporary Accommodation for the following reasons:
111. Reduced ability to move residents on into the private rented sector.
112. 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 without alternative more suitable accommodation to move to.
113. 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.
114. 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.
115. The landscape on homelessness has shifted since the pandemic with the rise of the LHA rate to 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.
116. 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.
117. 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.
118. Since the Quarter 1 report, the service has bid for and successfully been awarded £1.181m for interim accommodation for Rough Sleepers. Discussions regarding the exact grant conditions are still on going however, the forecast prudently assumes that £0.900m could be used to mitigate the costs detailed above, whilst the balance would be required for any additional future costs.
119. **Resources: net Resources budget is £38.394m; the total estimated additional costs of £7.104m (18.5%)**
120. 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. Other areas of additional expenditure incurred relate to managing the demand for Customer operations and income collection, whilst the later has also had to administer the support grants to local businesses. There is an estimated loss of income across services in the department of £4.010m 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.
121. **Corporate**
122. A Community Resilience Hub was established to make emergency payments for rents, provision of food and medical supplies. The forecast cost of these operations is £2m.
123. 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.
124. 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 £6.3m. The impact on the Council Tax and Business Rates Bad Debt Provisions is included in the Collection Fund impact below.
125. **Collection Fund**
126. 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	5.565
Collection Fund Bad Debt Provisions	2.600
Total	19.207

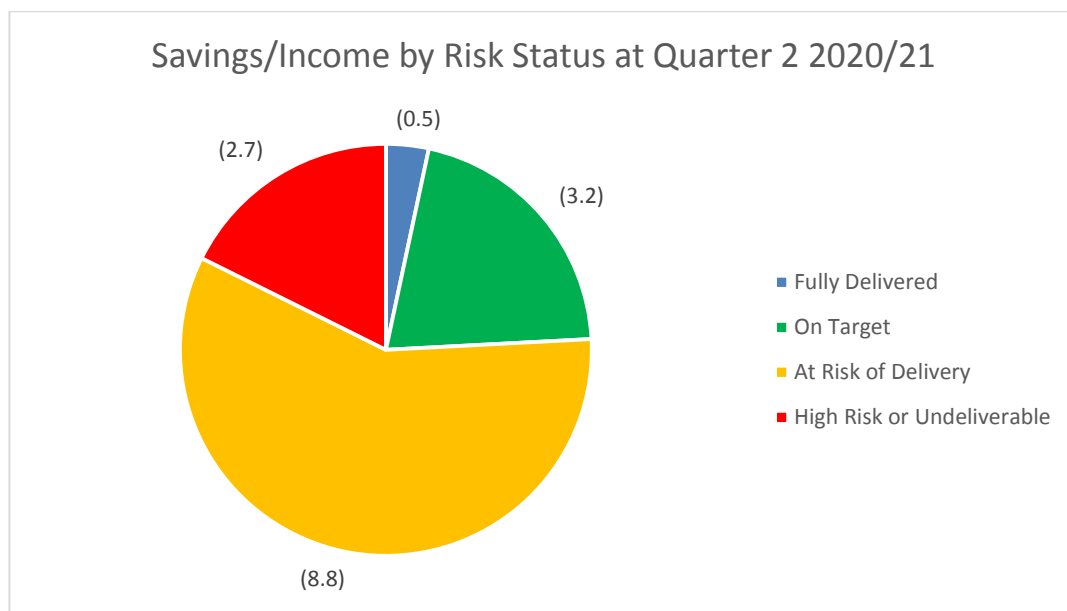
127. The Government has recently announced that Local Authorities could run a Collection Fund deficit for the next 3 years, and this is reflected in the Council's forecasting and current gap. However, whilst this reduces the financial impact in 2020/21 it will have a detrimental impact on future years and increases the budget for 2021/22 by £6.4m as the deficit will need to be recovered.
128. **Council's response to Covid-19 pressures**
129. 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. This position remains unchanged since quarter 1 and totals £9.269m for the Council's response.
130. Another part of the Council's response is to conduct a mid year review of fees and charges which is currently ongoing.
131. Further details of Covid-19 variances are provided in [Appendix G](#).
132. **Mid-Year Review of Fees and Charges ([Appendix H](#))**
133. As part of the package of measures under consideration by the Council to reduce the financial pressures caused by the Covid-19 pandemic a mid-year review of the Council's fees & charges has been undertaken. It is projected that the above increases will equate to an additional income of £0.100m during the second half of the financial year.
134. The objective of the review was to identify those services where there was an opportunity or rationale to increase fees for the final months of the financial year. It has provided the opportunity to review all fees and changes and ensure these are aligned to the wider market.
135. The cost of the pandemic to the Council has been significant, both in terms of additional expenditure and lost income from the authority's traded services. The proposed mid-year increase will help alleviate some of the lost income and the financial pressures facing the Council.
136. The services have not sought to simply apply a blanket inflationary uplift to all services, but to conduct an intelligence-led review, with services looking for opportunities for fee increases in line with market prices and the quality of our services in relation to the broader market. Opportunities include price increases introduced by the Council's competitors, or an understanding that the Council has traditionally been cheap within a specific market and there is scope to increase in line with competition.
137. Using a pragmatic, intelligence led approach, officers have identified several services where it is not appropriate to increase prices. This includes services where the Council is already priced towards the higher end of the market and a further increase at the mid-year point could result

in a loss a business and end up costing the council money. An example is the commercial waste service, which is primarily a price led service, with the Council's offer already in line with the leading commercial operators in terms of both price and quality.

138. Given the timing of this review, there are some services where a mid-year fee increase would have no impact on income. This includes services that invoice all customers at the start of the financial year, e.g. the allotment service; seasonal services such as the summer park events, seasonal sports, and low volume low value services where an increase would have little or no effect.
139. A further reason for holding fees at current levels is where a price increase would lead to more breaches of Council policy and lead to higher costs elsewhere in the authority. An example is vehicle crossovers where the Highways Service deemed that a price increase could result in a greater number of residents installing their own illegal crossovers leading to higher enforcement costs and more damaged pavements that require replacing.
140. The Place Department has the greatest number of services listed within the fees & charges schedule, and consequently there have been several services that have identified an opportunity to increase fees. This includes Temporary Traffic Orders, several of the highway licences, the lorry park at Crown Road, some of the pre-purchased premium cemetery plots (all others to be held at current prices), Pest Control, and fees for pay-and-play at Whitewebbs Park Golf Course. Work is ongoing to determine whether there is scope to increase prices within Planning for the pre-application scheme and the planning performance agreements, but this is for future consideration given the anticipated sweeping central government changes to the local planning system. It is proposed that fees would be held for all other services.
141. The services within both the Chief Executives and Resources Departments have not identified any opportunities for price increases. The Registrars and Library Services have both been subject to strategic service reviews by the Commercial Services Team within the last six months. The outcome of both reviews has been significant price increases in line with their markets (up to 40% for some areas of Registrars), which the services feel does not warrant further increase at the present time. The School Catering Service and Enfield Music Service are currently both focussing on retaining customers and building market share given they operate in extremely price sensitive markets. Finally, the Print & Design service predominately has internal customers, with some work from external organisations such as schools. The service is looking to build market share with external customers and consequently is looking to hold their fees at current levels.
142. The Schools Traded Service Team are currently reviewing all service charges and delivery costs. Services are traded on an annual basis with contracts running April – March. Consequently, any prices changes will be made in line with the standard annual fees and charges review.

143. Subject to any changes to the Planning fees, as stated above it is projected that the above increases will equate to an additional income of £0.100m during the second half of the financial year. The full list of proposed fees changes is available to view in Appendix H. All other fees not included will be held at the level agreed by Council within the February 2020 Budget Report.
144. **Flexible Use of Capital Receipts ([Appendix](#))**
145. 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.
146. 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.
147. 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.
148. 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 2 report. The total forecasted call on capital receipts is £1.771m as described in [Appendix H](#).
149. **Achievement of Savings ([Appendix](#) and [Appendix K](#))**
150. 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 to 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
151. The savings include those that are new for 2020/21 plus the full year effect of previous decisions.

152. Of the £15.1m departmental savings, £3.7m is expected to be fully delivered at this stage. This consists of £0.5m which have been fully achieved and a further £3.2m which are on track for delivery.
153. However, £8.8m and £2.7m 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.
154. Chart 2: Savings/Income Risk Status 2020/21



155. Further details for each department are summarised in the charts and tables in [Appendix J](#) and [Appendix K](#).
156. **Housing Revenue Account (HRA) ([Appendix L](#))**
157. The current HRA forecast for Quarter 2 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 £0.668m, a slight increase from the Quarter 1 position of £0.643m. This pressure will be maintained within the overall HRA budget.
158. **Communal Services**
159. Covid-19 related spend in this area is c. £0.180m to date. It is estimated that the full year costs be £0.225m due to the following:
160. **Agency & Overtime**
161. Through April to July, 10 extra agency staff were added to the current 5 (5 ongoing agency staff within budget) agency staff within the service. Although agency numbers were high, the need for these were essential to maintaining the service.
162. The additional agency staff were used to backfill full time employees who were quarantining due to underlying health conditions as well as attending emergency requests.

163. 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.

164. **Equipment and Supplies**

165. Vital spend to ensure the Government's guidance on cleaning and hygiene is adhered to. This included purchasing of new machines, chemicals and equipment meaning the correct level of cleaning could take place in the communal areas.

166. **PPE**

167. At the 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, it will be reduced to market prices coming down and other teams having access to purchasing PPE. As a precaution to a potential local lock down, additional stock has been purchased to ensure the safety of our staff when operating near our customers.

168. **ASB Weekend Patrols**

169. 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.

170. **Dwellings Rent**

171. Due to restrictions on letting properties, there will be additional void costs. The estimated void rate for this year was 1%, data up to week 21 now shows that the average void rate over this period has increased to 1.83%. 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	51,545
July	34	38,854
August	49	53,819
September	42	41,539
Total void loss Q2	164	194,897

172. The table shows the total rent loss to date of £0.195m.

173. **Community Halls**

174. There has been no bookings or usage of the community halls in the first two quarters of the year. The amount of £12.5k has been refunded for the bookings that did not go ahead.

175. Since September one Nursery has secured a lease with Guaranteed income and Boundary Hall is let to the Regeneration team. Two additional Nurseries are being signed up with commencement date circa November.

176. Last year, the average income for this period was £31k per month. It is hard to predict whether that capacity will be reached with the winter approaching and possible 2nd wave of Covid-19 and government restriction on social gatherings. In addition, the service will be looking at how it can make best use of all the councils community assets so this may involve some rationalisation.

177. At this point of time, the service assumes that there will be a deficit of £0.247m from the current budget of £0.374m for 2020/21.

178. Day to day Service Charge and Major Work Income Collection

179. Income Collection Commentary

180. As indicated below the service has seen a significant reduction in income collected for both Service Charges and Major Works. Following discussions with the income team this has been attributed to several factors:

- i. The service encountered more leaseholders advising that they are unable to make payment due to financial pressures. As the service was only making phone calls as part of a “soft approach” it could not follow up with enforcement options; and
- ii. In order to deal with the incoming enquiries for service charge actuals, income officers were taken off their usual call duties to deal with incoming calls and handle initial requests. This lasted for just over a week. As a result, there was a reduction in the number of calls that could be made in the month of September.

181. Enforcement procedures have started from 1 October. Income officers will continue with making regular contact with residents to encourage payment on the spot.

Service Charge amount -	April	May	June	July	Aug	Sept
Collected (£):	335,847	341,490	344,722	342,892	369,337	232,108
Outstanding Balance (£):	179,557	233,804	284,268	336,564	363,829	534,580
Invoiced (£):	395,226	395,738	395,186	395,187	395,602	397,351

182. Major Works

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

Major Works amount	April	May	June	July	Aug	Sept

Collected (£):	242,098	156,263	109,289	82,126	184,591	90,322
Outstanding Balance (£):	4,366,212	4,214,406	4,124,163	4,040,659	3,922,530	3,833,673
Invoiced (£):	-26,515	-6,038	20,348	-2,087	-5,271	17,831

184. **Repairs service**

185. As of the 1st of May, Enfield Repairs Direct (ERD) successfully took responsibility as the primary service provider 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.

186. In relation to savings post Covid-19 the service has worked to identify revenue savings from the 2020/21 budget, these have included:

- i. The deferral of an £0.800m external house painting programme
- ii. A targeted reduction in void repair costs within the year delivering an anticipated £0.550m saving on the void budget
- iii. Deferred the recruitment of several posts 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.

187. The above delivers a £1.5m saving in the HRA to date. The service continues to work hard to identify and deliver additional in year savings however there has been a significant increase in demand for the repairs service since the service has 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 it is not in a position to reforecast down the revenue spend further at this point in the year.

188. **Bad debt provision**

189. A review of the bad debt provision has been calculated and the current provision and contribution levels are considered sufficient. A 25% Covid-19 impact was applied to the bad debt provision when setting the budget. The current arrears levels have seen a small increase of 0.7% up to week 21.

190. **Efficiency savings**

191. 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	(1,500)
Garages - voids - removal from system - backdate void loss	tbc
Total Savings	(1,764)
Pressures	
Community hub GF recharge	250
Total	250
Covid-19 pressures	668
Net Savings	(846)

192. Further work is in progress to achieve the full target and incorporate the Covid-19 pressures that have been identified.
193. Further details of HRA variances are provided in [Appendix L](#).
194. **Dedicated Schools Grant (DSG) ([Appendix M](#))**
195. 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.
196. 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.
197. The in-year forecast outturn position is a deficit of £2.661m. 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.
198. Therefore, the cumulative forecast deficit at year end is £7.142m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
199. The authority's ongoing and increasing DSG deficit position is a general London and national issue resulting from additional demand for high needs

provision which is increasing at a higher rate than the additional funding being provided by Government. The Department for Education are carrying out a review of SEND services and it is hoped that the outcome of this will address the shortfall in high needs funding.

200. **Earmarked Reserves ([Appendix N](#))**

201. As reported in the Quarter 1 report the level of Reserves is £129.5m and this is the total for the General Fund, HRA and Schools related balances.
202. 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.
203. The Risk reserve has significantly reduced over the past couple of years and had been forecast to be in deficit by end 2020/21 based on the Quarter 1 overall financial position. The current balance of the Risk reserve is currently £8.3m and now with the current 2020/21 Covid-19 currently forecast to be balanced (after applying the specific Covid-19 reserve to the £0.4m forecast overspend), the forecast outturn for the Risk Reserve is a £6.8m positive balance. This is after allowing for the planned £1.6m use of reserves set out in the 2020/21 budget.
204. A review is underway to see if any of the £10.6m Service Specific and earmarked reserves can be transferred to replenish the risk reserve and though the forecast has improved, this remains an important and prudent action given the on going financial uncertainty created as the pandemic continues.
205. 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 over the course of 2020/21 considering the new risks and uncertainty brought about by Covid-19.
206. 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.
207. The £24m of Capital and Minimum Revenue Provision reserves are committed for the next five years to smooth any increased budget requirement.
208. The chart in [Appendix O](#) 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.

209. Medium Term Financial Impact

210. The Council remains in a financially challenging position and the estimated budget gap for 2021/22 is £18.117m. Excluding the impact of Covid-19 and after the identification of £7.313m savings and income generation plus a further £2.690m to be considered in December the budget gap for 2021/22 would be £1.715m.

211. Full details of the revised budget gap and current assumptions can be found in the Medium Term Financial Plan 2021-22 to 2025-26 Update and Early Savings report (KD5215) which went to Cabinet on the 14th October 2020.

212. Safeguarding Implications

213. Section to be completed

214. Public Health Implications

215. 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.

216. 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.

217. Equalities Impact of the Proposal

218. 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.

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

220. Environmental and Climate Change Considerations

221. None in the context of this report.

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

223. None in the context of this report.

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

225. 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.

226. Financial Implications

227. 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.

228. Legal Implications

229. 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.

230. Workforce Implications

231. None in the context of this report.

232. Property Implications

233. None in the context of this report.

234. Other Implications

235. None in the context of this report.

236. Options Considered

237. Not relevant in the context of this report.

238. Conclusions

239. The Council is continuing to face its most significant financial challenge 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. Whilst the position since Quarter 1 has improved due to further Government funding and reduction in variances across Departments, there is of course the uncertainty around the impact of a second wave and this would obviously have a significant adverse impact on the additional costs and income losses currently forecast. The end of the current Furloughing scheme will undoubtedly see a further rise in unemployment in the Borough with further cost pressure on Council Tax

Support and Council services. This is of major concern with the number of working age adults in the Borough claiming unemployment benefits having already increased 164% between January and August this year (from 7,285 to 19,255). When taken into consideration with the levels of reserves this will need continual careful and prudent financial management to ensure the long term sustainability of the Council's finances.

240. However, what has become clear through the first two Quarters of this financial year is the impact of the progress the Council was making pre pandemic and the £0.3m underspend once Covid-19 is removed from the figures, clearly demonstrates the progress made.

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Date of report: 23rd October 2020

Appendices

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

[Appendix B: Forecasted Financial Position as at Quarter 1](#)

[Appendix C: Chief Executive's Variances](#)

[Appendix D: People Variances](#)

[Appendix E: Place Variances](#)

[Appendix F: Resources Variances](#)

[Appendix G: Covid-19 Variances](#)

[Appendix H: Mid Year Fees & Charges review](#)

[Appendix I: Flexible Use of Capital Receipts](#)

[Appendix J: Achievement of Savings](#)

[Appendix K: Savings & Income Monitor](#)

[Appendix L: Housing Revenue Account Variances](#)

[Appendix M: Designated Schools' Grant Variances](#)

[Appendix N: Reserves and Balances](#)

[Appendix O: Reserves usage over 5 year MTFP](#)

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







- Revenue Monitoring 2020/21: Quarter 1 (June 2020) – KD5198
- Medium Term Financial Plan 2021-22 to 2025-26 Update and Early Savings report - (KD5215)

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 £0.4m overspend in relation to General Fund net controllable expenditure. However, it should be noted that if the impact of Covid-19 and the Council's response is removed the variance would be a Net underspend of £0.3m.
Progress to Achieving Savings MTFP (current year)		Savings monitoring has identified a total of £2.7m considered a high risk rated/ undeliverable and a further £8.8m that are at risk of delivery. These are reflected in the reported overspend for Quarter 2 2020/21.
Income & Expenditure Position – HRA		The HRA is projecting a £0.7m overspend, which is all related to the impact of the pandemic.
Income & Expenditure Position – DSG		The DSG forecast is a £2.7m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £7.1m 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.

Forecasted Financial Position as at Quarter 2

	£m	£m	Commentary
Covid-19 Pressure		64.627	
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
Estimated Share of £1.0bn	(9.618)		Announced 22/10/20
Sales, Fees & Charges support (estimate)	(4.054)		75p in the £ support for losses over 5% against budget. Commercial income excluded. First claim submitted and continue to forecast at £4.0m
Emergency Assistance Grant – Food & Essential Supplies	(0.426)	(35.374)	Grant directed through DEFRA
Gap After Funding		29.253	
Contingency	(3.000)		
In year Savings	(6.269)		
		(9.269)	
Gap after Council Response		19.984	
Q2 Revenue Pressure	1.426		
Applying Flexible Use of Capital Receipts	(1.771)		
Q2 Net pressure		(0.345)	
Gap		19.639	
Funded by:			
Collection Fund Deficit		(19.207)	As per Government option
Gap		0.432	
Covid-19 Reserve		(0.432)	Total reserve is £3.0m
Remaining shortfall		(0.000)	

Appendix C

Chief Executive	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£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.	1.274	0.126	0.000	0.126	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.	0.722	(0.068)	0.000	(0.068)	(0.067)
Legal Service The forecast overspend remains predominantly due to an increase in the number of Children's Social care cases and associated legal costs.	2.361	0.200	0.000	0.200	0.200
Shareholder Strategy Procurement and Commissioning co-managed contract costs funded by capital flexibilities as planned.	0.010	0.765	(0.765)	0.000	0.000
Other variances	7.018	0.013	0.000	0.013	0.028
Chief Executive Total	11.385	1.036	(0.765)	0.271	0.252

[Return to Chief Executive Narrative](#)

Appendix D

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£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	0.000
Mental Health The service is currently projecting a zero variance.	6.074	0.000	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	0.461	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 54, there is a risk that demand will increase in both residential and community based services.	32.545	0.000	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	0.000
Other Minor variances	1.334	0.028	0.000	0.029	0.028

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Additional legal costs incurred and Children's safeguarding.					
Adult Social Care Sub Total	79.231	0.493	0.000	0.490	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	0.000
Public Health Sub Total	(4.456)	0.000	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	0.000
Housing Related Support Sub Total	2.709	0.000	0.000	0.000	0.000
Adult Social Care & Public Health	77.484	0.493	0.000	0.490	0.493
Education					
Enhanced Pension costs These are the cost of former employees on enhanced pension and forecasted variance is £0.121m.	2.016	(0.127)	0.000	(0.127)	(0.121)

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Other variances	3.184	0.000	0.000	0.000	0.000
Education Sub Total	5.200	(0.127)	0.000	(0.127)	(0.121)
Children and Families					
Children In Need Predominantly £0.123m underspend forecast in Edge of Care team due to delays in recruitment and other minor overspends within the service.	8.309	(0.089)	0.000	(0.089)	0.014
Looked After Children The £0.322m underspend is a result of 70k underspends in the Social work team and Heart (Virtual school), underspends in Special Guardianship Orders resulting from court delays and these same delays lead to additional cost in the In house fostering service and £0.100m underspend in former unaccompanied asylum seeking children.	24.686	(0.322)	0.000	(0.322)	(0.161)
Young People & Community Safety The underspend is due to the Young Londoners Fund covering projects costs.	3.785	(0.063)	0.000	(0.063)	(0.046)
Joint Service for Disabled Children The overspend is due to an increased demand in overnight breaks, commissioning and Direct Payments.	2.704	0.067	0.000	0.067	0.036

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
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.	3.573	0.099	(0.045)	0.044	0.125
Children's and Families Services Sub Total	43.057	(0.318)	(0.045)	(0.363)	(0.032)
People Department Total	125.741	0.045	(0.045)	0.000	0.345

[Return to People Narrative](#)

Appendix E

Place	Current Budget (£m)	Gross Forecast Variance (£m)	Flexible Use of Capital Receipts (£m)	Net Forecast Variance Q2 (£m)	Net Forecast Variance Q1 (£m)
Planning Planning is forecasting a £0.121m overspend resulting from a £0.209m forecast overspend in Local Plan making/Local Plan, partially offset by favourable variance in reported in Planning of £88k, predominantly due to an increase in Proceeds of Crime Act income.	0.943	0.121	0.000	0.121	0.000
Highways The forecast overspend is due to Health and Safety works required on trees in parks.	1.701	0.050	0.000	0.050	0.000
Traffic & Transportation The forecast variance is due to additional Traffic Order income.	(0.076)	(0.138)	0.000	(0.138)	(0.072)
Parking Enforcement The forecasted variance is a result of putting in place additional traffic enforcement and parking control measures.	(5.037)	(0.374)	0.000	(0.374)	(0.200)
Waste Services The underspend is due to an increased take up in the numbers of garden waste subscriptions whilst the mobilisation costs of implementing waste service change are as planned funded from the flexible use of capital receipts.	8.475	(0.014)	(0.086)	(0.100)	0.000
Parks Operations/Activities & Engagement This is due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments.	2.057	(0.102)	0.000	(0.102)	(0.073)

Place	Current Budget (£m)	Gross Forecast Variance (£m)	Flexible Use of Capital Receipts (£m)	Net Forecast Variance Q2 (£m)	Net Forecast Variance Q1 (£m)
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.	8.457	0.120	0.000	0.120	0.120
Strategic Property Services The £0.387m is from underspends in the services salary budget and Morson Rd rent review.	(1.432)	(0.387)	0.000	(0.387)	(0.232)
Sustainability Team Underspends due to vacant posts and operational budgets.	0.553	(0.085)	0.000	(0.085)	(0.065)
Culture Services The overspend is continuation of previous year's budget pressure.	0.006	0.589	0.000	0.589	0.500
Housing Whilst the service continues to manage challenging demand levels it is currently forecasting to contain these within existing budget. The underspend reported is in the No Recourse to Public Funds budget where the service is seeing a reduction in the number of cases.	5.323	(0.100)	0.000	(0.100)	0.000
Other variances	14.251	(0.268)	0.000	(0.268)	(0.254)
Place Department Total	35.221	(0.588)	(0.086)	(0.674)	(0.088)

Appendix F

Resources	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£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.	11.400	0.470	(0.470)	0.000	0.000
Knowledge & Insights Team The forecasted favourable variance is due to vacant posts in the team.	1.519	(0.107)	0.000	(0.107)	(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.	1.909	0.047	0.000	0.047	0.150
Libraries Vacant posts within the service are contributing towards the favourable variance forecast.	2.440	(0.114)	0.000	(0.114)	(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.	0.283	0.405	(0.405)	0.000	0.000
Other variances	22.203	0.232	(0.000)	0.232	0.100
	38.394	0.933	(0.875)	0.058	0.057

Appendix G

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Chief Executive			
Loss of income in Legal services		0.100	
Loss of income in Registrars services		0.111	
Schools Personnel service loss of income		0.005	
Design and Print service loss of income resulting from school closures and Council partners not placing orders during pandemic.		0.083	
Additional expenditure incurred in Electoral services	0.028		
Chief Executive Total	0.028	0.299	0.000
People			
Adult Social Care			
Additional Social Workers/agency staff-MH	0.100		
Additional agency AMHP SWs	0.041		
Additional Social Workers/agency staff-OP/PD Social workers and OTs	0.285		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Additional Social Workers/agency staff-Enablement staff DTA	0.025		
Additional Social Workers/agency staff-LD	0.150		
IWE costs – Enablement staffing costs	0.200		
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.	0.450		
20% additional staff at Bridgewood in preparation for taking patients direct from hospital.	0.500		
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	0.045		
Expenditure on P-cards: food, supplies, care of pets, transport.	0.413		
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.	1.376		
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.	0.050		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
ASC PPE including that for providers (OP/PD)	0.800		
ASC PPE including that for providers (MH)	0.025		
Older People – Closure of day centres and additional costs of providing individual care at home.	0.150		
One off payment to Social Care providers at £1,000 each for Personal Protective Equipment	0.250		
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	0.150		
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	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
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		
Health & Adult Social Care Total	7.470	0.362	0.000
Children's & Families			
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.	0.642		
Increase numbers of children to look after where parents are very ill. Estimate 20 children ranging in cost from 45k per year to 100k.	1.408		
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	0.490		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Block booking placements	0.140		
PPE for Children's Services (including Leaving care)	0.020		
Other Children's related expenditure.	0.030		
Increased support for care leavers, increased allowances and cost of accommodation.	0.100		
Children's & Families Total	3.539	0.000	0.000
Education			
Administration of U18s travel	0.238		
Loss of service income		0.000	
Education Total	0.238	0.000	0.000
People Total	11.247	0.362	0.000
Place			
Homelessness Demand & Price modelling (expenditure)	1.850		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
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		
Rough Sleeping Government Grant	(0.900)		
Fleet operatives Covid-19 cover and additional work	0.150		
Additional waste management fleet hire	0.235		
Additional waste management communications	0.061		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Additional duties in Parks & Additional cemetery work	0.083		
Additional duties in Parks (Additional Litter Clearance)	0.064		
Parks Toilets additional clean	0.051		
Additional duties (Additional cemetery work burials)	0.064		
Enforcement of Covid-19 restrictions in parks	0.271		
Mortuary and funerals (Haringey shared service)	0.059		
Additional waste management/fleet hire/street cleaning in order to ensure that all waste is collected during Covid-19 crisis	0.011		
Sanitiser, Cleaning Materials and Cleaning (Non-FM)	0.000		
Social Distancing Signs etc (Parking)	0.002		
Additional street cleaning only	0.391		
Temporary highway interventions to assist social distancing.	0.050		
Additional staffing cover for refuse/streetscene employees due to age of workforce.	0.422		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Waste Op (Waste Collections additional costs - Extra Waste produced due to Covid19)	0.732		
Reopening Barrowell Green	0.078		
Allotments cleaning	0.008		
SEN Transport - additional staffing resources	0.013		
Economic Development (assisting local businesses)	0.083		
Additional cleaning, hand sanitisers and materials in council buildings (FM)	0.161		
Temporary building arrangements	0.003		
Delays to the delivery of street lighting savings.			0.050
Development Management loss of income across Building control, planning fees		0.341	
Land charges loss of income		0.087	
Loss of CIL income in strategic planning and design		0.050	
Loss of Design Panel income		0.039	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Highways service loss of income across advertising, skip licences, crossovers, suspension of scaffolding works and staff diverted to non fee earning work.		0.372	
The estimated pressure in Traffic & Transportation is due to the reduction of salary recharges to LIP funded schemes, net of employee costs and NRWA loss of income.		0.152	
Loss of income in from the boroughs Car parks and Pay & Display		0.589	
Loss of income from Parking Enforcement		2.631	
Loss of income across Regulatory Services including Trading Standards, licensing, food hygiene courses and Pest Control services.		0.176	
An increase in income is forecast resulting from an increase in demand during the pandemic.		(0.323)	
Net loss of income from commercial and schedule 2 waste services.		0.277	
Parks operations loss of income.		0.000	
Income loss across Parks activities and engagement which includes sports pitches and events held in parks.		0.285	
Estimated loss of income resulting from the contract with the Councils Leisure centre provider and the sports activity programme.		0.469	
Loss of income from sports activities		0.040	

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.		0.779	
Reduction in recharges to the Capital programme.		0.200	
Net loss of income in Culture services.		0.711	
Loss of meanwhile use income at Meridian Water.		0.200	
Place Total	5.032	7.175	1.850
Resources			
Financial Assessments staff overtime	0.075		
Civica on Demand Extra staff - Benefits	0.060		
Civica on Demand Extra Staff - Telephony	0.044		
Discretionary Housing Payments (DHP) - additional over government allocation	0.500		
Additional Resources in Income Collection due to increased demand relating to Covid-19 and administering Business grants scheme	0.464		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Delays to payments programme savings			0.100
Converting to an out of hours service	0.008		
Additional Kit: Purchased/purchasing – Keyboards/Mice, Jabra’s Wi-Fi dongles including usage etc	0.174		
Contingency cost: additional out of hours support, licence increases, capacity and security	0.242		
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
Staff time in Resources teams spent on Shielding	0.037		
Customer service overtime and backfill of posts through use of agency staff	0.384		
Transformation Service redirected to support Covid-19 work	0.102		
Net loss of income due to library closures		0.268	
Net loss of income in schools catering due to school closures		0.717	
Music service net loss of income		0.040	
Loss of income from Court cost		1.027	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Housing Benefit overpayment income collection		1.657	
Other Resources services loss of income e.g. recharges		0.301	
Resources Total	2.094	4.010	1.000
Corporate			
Share of increase mortuary and coroners' provision across London.	1.458		
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		
Community Resilience Hub	2.000		
Contingency for unknown costs	0.500		
Personal Protective Equipment across all Council services	0.275		
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		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Council Tax Collection		11.042	
Business Rate Collection		5.565	
Corporate Total	14.923	16.607	0.000
Covid-19 Total	33.224	28.453	2.850

[Return to Covid-19 Narrative](#)

Mid Year Fees & Charges Review

Appendix H

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		£	£	£	£	£	£
Place Department							
ADOPTED ROAD ENQUIRIES							
Single Property		46.20	0.00	46.20	48.50	0.00	48.50
Site comprising multiple properties		92.40	0.00	92.40	97.00	0.00	97.00
TEMPORARY TRAFFIC ORDERS							
TTO / Notice Standard Charge		2,445.00	0.00	2,445.00	2,610.00	0.00	2,610.00
Road Closure for Filming (Notice & Order)		880.00	0.00	880.00	900.00	0.00	900.00
A Special Event Orders - (excluding community street parties)		880.00	0.00	880.00	900.00	0.00	900.00
TRANSPORTATION PLANNING							
S115E Licence - single site		590.00	0.00	590.00	900.00	0.00	900.00
TRANSPORTATION SERVICES							
S247 Stopping-Up Order - Relating to Minor Planning Application		3,000.00	0.00	3,000.00	3,915.00	0.00	3,915.00
S247 Stopping-Up Order - Relating to Major Planning Application		5,000.00	0.00	5,000.00	6,525.00	0.00	6,525.00
LICENCE FOR THE ISSUE OF A STREET WORKS LICENCE UNDER S50 OF THE NEW ROADS & STREET WORKS ACT 1991							

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Collaborative planning & installation of services assistance (multi-services applications only)		NEW	NEW	NEW	1,100.00	0.00	1,100.00
LICENCE FOR SKIPS							
Inspection fee for skip placed off highway		60.00	0.00	60.00	75.00	0.00	75.00
Skip Licence - 14 days		60.00	0.00	60.00	75.00	0.00	75.00
Continuation Licence - 14 days		60.00	0.00	60.00	75.00	0.00	75.00
LICENCE FOR HOARDING/SCAFFOLDING							
Licence Fee for 30 days per square metre of highway occupied by scaffold/hoarding (minimum cost to be £250, max to be £2,500)		23.50	0.00	23.50	25.00	0.00	25.00
Licence Extension Fee for each 30-day period per square metre of highway occupied by scaffold/hoarding UP TO 180 DAYS (minimum cost to be £250, max to be £2,500) £25.00psqm		23.50	0.00	23.50	25.00	0.00	25.00
LICENCE FOR CRANES/OVERSAILING							
Application Fee for Cranes/Oversailing (Non-refundable)		173.00	0.00	173.00	200.00	0.00	200.00
Licence for Cranes on the highway – per day		173.00	0.00	173.00	200.00	0.00	200.00
ENFORCEMENT OF TEMPORARY TRAFFIC ORDERS - RESIDENT & BUSINESS BAYS, WAITING AND LOADING:							
Admin fee		101.60	0.00	101.60	104.65	0.00	104.65
Cancellation charge		50.30	0.00	50.30	51.81	0.00	51.81
Enforcement by Civil Enforcement Officer per day		72.60	0.00	72.60	74.78	0.00	74.78

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Cost of an Enforcement notice	V	30.83	6.17	37.00	31.76
Use of removal vehicle (per removal)		200.00	0.00	200.00	206.00	0.00	206.00
Please note the charges for Enforcement detailed above are separate and in addition to any charges which the applicant may incur in obtaining a Temporary Traffic Order or Street Works permits							
<u>Lorry parking prices</u>							
Rigid vehicles							
1 day	V	15.58	3.12	18.70	16.05	3.21	19.26
2 days	V	31.08	6.22	37.30	32.02	6.40	38.42
3 days	V	46.83	9.37	56.20	48.24	9.65	57.89
4 days	V	62.42	12.48	74.90	64.29	12.86	77.15
5 days	V	78.00	15.60	93.60	80.34	16.07	96.41
6 days	V	93.50	18.70	112.20	96.31	19.26	115.57
1 week	V	100.83	20.17	121.00	103.86	20.77	124.63
1 month	V	403.42	80.68	484.10	415.52	83.10	498.62
3 months	V	1,210.17	242.03	1,452.20	1,246.48	249.30	1,495.78
Articulated vehicles							
1 day	V	18.42	3.68	22.10	18.97	3.79	22.76
2 days	V	36.58	7.32	43.90	37.68	7.54	45.22
3 days	V	55.08	11.02	66.10	56.73	11.35	68.08
4 days	V	73.42	14.68	88.10	75.62	15.12	90.74
5 days	V	91.67	18.33	110.00	94.42	18.88	113.30
6 days	V	110.00	22.00	132.00	113.30	22.66	135.96
1 week	V	119.17	23.83	143.00	122.74	24.55	147.29

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		1 month	V	476.67	95.33	572.00	490.97
3 months	V	1,430.08	286.02	1,716.10	1,472.98	294.60	1,767.58
PARKS AND OUTDOOR FACILITIES							
<u>FOOTBALL / GAELIC FOOTBALL / RUGBY</u>							
Casual Matches							
Grade 1 Saturday	V	85.00	17.00	102.00	89.17	17.83	107.00
Grade 1 Sunday	V	92.50	18.50	111.00	96.67	19.33	116.00
<u>GOLF (WHITEWEBBS)</u>							
Green Fees							
Standard weekday (Adults)	V	17.92	3.58	21.50	18.33	3.67	22.00
Standard weekend (Adults)	V	22.92	4.58	27.50	23.33	4.67	28.00
Weekday off peak ticket (variable times through year)	V	11.67	2.33	14.00	12.50	2.50	15.00
Juniors weekday	V	7.08	1.42	8.50	7.50	1.50	9.00
Juniors weekend (variable times throughout year)	V	9.58	1.92	11.50	10.00	2.00	12.00
Twilight ticket (2pm GMT 4pm BST)	V	11.67	2.33	14.00	12.50	2.50	15.00
60+ Monday to Thursday	V	11.67	2.33	14.00	12.50	2.50	15.00
Super Twilight ticket 2 hours before dusk (BST)	V	7.50	1.50	9.00	8.33	1.67	10.00
Golf Lessons							
Juniors (under 16) per hour group lessons only (min 8)	V	7.33	1.47	8.80	8.33	1.67	10.00
Equipment Hire							
Buggy Hire - Peak	V	19.17	3.83	23.00	20.83	4.17	25.00
Buggy Hire 9 holes	V	10.00	2.00	12.00	10.83	2.17	13.00
Trolley hire - 18 holes	V	3.50	0.70	4.20	3.75	0.75	4.50

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Club hire - 18 holes (13 clubs)	V	8.33	1.67	10.00	12.50	2.50	15.00
Golf Society Days							
Spoon	V	40.33	8.07	48.40	41.67	8.33	50.00
Brassie	V	33.00	6.60	39.60	33.33	6.67	40.00
Mashie	V	31.08	6.22	37.30	33.33	6.67	40.00
Niblick	V	27.50	5.50	33.00	29.17	5.83	35.00
Junior Season Ticket - under 18's	V	91.67	18.33	110.00	104.17	20.83	125.00
CEMETERY CHARGES							
PRIVATE GRAVES (Exclusive Right of Burial 100 years) (Charge includes £51.00 for Grave Deed)							
Reservation fee for Traditional graves [subject to location and availability].		555.00	0.00	555.00	1,000.00	0.00	1,000.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 6' 6" x 2' 6"		3,950.00	0.00	3,950.00	4,000.00	0.00	4,000.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 6' 6" x 2' 6" Premium or Front Row		4,770.00	0.00	4,770.00	5,770.00	0.00	5,770.00
Lawn Grave (Inc. wooden surround except for pre-purchases)		2,750.00	0.00	2,750.00	2,800.00	0.00	2,800.00
Traditional Grave Outer Circle (Inc. wooden surround except for pre-purchases) 9' x 4'		6,000.00	0.00	6,000.00	9,000.00	0.00	9,000.00
Traditional Grave Inner Circle (Inc. wooden surround except for [pre-purchases) 9' x 4'		4,500.00	0.00	4,500.00	7,600.00	0.00	7,600.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 7'x 3' Premium or Front Row		7,400.00	0.00	7,400.00	7,600.00	0.00	7,600.00
Non-Residents (Traditional Premium or Front Row Graves 7' x 3' and 6' 6")		2,400.00	0.00	2,400.00	3,400.00	0.00	3,400.00

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
GARDENS OF REST							
Exclusive Right of Burial site fee [50 years] (DOUBLE for non-residents)		743.90	0.00	743.90	750.00	0.00	750.00
Memorials		145.70	0.00	145.70	150.00	0.00	150.00
Inscription fee		97.50	0.00	97.50	100.00	0.00	100.00
Interment fees		297.50	0.00	297.50	300.00	0.00	300.00
Reservation Fee		225.70	0.00	225.70	230.00	0.00	230.00
Extension of Lease - 5 years		184.70	0.00	184.70	185.00	0.00	185.00
LEISURE - SPORTS							
TERM TIME ACTIVITIES							
Boxing - Adults (block of 14 weeks, £5.50 per session) p.m.		77.00	0.00	77.00	84.00	0.00	84.00
PEST CONTROL							
PEST CONTROL (DOMESTIC)							
Survey charge (non-refundable)	V			Price on application			Price on application
Rats (For 3 visits)	V			Price on application			Price on application
Mice (For 3 visits)	V			Price on application			Price on application
Mice (Per Additional Visit)	V			Price on application			Price on application
Rats (Per Additional Visit)	V			Price on application			Price on application
Cockroaches (For 3 visits)	V			Price on application			Price on application
Cockroaches (Per Additional Visit)	V			Price on application			Price on application
Fleas	V			Price on application			Price on application
Squirrels (per 3 visits) - internal only where appropriate	V			Price on application			Price on application
Pharaohs Ant Treatment (Per complete treatment)	V			Price on application			Price on application

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		<i>CURRENT FEES & CHARGES</i> <i>2020/21</i>			<i>PROPOSED FEES & CHARGES 2020/21</i> <i>(FROM OCTOBER 2020)</i>		
		<i>Basic</i>	<i>VAT@</i> <i>20%</i>	<i>Total</i>	<i>Basic</i>	<i>VAT@ 20%</i>	<i>Total</i>
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V	Price on application			Price on application		
Bed Bug (ID & pre-visit only)	V	Price on application			Price on application		
Bed Bug (per treatment for bedsit or single room, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 2 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 3 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 4 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 5 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Moths (Maximum of 3 visits)	V	Price on application			Price on application		
Household Beetles (Maximum 2 visits inclusive of survey 1 spray and ULV treatment)	V	Price on application			Price on application		
Proofing Treatments etc.	V	Price on application			Price on application		
Wasps (per treatment)	V	Price on application			Price on application		
Wasps (per extra nest)	V	Price on application			Price on application		
Garden Ants	V	Price on application			Price on application		
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V	Price on application			Price on application		
<u>PEST CONTROL (COMMERCIAL)</u>							

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Rats (Per treatment maximum 3 visits)	V		Price on application			Price on application	
Mice (Per treatment maximum 3 visits)	V		Price on application			Price on application	
Cockroach (Per treatment maximum 3 visits)	V		Price on application			Price on application	
Fleas (Per treatment maximum 1 visit)	V		Price on application			Price on application	
Wasps (Per treatment maximum 1 visit)	V		Price on application			Price on application	
Bed bugs (Per treatment maximum 2 visits including pre-visit)	V		Price on application			Price on application	
Bed bug (ID and pre-visit only)	V		Price on application			Price on application	
Bed bug (Per treatment maximum 1 visit. Only if Bed bug ID and pre-visit previously done)	V		Price on application			Price on application	
On-site ID/other/advice/extra visits (Per visit)	V		Price on application			Price on application	
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V		Price on application			Price on application	
<u>PEST CONTROL (LARGE OR COMPLEX COMMERCIAL AND CONTRACT WORK)</u>							
Additional charges will be added for actual costs of materials, equipment etc.	V		Price on application			Price on application	
Rats	V		Price on application			Price on application	
Basic charge per hour (minimum 1 hour)	V		Price on application			Price on application	
Mice	V		Price on application			Price on application	
Basic charge per hour (minimum 1 hour)	V		Price on application			Price on application	
Insects	V		Price on application			Price on application	
Basic charge per hour (minimum 1 hour)	V		Price on application			Price on application	
Pigeons, Feral Cats and Squirrels and other treatments and pests	V		Price on application			Price on application	

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Basic charge per hour (minimum 1 hour)	V	Price on application			Price on application		
Pharaohs Ant Treatment	V	Price on application			Price on application		
Basic charge per hour (minimum 1 hour)	V	Price on application			Price on application		

[Return to Mid Year Fees & Charges Narrative](#)

Use of Capital Receipts in 2020/21

Appendix I

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		
IT	0.470	The service is continuing to implement changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered.
Transformation	0.405	The Transformation Service manages a diverse Portfolio of Programmes, designing, planning and managing activity on behalf of Directors across the council, hiring and managing specialist IT and other resources, as required for each individual project. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments,

2020/21 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		Children's Transformation, Build the Change, Customer Experience.
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 • 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</p>

2020/21 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		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%.
Total to be funded from the Flexible Use of Capital Receipts 2020/21	1.771	

[Return to Capital Receipts Narrative](#)

Appendix J

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)	(0.402)	0	0	(0.844)
Green	(0.150)	(0.672)	(1.659)	(0.354)	(0.325)	(2.919)
Amber	(0.250)	(1.630)	(4.370)	(0.585)	(2.000)	(7.432)
Red	0	0	(0.780)	(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	4.5	(60)
People	C&F	New 2020/21	Savings	Reducing placement cost	7.5	(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	New 2020/21	Income	Southgate Cemetery Cemeteries Mausoleum and Vaulted graves sales	0.0	156
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

Place	Property	New 2020/21	Income	Genotin Road Car Park Redevelopment	0.0	93
Place	Property	New 2020/21	Savings	Vacating St Andrews Court	0.0	158
Place	Property	New 2020/21	Savings	lease termination of 59 Church Street retail shop	0.0	(40)
Place	Property	New 2020/21	Income	Claverings: close Ark, rent it out	0.0	128
Place	Env & Ops	New 2020/21	Income	Traffic order income	0.0	(160)
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	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	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	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 street light 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)
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	Env & Ops	FYE	Savings	LED Street Lighting	2.5	(250)
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	Meridian	New 2020/21	Income	MW Meanwhile use income	5.0	(1,309)
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	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	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
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)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
Resources	Customer Exp	New 2020/21	Savings	Review of out of hours contracting arrangements; early exit termination fees apply.	3.0	(14)
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 (£m)	Forecast Outturn (£m)	Variance inc Covid-19 (£m)	Variance Exc. Covid-19 (£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	14.098	14.324	0.226	0.000
Supervision and Management (Special) *Grounds Maintenance *Energy *Communal Services *Sheltered Housing *Concierge & CCTV	7.531	7.531	0.000	0.000
Repairs Admin *Housing Prof Services *Technical Services	1.342	1.342	0.000	0.000
Repairs Base: Responsive & Planned	13.121	13.121	0.000	0.000
Rates - Council Tax on Estate Renewals	0.630	0.630	0.000	0.000

Housing Revenue Account (HRA)	Current Budget (£m)	Forecast Outturn (£m)	Variance inc Covid-19 (£m)	Variance Exc. Covid-19 (£m)
Rates - Business Rates & Council Tax	0.092	0.092	0.000	0.000
HRA Surplus (to fund Capital)	3.762	3.762	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)	(57.651)	0.195	0.000
Rents Non Dwellings (Shops/Garages/Community Halls)	(3.131)	(2.884)	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	0.668	0.668	0.000

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Dedicated Schools Grant	Forecast Variance (£m)
High Needs Block 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.	2.661
DSG Total	2.661

[Return to DSG Narrative](#)

Appendix N

Reserves	31 March 2020	Forecast Transfers 2020/21 £m's	Forecast Balance 31 March 2021 £m's
	£m's		
General Fund			
Risk Reserve	(8.304)	1.494	(6.810)
Covid-19 Reserve	(3.000)	0.433	(2.567)
Balance Sheet Management	(4.200)	0.000	(4.200)
Collection Fund Equalisation EM reserve	(10.542)	0.000	(10.542)
Housing Benefit Smoothing Reserve	(2.638)	0.000	(2.638)
North London Waste Authority Reserve	(1.349)	0.800	(0.549)
Medium Term Financial Planning Smoothing Reserves	(14.529)	0.800	(13.729)
Salix Fund	(0.726)	0.400	(0.326)
MRP Equalisation	(15.338)	0.000	(15.338)
Interest Rate Fluctuations	(8.190)	0.000	(8.190)
Capital Financing Reserves	(24.254)	0.400	(23.854)
Service Specific Reserves	(14.251)	3.653	(10.598)
Property	(2.125)	0.363	(1.762)
Covid-19 Grant	(8.521)	8.521	(0.000)
Other Grant Reserves	(10.063)	2.593	(7.470)
Grants & Other Contributions	(18.584)	11.114	(7.470)
General Fund Usable Reserves Sub Total	(89.247)	18.257	(70.990)
Insurance	(7.021)	0.000	(7.021)
General Fund Balance	(13.950)	0.000	(13.950)
Total General Fund Reserves and Balances	(110.218)	18.257	(91.961)
HRA			
HRA Repairs Fund	(21.997)	0.500	(21.497)
HRA Insurance	(0.323)	0.000	(0.323)
Total HRA Reserves	(22.320)	0.500	(21.820)
HRA Balance	(4.623)	0.000	(4.623)
Total HRA Reserves and Balances	(26.943)	0.500	(26.443)
Schools			
Schools' Balance	3.193	0.000	3.193
Dedicated Schools' Grant	4.482	2.661	7.143
Total Schools' Reserves and Balances	7.675	2.661	10.336

[Return to Reserves Narrative](#)

Chart 2: Reserves Usage over 5 year MTFP



[Return to Reserves Narrative](#)

London Borough of Enfield**Cabinet****11 November 2020**

Subject: Capital Programme Monitor Second Quarter (September) 2020**Cabinet Member: Councillor Maguire****Executive Director: Fay Hammond, Executive Director - Resources****Key Decision: KD5201**

Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of September 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 the 2020/21 forecast year end expenditure for the approved programme is projected to be £253m: £128m General Fund, £89m HRA and £35m for 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 include 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 from the budget envelope approved by Council. Table 3 paragraph 43, details those projects which have obtained the relevant approval to spend and are now included in the approved Capital Programme, as well as new grant funding received in year.
7. Appendix B lists the projects where individual delegated approvals are still required.

Proposal(s)

8. It is recommended that Cabinet notes the inclusion of the following capital programmes which have been granted approval to spend and updated grant funding in the Council's 10-Year Capital Programme:

- IT Investment: Place Asset Management System
 - Community Safety
 - Flood Alleviation
 - Tennis Courts Works at Broomfield Park
 - Town Centre Regeneration: Good Growth Fund-Fore Street, Angel Edmonton
 - Reardon Court
 - Extension to Foster Carer's homes
 - COVID19 Rough Sleepers Homelessness Grant
9. Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,760bn.
10. Appendix B details Requested Additions, that are subject to further approval.
11. Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,296bn.

Relevance to the Council's Plan

12. 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:
13. Deliver good homes in well-connected neighbourhoods
14. Sustain strong and healthy communities
15. Build our local economy to create a thriving place
16. 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

17. 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.
18. This is the second 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 second quarter.
19. Impact of COVID19
20. The main impact of COVID19 on the Capital Programme has been reduced expenditure in the first 6 months of the financial year.

21. Prior to the Q1 Monitor, it was estimated that at least 25% of current year budgets would be reprofiled into 2021/22. The actual reprofiling of £142m at Q1, represented 32% of the total programme. A further £95.6m has been reprofiled at Q2, bring total reprofiling to £238m, i.e. 54% of the 2020/21 revised budget.
22. A separate review of the Capital Programme was undertaken by the Capital Finance Board to ascertain if there are any programmes which can be delayed to future financial years. The main driver of that exercise was to reduce the revenue budget requirement in the current financial year. This arises from the requirement to set aside revenue budgets to fund loan and interest payments. This exercise has been the catalyst for some of the budget reprofiling.

Main Considerations for the Council

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

TABLE 1

Current Year Approved Capital Programme	2020/21 Budget (Q1)	Reprofil-ing	Additions	Reduct-ions	2020/21 (Q2) Forecast	*Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	£'000	%
Resources	6,266	(2,090)	1,500	0	5,676	538	9%
People	31,100	(27,000)	450	0	4,550	2,070	45%
Place	60,232	(18,174)	4,534	(654)	45,938	12,985	28%
Place - Meridian Water	90,621	(18,498)	0	0	72,124	17,545	24%
Chief Executive	57	0	0	0	57	0	0%
General Fund	188,277	(65,762)	6,484	(654)	128,345	33,138	26%
Energetik	6,942	0	0	0	6,942	1,655	24%
Housing Gateway Ltd	21,500	250	6,800	0	28,550	1,712	6%
Total General Fund	216,719	(65,512)	13,284	(654)	163,837	36,505	22%
Place - HRA	119,283	(30,109)	0	0	89,174	14,128	16%
Total Capital Programme	336,002	(95,621)	13,284	(654)	253,010	50,633	20%

**There is an additional £1.4m HRA and £1.2m General Fund expenditure yet to be processed, or that has currently been charged to revenue cost centres, which is attributable to the Capital Programme.*

25. Reprofiling
26. Budget reprofiling reflects changes regarding the forecast timing of expenditure of programmes, between financial years, with no reported increase or decrease in the overall budget requirement.
27. At Q2, £95.6m of the total programme budget is to be reprofiled from 2020/21 to future years.

28. Table 2 below analyses the budget reprofiling; with explanations below the table for the significant items within the General Fund programme.

TABLE 2

Budget Reprofiling to Approved Programmes	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Future Years £'000	Funding Source
IT Investment	(2,090)	2,090	0	0	0	0	Borrowing
RESOURCES	(2,090)	2,090	0	0	0	0	
Extra Care Housing: Reardon Court	(7,835)	7,835	0	0	0	0	Borrowing & Grant
Schools' Capital Programme	(27,000)	27,000	0	0	0	0	Grant (ESFA)
PEOPLE	(34,835)	34,835	0	0	0	0	
Changes to Waste & Recycling Collections	(121)	121	0	0	0	0	Borrowing
Corporate Condition Programme	(891)	891	0	0	0	0	Borrowing
Corporate Property Investment Programme	(4,337)	4,337	0	0	0	0	Borrowing
Healthy Streets	(2,000)	2,000	0	0	0	0	Borrowing
Meridian Water	(18,498)	18,498	0	0	0	0	Borrowing
Montagu Industrial Estate	(3,000)	3,000	0	0	0	0	Borrowing
Town Centre Regeneration	810	(810)	0	0	0	0	Borrowing
Vehicle Replacement Programme	(800)	800	0	0	0	0	Borrowing
PLACE	(28,837)	28,837	0	0	0	0	
Energetik	0	0	0	0	0	0	Borrowing
Housing Gateway Ltd	250	(250)	0	0	0	0	Borrowing
COMPANIES	250	(250)	0	0	0	0	
Place - HRA	(30,109)	35,582	(1,386)	(1,386)	(1,235)	(1,466)	Various
HRA	(30,109)	35,582	(1,386)	(1,386)	(1,235)	(1,466)	
TOTAL Budget Reprofiling	(95,621)	101,094	(1,386)	(1,386)	(1,235)	(1,466)	

29. IT Investment (-£2,090k): £2m of the ICT budget is currently unallocated, of which £1m is being reprofiled to 2021/22. There are a number of priority projects that are yet to be fully costed. Work is ongoing to complete the business digital portfolio report, which will provide clarity on the intended use of the ICT fund balance. It is however anticipated, at this stage the full £2m will not be required. The key projects that may require funding from the fund relate ICT Infrastructure, Windows 10 and Cyber Security projects.
30. The total budget for the Asset Management System Replacement is £2.89m, of which £1.5m was indicatively profiled into 2020/21. Actual delivery profiles are being developed and it is anticipated that £410k will be required for 2020/21, the balance of £1.09m reprofiled to future years.
31. Reardon Court (-£7,835k): In September 2020, Council approved a budget of £30.1m which included an uplift of £2.6m. Based on current project cashflows, the spend to March 2021 is forecast to be circa £2m, which includes demolition and consultant fees. This revised forecast reflects a more realistic programme and has been verified by the project's technical team. The demolition contractor was appointed this year and will commence works in November.

32. Schools Capital Programme (-£27,000k): Following the latest grant allocations from central government; £27m of the schools' capital programme is being reprofiled. £17m to reflect the updated plan as set out in the updated School Condition and Fire Safety Programme 2020/21 to 2021/22 (KD5082). The report, outlined a proposed programme for 2020/21, formulated to address the most urgent condition items. The balance of £10m is being reprofiled due to the impact of COVID19, which has resulted in some projects being reprogrammed to later in this financial year or moved into the next financial year. The programme is continually reviewed on a project-by-project basis which may result in current spend profiles being amended next quarter. Some schemes are still in the design and feasibility stage, and unlikely to incur significant on-site build costs until the beginning of 2021/22.
33. Corporate Condition Programme (-£891k): Delays resulting from the effects of COVID19 have led to a reprofiling of £891k of the CCP 2020/21 capital budget. Within this, is slippage of £627k relating to Civic centre safety works. Other causes of delays include the requirement for further structural investigation for the Palace Gardens Upper Deck works.
34. Corporate Property Investment Programme (-£4,337k): The approved programme included budget allocations to undertake works on the Council's rural, park corporate residential and operational property assets. A number of these programmes are still being developed and it is not anticipated work will commence this financial year
35. Healthy Streets (-£2,000k): This represents the agreed £2m LBE funding from the Town Centre Regeneration programme. It is being reprofiled to 2021/22 to support the development of the Liveable Neighbourhood TfL schemes in Enfield Town and Angel Edmonton.
36. Meridian Water (-£18,498k): Budgets have been realigned to match updated spending profiles as follows, £3.2m HIF (Rail and Road), £4m Meridian Four £0.7m Employment Strategy and £2.3m land development.
37. Other budgets which have been reprofiled are £4m of the land acquisition budget, to reflect the current status of negotiations with the landowners, £3.1m of Meridian One HRA payments, as they will not be incurred until next financial year and £1.1m related to the relocation of the Pressure Reduction System.
38. Montagu Industrial Estate (-£3,000k): As highlighted in Q1, potential claimants wait for the Council's resolution to grant a Compulsory Purchase Orders (CPOs) before engaging in meaningful dialogue on acquisitions. Although offers have been made, a significant number have declined or not yet accepted; negotiations are still ongoing. There is a possibility of further slippage as the CPOs may not be confirmed until the end March 2021.
39. Town Centre Regeneration (+£810k): The total budget is being reviewed and presently attributed to two main schemes: The Liveable Neighbourhoods programme in Enfield Town and the GLA funded Good Growth project in Angel Edmonton. The funding reprofiled into 2020/21 will support the early stages of the Angel Edmonton project. This consists of the design services and development to at least Stage-2 RIBA, for the various project elements. There may also be some small-scale public realm interventions. The remainder of the

Town Centre Regeneration budget will be allocated against Palmers Green, Southgate and Edmonton Green projects in future years.

40. Vehicle Replacement Programme (-£800k): Delivery date of replacement Refuse Collection Vehicle's moved to July 2021 due to COVID19 related production delays from the manufacturer. Also, there are COVID19 delays on additional vehicle orders relating to services being insourced, with orders expected in February or March 2021.
41. Housing Gateway Ltd (+£250k): HGL is required to create an ethical lettings agency to assist with the pressures on Temporary Accommodation and make the private rented market more accessible to residents on low incomes. Enfield Lets was launched on the 1st of October 2020 and is now operational. As part of the financial modelling; a cash flow pressure was identified where landlords are paid in advance, whilst tenants pay rent in arrears (aligned with benefit payments). As a result, HGL will be drawing down an equity injection of £250k, specifically to assist with the Enfield Let business model.
42. For HRA, refer to paragraph 89.
43. Approved Additions to the Capital Programme

TABLE 3

Additions to the Approved Capital Programme	2020/21 £'000	2021/22 £'000	Total Growth £'000	Funding Sources (Approval Report)
IT Investment: Place- Property Asset Management System	1,500	1,390	2,890	<i>Borrowing (KD5011)</i>
Resources	1,500	1,390	2,890	
Extra Care Housing: Reardon Court	2,611	0	2,611	<i>GLA Grant and Borrowing</i>
Extension of Foster Carers: one-off contribution to HRA Accommodation	150	0	150	<i>Borrowing</i>
Community Safety	300	0	300	<i>Borrowing</i>
PEOPLE	3,061	0	3,061	
Flood Alleviation	798	0	798	<i>GLA Grant and s106 (KD4980)</i>
Tennis Courts Works at Broomfield Park	25	0	25	<i>Sports England Grant</i>
Town Centre Regeneration: Angel Edmonton (Fore Street)	1,100	0	1,100	<i>Good Growth Fund - GLA Grant (KD5080)</i>
PLACE	1,923	0	1,923	
Housing Gateway Ltd	6,800	0	6,800	<i>COVID19 - Homelessness GLA Grant</i>
COMPANIES	6,800	0	6,800	
TOTAL Growth	13,284	1,390	14,674	

44. Appendix B details the Requested Additions, where the approval to spend the budget envelope has not been achieved.
45. Reductions
46. Table 4 below shows the removal of budgets from projects which have had prior approval to spend.

TABLE 4

Reductions	2020/21 £'000	Total Reduction £'000
Healthy Streets	(654)	(654)
PLACE	(654)	(654)
TOTAL Growth	(654)	(654)

47. Transport for London (TfL) funding processes have changed following COVID19 and are regularly reviewed as part of the Department for Transport (DfT) bail out arrangements. LBE staff maintain regular contact with senior sponsors at TfL to ensure a full understanding of the current and potential future situations.
48. Following the most recent consultations with Transport for London, funding has been readjusted to reflect delays on the A1010N caused by COVID19, including impact on speed of work and delivery of materials. Further adjustments are expected throughout the year.
49. 2020/21 Forecast and Expected Outcomes
50. The 2020/21 revised Capital Programme budget (i.e. forecast) is £253m, 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.
51. Resources
52. IT Investment (£5,426k): This budget is currently allocated across a total of 23 projects delivered by Transformation, ICT and Knowledge & Insights teams.
53. £2m 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 is forecasted to spend £975k for implementing the Mobile Phone contract and completing the installation of networks and moving away from the data centre.
54. Other IT Investment projects include £303k - Build the Change (New Device Rollout); £191k - Methods and Modes (Payment Programme); £120k - Libraries Management System; £103k – Liquid Logic and Synergy (Children’s and Schools’ Transformation); £55k - Build the Change (SharePoint); £33k - Corporate Intelligence; and £32k - Commercial Service Microsite.
55. Asset Management System Replacement (£410k). The procurement of supplier to complete the 1st phase of the asset drawings and data cleanse as well as the recruitment of key project staff, to commence the project will be delivered this financial year
56. Libraries-Access Centre (£250k): The project is now split into 2 stages. Stage 1 is the reopening of 4 flagship libraries: Enfield Town, Edmonton Green, Palmers Green Library and Ordnance Unity Centre. This is in response to COVID19

ease of lockdown and the project team has worked to spend as little as possible as this will not be the permanent design solution for the libraries.

57. Stage 2 is the redesign of Enfield Town and Edmonton Green libraries to accommodate the Community Hub Concept, where most of the project budget will be spent. As of 14th September 2020, all 4 libraries have been reopened, so the project is now on track to refocus on the permanent design solution for Enfield Town and Edmonton Green libraries.
58. People
59. Schools' Capital Programme (£4,100k): The strategy of providing additional school places for SEND children is continuing and include the following: ongoing expansion of West Lea Special School, Winchmore Secondary 6th Form and Autistic Unit, rebuild of Fern House and an expansion of Oaktree Special School is also planned. Officers are continuing to investigate opportunities to provide additional SEND places with the associated savings.
60. There are several key maintenance projects to keep schools open and safe, which include roofing, heating and domestic hot water systems and fire alarm systems at various schools. An example is Oakthorpe school's heating system and distribution which was included as an urgent project to prevent school closure, budgeted at £700k. The forecast spend also includes professional fees and retention commitments.
61. Place
62. Southgate Cemetery (£799k): 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 by December 2020. Sales of £125k have been achieved during this quarter while construction continues.
63. Flood Alleviation (£2,078k): This programme comprises of several high-profile schemes which will reduce the risk of flooding to homes within the Borough. It will enhance underutilised green spaces and improve the public realm. Schemes include the Enfield Chase Restoration Project (£748k growth from GLA), due to commence in November 2020 to create 60 hectares of woodland. The Turkey Brook Flood Alleviation Scheme which involves realigning a section of the watercourse in Albany Park and creating flood water storage is due to be completed on site in January 2021. Other schemes include the construction of rain gardens and other features to reduce flood risk at the Four Hills Estate; a 13-week construction programme will be on site this Autumn/Winter and Haselbury Neighbourhood Improvements, almost complete on site. Funding will also allow for detailed design of flood alleviation proposals in Enfield Town to be progressed this financial year.
64. LED Street Lighting (£5,137k): Following a slight delay due to COVID19 the contractor is installing LEDs to a revised programme with completion of installations due by end of December 2020. Project outputs achieve significant reductions in electricity consumption with associated reductions in revenue costs and carbon emissions.

65. Highways & Street Scene (£6,837k): The programme has seen progress on the following schemes:
- Planned Defects - The contractor will be carrying out planned works to carriageways and footways as identified by inspectors throughout the year.
 - Carriageway Resurfacing Programme - Following early commencement of works in May, 28 of the 33 schemes in the main programme and 7 of 16 schemes in the partial resurfacing programme have been completed with the remainder programmed for Q3 & Q4.
 - Footway Renewal Programme - Works have continued in Q2. 19 schemes have been completed to date with 1 scheme on site now. Remaining 10 schemes have been programmed to be completed by end of financial year.
 - Highway Trees Removal & Replacement - There will be removal of deteriorating tree stock and replacement with young healthy trees. This work is seasonal and will be carried out between November and February.
 - Minor Highway Improvements - The first two quarters of the year has mainly been design. Works are due to start on site in October with one scheme and other schemes continuing through to Q4.
 - Street Nameplates Renewal - Orders have been raised for the supply, manufacture and installation of Street Name Plates at various locations in the Borough.
 - Verge & Shrub Bed Renewal - 10 projects have had orders raised for works which included, improving shrub bed areas with new planting, verge protection improvements and planting rain gardens. Most of these projects have been completed within Q1 and Q2.
 - Structures - Bridges & Culverts - Approximately 40% of works is completed in Q2. Works expected on site in Q3 and Q4 include high priority structural repairs to highway structures (bridges, culverts, footbridges & retaining wall) and parks footbridges.
 - Bridge Renewal - Circa 50% of feasibility studies have started and the remainder are due to start in Q3. All feasibility studies' reports are expected to be delivered in Q3 and Q4.
 - Playground and Parks Infrastructure - Parks Infrastructure & Play Area planned & prioritised reactive works continuing through Q2, with a planned increase in spending through Q3, following receipt of Annual Inspections.
66. Tennis Courts Works at Broomfield Park (£539k): £25k increase (as funded by Sports England) to Tennis Court works at Broomfield Park; following engagement of technical engineers, development of accurate specifications, and the inclusion of floodlights, the overall cost of the project has risen significantly. Works have commenced on site with progress and programme being monitored regularly through contract management meetings with contractor.
67. Vehicle Replacement Programme (£1,600k): 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.
68. TfL Supported Schemes (£3,052k): The programme has seen progress on the following schemes:
- A1010 North - Resurfacing due for substantial completion in October 2020;

- Liveable Neighbourhood - phase-2 engagement with public underway and landscape architects appointed to engage in co-design. Traffic modelling in progress.
 - Quieter Neighbourhoods - public consultations on Bowes experiment now open and substantial completion on Fox Lane;
 - Mini Holland - completion on A105 and A1010S with minor corrective items outstanding
 - Local Implementation Plans - substantial completion on Little Park Gardens with some minor landscaping elements and electrical work remaining. Awaiting feasibility for On-Street Bikes scheme report for docked/dockless bikes. Design underway for cycle route for New Southgate to Palmers Green.
69. Meridian Water (£72,124k): 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 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, including £3.3m investment in the Troubadour film studios;
 - 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.
70. Corporate Condition Programme (£2,127k): 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 £382k for Beech Barn Farm.
71. Corporate Property Investment Programme - CPIP (£3,081k): The programme specifically aims to support the delivery of the Council's Strategic Asset Management Plan (SAMP) in management of operational and commercial investment buildings.
72. 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.
73. 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.

74. Electric Quarter (£1,830k): 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.
75. Genotin Road - Metaswitch (£10,472k): 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.
76. Montagu Industrial Estate (£3,000k): 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.
77. Town Centre Regeneration (£410k): Forecast outcomes for 2020/21 includes the second phase of community engagement for Enfield Town, including delivery of public space concept designs and traffic modelling work.
78. Extra Care Housing: Reardon Court (£2,000k): The demolition contractor was appointed this year and will commence works in November. Once these works have completed, further ground condition surveys and design work will commence with the main construction and spend due to commence in 2021/2022.
79. Housing Adaptations & Assistance - Disabled Facilities Grant (£2,200k): The number of enquires, approvals and completions are lower than previous years, this is a direct effect of COVID19. Referrals from Social Services have started to increase and so have approvals. Now that contractors are back on-site, there is a steady flow of completed DFGs.
80. Energetik (£6,942k): Energetik has completed the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter, and by the end of 2020/21 will have set up the construction site at the EcoPark for its Meridian Water heat network energy centre, commenced sewer diversions at the EcoPark, but the commencement of the build of the Energy Centre at EcoPark and the Meridian Water heat network pipe will not commence until March/April 2021 which will trigger the draw down profile provided below. Completion of the Meridian Water Heat Network remains on programme to be completed to suit the requirements of Meridian One and Meridian Two.
81. In terms of construction, there has been little impact due to COVID19 on the company with the exception that it was able to accelerate completion of the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter due to there being less traffic on the normally busy South Street road.
82. In terms of operations and customer service there has been a small impact due to COVID19 in that planned service visits to properties that were connected in 2017 were delayed between March – July 2020 to prevent unnecessary visits to residents' properties. Planned service visits were recommenced in August 2020 as the lock down was relaxed but is forecast to be stopped in November 2020

due to a second wave of COVID19. This has had no impact on service levels to date and responses to heating failures has continued as normal.

83. Housing Gateway Ltd (£28,550k): HGL continues to assist Enfield residents by providing an alternative to expensive temporary accommodation and delivering savings to the Council as a result. COVID19 slowed property purchases between April to July, but HGL was able to complete on properties which were already in the pipeline. HGL has purchased 10 properties so far this year, 4 of which were during September. The property market has become more favourable in recent weeks and therefore it is anticipated that a further 40 units can be purchased before year end, meeting the target of 50 units this year.
84. In addition, HGL has partnered with the Council to bid for grant funding to acquire units for rough sleepers (approx. 28 properties), which has now been approved. These properties will be purchased using HGL's current financial toolkit and the GLA grant applied on top of HGL's capital contribution, so the asking price can be reached. Therefore, the forecast loan capital requirement will remain the same, regardless of the GLA grant. The rough sleeper units must be delivered by 31st March and are a pressing priority for the Council.
85. Refer to paragraph 107 onwards for the HRA expected outcomes.
86. Financing the Capital Programme
87. Table 5 sets out the current financing position for the 2020/21 to 2029/30 Approved Capital Programme.

TABLE 5

Financing	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 - 2029/30 £'000	TOTAL £'000
External Sources - Grants & External Contributions	26,428	38,105	3,078	0	0	0	67,611
LBE Resources - Reserves & Capital Receipts	0	3,348	0	0	0	0	3,348
Borrowing	137,409	319,467	40,181	8,899	180	0	506,136
Total General Fund	163,837	360,920	43,259	8,899	180	0	577,095
External Sources - Grants & External Contributions	3,450	22,544	49,000	42,301	9,464	0	126,759
LBE Resources - Reserves & Capital Receipts	45,723	86,398	56,128	35,507	89,837	277,184	590,777
Borrowing	40,000	73,000	94,500	94,000	6,000	158,000	465,500
Total HRA	89,173	181,942	199,628	171,808	105,301	435,184	1,183,036
Total Programme	253,010	542,862	242,887	180,707	105,481	435,184	1,760,131

88. Financing: Capital Grants

TABLE 6

Department	2020/21	Funding Sources
	£'000	

PEOPLE		
Schools' Future Programme	4,100	Education and Skills Funding Agency (ESFA)
Total PEOPLE	4,100	
PLACE		
Flood Alleviation	1,691	GLA, Thames21 and Environment Agency
Extra Care Housing: Reardon Court	1,000	Greater London Authority (GLA)
Angel Edmonton (Fore Street)	260	Good Growth Grant
Tennis Courts Works	514	Environment Agency (EA)
Meridian Water	9,863	Housing Infrastructure Fund
Housing Adaptations (DFG)	2,200	Disabled Facilities Grant (BCF)
Total PLACE	15,528	
COMPANIES		
Housing Gateway Ltd – COVID19 Grant	6,800	GLA Homelessness Grant
Total GENERAL FUND inc Companies	26,428	
Housing Revenue Account:		
Development Programme: Bury Street	1,250	Greater London Authority
Estate Regeneration: Alma Towers	2,200	Greater London Authority
Total HRA	3,450	
Total Capital Grants	29,878	

89. HRA Capital Programme

90. The HRA capital budget for the current financial year is summarised in Table 7 below.

91. Table 7

Current Year Approved Capital Programme	2020/21 Budget (Q1)	Reprofil- ing	Virement s	2020/21 (Q2) Forecast	Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	%
Asset-Led Works	2,207	(500)	250	1,957	936	48%
Asset-Led Works: Cambridge Road West	1,400	0	112	1,512	14	1%
Asset-Led Works: Upper Edmonton	2,000	0	0	2,000	36	2%
Demand-Led Works	345	0	(112)	233	93	40%
Demand-Led Works: Aids & Adaptations	1,800	(400)	0	1,400	348	25%
Demand-Led Works: Structural Repairs	220	0	0	220	2	1%
Development Programme	53,433	(27,654)	(6,288)	19,491	3,772	19%
Development Programme: Bury Street	6,822	0	1,237	8,059	722	9%
Development Programme: Electric Quarter	5,668	3,166	0	8,835	0	0%
Estate Regeneration	1,970	(344)	499	2,124	272	13%
Estate Regeneration: Alma Towers	10,771	1,153	0	11,923	3,238	27%
Estate Regeneration: Ladderswood	189	0	0	189	29	15%
Estate Regeneration: New Avenue	3,405	0	7,783	11,188	253	2%
Estate Regeneration: Small Sites	398	0	0	398	12	3%
Fire-Led Works	10,189	(2,000)	(2,977)	5,212	779	15%
Stock-Condition-Led Works	14,474	(3,230)	431	11,675	3,418	29%
Stock-Condition-Led Works: Boroughwide	3,994	(300)	(935)	2,759	204	7%
Total Capital Programme	119,283	(30,109)	0	89,174	14,128	16%

92. Table 8 below summarises the HRA 10-Year Capital Programme.

TABLE 8

HRA Approved Capital Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to 2029/30	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset-Led Works	1,957	4,850	3,000	0	0	0	9,807
Asset-Led Works: Cambridge Road West	1,512	4,000	0	0	0	0	5,512
Asset-Led Works: Upper Edmonton	2,000	6,746	0	0	0	0	8,746
Demand-Led Works	233	250	250	250	0	0	983
Demand-Led Works: Aids & Adaptations	1,400	1,900	1,500	1,500	0	0	6,300
Demand-Led Works: Structural Repairs	220	600	800	600	0	0	2,220
Development Programme	19,491	92,863	149,837	133,976	89,943	362,825	848,935
Development Programme: Bury Street	8,059	9,663	2,608	238	0	0	20,567
Development Programme: Electric Quarter	8,835	3,517	0	0	0	0	12,351
Estate Regeneration	2,124	1,859	0	0	0	0	3,983
Estate Regeneration: Alma Towers	11,923	4,776	2,344	1,772	542	1,054	22,412
Estate Regeneration: Ladderswood	189	160	250	110	110	110	929
Estate Regeneration: New Avenue	11,188	205	205	205	166	0	11,969
Estate Regeneration: Small Sites	398	0	0	0	0	0	398
Fire-Led Works	5,212	28,750	9,186	4,200	0	0	47,348
Stock-Condition-Led Works	11,675	21,504	25,649	24,957	0	0	83,785
Stock-Condition-Led Works: Boroughwide	2,759	300	4,000	4,000	14,539	71,195	96,793
Total HRA	89,174	181,942	199,628	171,808	105,301	435,184	1,183,038

93. HRA Budget Reprofileing

94. The Table 9 analyses the HRA budget reprofileing, with explanations below the table for the significant items.

TABLE 9

HRA Budget Reprofileing	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Future Years £'000
Asset-Led Works	(500)	500	0	0	0	0
Demand-Led Works: Aids & Adaptations	(400)	400	0	0	0	0
Development Programme	(27,654)	27,062	268	541	0	(1,466)
Development Programme: Bury Street	0	592	(268)	(541)	0	0
Development Programme: Electric Quarter	3,166	(3,166)	0	0	0	0
Estate Regeneration	(344)	344	0	0	0	0
Estate Regeneration: Alma Towers	1,153	4,320	(1,386)	(1,386)	(1,235)	0
Fire-Led Works	(2,000)	2,000	0	0	0	0
Stock-Condition-Led Works	(3,230)	3,230	0	0	0	0
Stock-Condition-Led Works: Boroughwide	(300)	300	0	0	0	0
Total HRA Reprofileing	(30,109)	35,582	(1,386)	(1,386)	(1,235)	(1,466)

95. Asset Led Works

96. Contract Award has been delayed at both the Upper Edmonton and Cambridge Road West Schemes, due to the identification of high leasehold bills at Notice of Estimate stage, which has required detailed internal scrutiny, prior to issue. As such, start on site has been delayed by circa 10 weeks and the budget has been re-profiled to reflect this.

97. Development Programme
98. Four schemes (Gatward Green, Newstead House, Maldon Road and Bury Street West) are on site, of which three are making good progress. The 2020/21 pipeline included Upton and Raynham, Exeter 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.
99. Capital budgets and spend anticipated for Upton and Raynham, Exeter Road, Bullsmoor Lane, Dandridge Close and Kempe Hall in Q3 and Q4.
100. The sales agreements at Electric Quarter are due to be signed shortly, The budget profile has been updated to reflect the payment profile, for the handover of 3 blocks in this project.
101. Fire Led Projects
102. Given the complex nature of the works and the requirement to enter into resident's homes to complete the required safety works, start on site has been deferred post October to avoid undertaking works during a second wave of infection. Social distancing requirements and the impact on speed of delivery, due to reduced labour levels on site, have elongated delivery as such, spend has had to be reprofiled across all schemes into next financial year.
103. Stock Condition Led Works
104. Term contracts have now been procured to deliver a three-year programme of decency led works. Works are planned to commence on site in early December.
105. Delivery timescales for production of the bathroom modules has been extended due to manufacturing slow down, pushing the start date for the Bathroom replacements at Brimsdown road to January 2021.
106. OJEU tenders for external envelope works and heating works to properties across the Borough have been delayed by 3 months due to a lack of internal capacity within the Procurement hub to issue the tenders. As such it is unlikely that projects will mobilise before March 2021.
107. HRA Capital Programme: Forecast and Expected Outcomes for 2020/21
108. Council Housing Investment Programme
109. 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.
110. 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.

111. Asset-Led Works (£5,469k)
112. 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.
113. 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.
114. Works will benefit circa 600 homes across three Estates: Enfield North, Cambridge Road West and Upper Edmonton.
115. 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.
116. 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 Council's Carbon reduction strategy, which will also deliver more efficient, reliable and cost-effective heating and hot water for residents.
117. Demand-Led Works (£1,853k)
118. 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.
119. £500k has been allocated to address failing water infrastructure at the four Exeter Roadblocks, enabling the Council to bring forward the replacement of water supply and waste pipework, to mitigate the impact of recurring leaks on residents, benefitting 340 households.
120. 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.
121. The above works will be delivered via the planned building safety programme, currently being scoped, with works due to commence on site in January.
122. We are currently awaiting the results of a stock wide structural survey programme, to allocate this year's structural remediation budget.
123. A proportion of the annual environmental improvement 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

124. Survey works are currently underway across several estates, including Joyce and Snells, Oswald's & Newdales and others, to identify priority works that need to be undertaken.
125. Development Programme (£36,385k)
126. 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 several 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.
127. 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.
128. Thus far in 2020/21, the demolition of Newstead House is complete and super-structure works are underway at Newstead House, Maldon Road and Gatward Green. Also, enabling and remediation works are underway at Bury Street West.
129. The expected spend this year will enable:
 - Continued construction of homes at Bury Street West, Gatward Green, Newstead House and Maldon Road. With all but Bury Street West, (which completes in October 2022) expected to be at second fix or further advanced by March 2021. The completed homes will create an additional revenue stream over the 30-year business plan, primarily from rents. Although, the contractors have indicated that they intend to keep their sites open if it is safe for them to continue, a second lock-down could result in significant delay due to supply chain shortages. Contractors are already reporting shortages in ironmongery and other building materials that are manufactured outside of the United Kingdom.
 - Acquisition of 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. Negotiations are ongoing with leaseholder to avoid reliance on a CPO, which would significantly delay the scheme.
 - Acquisition of newbuild units at Electric Quarter by March 2021, which will deliver £17.6m in rental income over the 30-year business plan. The developer has indicated that they intend to work through a second lock down, so long as it is safe to do so. Any further delay could push delivery, grant draw down and the final payment to Lovell to April 2021.
 - Accelerated feasibility design that facilitates the delivery of good quality homes which aligned to resident needs – with capital budgets created and

spend expected for Upton and Raynham, Exeter Road, Bullsmoor Lane, Dandridge Close and Kempe Hall in Q3 and Q4.

130. The 2020/21 pipeline included Upton and Raynham, Exeter Road 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. Also, due to delays in application for payment at Bury Street West, the budget was reprofiled to reflect the latest payment plan. These variations were note in Q1.
131. Bury Street West development, which will deliver 50 new homes of which 25 will be affordable, as seen significant delays due COVID19 (the contractor downing tools during lockdown, and reduced capacity due to safe operational practices on return, resulted in a 12-week slippage) and site abnormalities. Recently, the contractor has uncovered a significant amount of asbestos on site that is likely to require extensive remediation at a cost of approximately £1m which exceeds the budgeted contingency. This overspend could be mitigated through an equivalent reduction in the overage due to the General Fund.
132. The direct delivery schemes attract grant of £100k for every new build rented unit and £28k for shared ownership units, which offsets the cost of borrowing £250k/unit. Where there is no grant funding, retain RTB receipts are used to offset up to 30% of build costs.
133. 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.
134. 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 the grant.
135. Estate Regeneration (£25,822k)
136. 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 on Alma and New Avenue for approximately two 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, particularly in light of expected tightening of restrictions in London
137. The changes to building regulations, including requirements for sprinklers and future proofing through use of appropriate cladding/materials, will increase build costs. We are requiring developers to deliver compliant homes, but this is likely to be a point of negotiation, particularly in terms of future proofing through anticipating requirements yet to be introduced. 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.

138. 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

139. Alma

140. 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. Options are currently being explored for how the community centre can be best utilised to provide a facility for the community whilst also bringing in revenue to the Council.

141. 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 CPUK 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.

142. Ladderswood

143. 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 were scheduled to commence on site for Phase 4 in February 2021, but the LLP have indicated there will 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. The LLP are due to respond shortly with a revised programme which will be used to update the HRA Business Plan in terms of coverage.

144. 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.
145. New Avenue
146. 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 and save on costs associated with keeping residents in the old stock, such as ongoing maintenance and provision of an independent tenant and leaseholder advisor. The Council and the developer are currently engaged in dialogue around maximising the performance of phase 2 and 3 to return the optimum land receipt and housing mix to the Council.
147. 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.
148. Small Sites - The development of this project is complete; the remaining budget will cover the retention payment and any outstanding project costs.

149. Fire-Led Projects (£5,212k)
150. 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
151. 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.
152. Design team appointments have now been made up to RIBA stage 3 and a number of preliminary enabling work packages are currently being tendered.
153. 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.
154. 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.
155. 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 in November (start of works deferred to avoid second wave and allow for urgent lift refurbishment work to be completed)
156. Planned lift replacement works will be delivered in accordance with residents' preferences.
157. 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. Work is due to commence on site in January 2021.
158. 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.
159. The project has been delayed, due to the need to shield residents. Tenders have been returned and works are due to commence on site in the New Year.
160. 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.

161. 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)
162. 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.
163. 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.
164. The above work packages are currently at pre-tender stage and we expect works to be on site in the new year.
165. 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.
166. A Borough wide flat fire door replacement programme has now been procured and has commenced on site. 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.
167. 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.
168. Stock-Condition-Led Works (£14,433k)
169. 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.

170. 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.
171. 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 tendered 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. (DAR approval awaited to award).
172. Additional homes may be added to this programme where identified, during our ongoing stock condition survey programme.
173. 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.
174. 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.
175. 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
176. Dry riser installations (12 blocks): works to retrofit dry riser installations at 12 high rise blocks, has been completed.
177. 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 November.
178. Water tank replacement works delivery has been delayed due to COVID19, due to 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 yet been

quantified, but it is likely to result in an underspend, as we remove units from scope. Spend has been reprofiled to next year.

179. Social Value

180. Year to date contracts awarded in the second quarter will deliver the following social value outcomes:

- Apprenticeships
- school placement/ work experience placements, with 4 targeted at BME and disabled school leavers
- DIY skills workshops (2 per year) for residents
- 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.

181. Moving forward all Social Value outcomes will be captured via the Social Value Portal, using the Council Housing social value model. Social Value will account for 10% of the tender evaluation score.

182. Joyce and Snell's Estates

183. 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.

184. 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.

185. Risks

186. 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.

187. Development Programme

188. 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.

189. 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.
190. 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.
191. These potential changes will be modelled as scenarios, by Finance in the next Business plan refresh.
192. 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.
193. 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

194. 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

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

Financial Implications

196. Financial implications are implicit in the report.

Legal Implications

197. 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

198. Property implications are implicit in the report.

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

Approved Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	5,426	3,571	0	0	0	0	0	0	0	0	8,996
Total Digital Data & Technology	5,426	3,571	0	0	0	0	0	0	0	0	8,996
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	5,676	3,652	0	0	0	0	0	0	0	0	9,327
PEOPLE											
Adult Social Care											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	0	0	0	2,500
Children & Family Services											
Community Safety	300	0	0	0	0	0	0	0	0	0	300
One-off Purchase of HRA Asset	150	0	0	0	0	0	0	0	0	0	150
Total Children & Family Services	450	0	0	0	0	0	0	0	0	0	450
Education											
School Expansions	1,363	0	0	0	0	0	0	0	0	0	1,363
Schools Maintenance	1,810	0	0	0	0	0	0	0	0	0	1,810
Schools' Future Programme	927	34,765	2,578	0	0	0	0	0	0	0	38,270
Total Education	4,100	34,765	2,578	0	0	0	0	0	0	0	41,443
Total PEOPLE	4,550	37,265	2,578	0	0	0	0	0	0	0	44,393
PLACE											
Environment & Operations											
Alley Gating	81	20	0	0	0	0	0	0	0	0	101
Edmonton Cemetery	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	2,078	0	0	0	0	0	0	0	0	0	2,078
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,837	0	0	0	0	0	0	0	0	0	6,837
Public Realm Services:											
Changes to Waste & Recycling Collections	255	121	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	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	1,600	1,300	0	0	0	0	0	0	0	0	2,900
TfL Supported Schemes:											
Healthy Streets	2,247	2,000	0	0	0	0	0	0	0	0	4,247
Traffic & Transportation	805	0	0	0	0	0	0	0	0	0	805
Total Environment & Operations	20,751	3,441	0	0	0	0	0	0	0	0	24,191
Meridian Water											
Meridian Water	72,124	214,980	0	0	0	0	0	0	0	0	287,104
Total Meridian Water	72,124	214,980	0	0	0	0	0	0	0	0	287,104
Property & Economy											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,127	891	0	0	0	0	0	0	0	0	3,019
Corporate Property Investment Programme	3,081	15,921	0	0	0	0	0	0	0	0	19,002
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	3,000	13,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	410	3,356	2,011	0	0	0	0	0	0	0	5,777
Vacant Property Review	0	0	0	0	0	0	0	0	0	0	0
Total Property & Economy	20,988	38,664	22,302	7,427	180	0	0	0	0	0	89,560
Housing & Regeneration											
Extra Care Housing: Reardon Court	2,000	20,255	6,515	0	0	0	0	0	0	0	28,770
Housing Adaptations & Assistance (DFG)	2,200	0	0	0	0	0	0	0	0	0	2,200
Total Housing & Regeneration	4,200	20,255	6,515	0	0	0	0	0	0	0	30,970
Total PLACE exc. HRA	118,062	277,340	28,817	7,427	180	0	0	0	0	0	431,826
Chief Executive (CEX)											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
Total GENERAL FUND exc. COMPANIES	128,345	318,256	31,396	7,427	180	0	0	0	0	0	485,603
Chief Executive (CEX)											
Companies:											
Energetik	6,942	12,698	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	28,550	29,966	0	0	0	0	0	0	0	0	58,516
Total COMPANIES	35,492	42,664	11,864	1,472	0	0	0	0	0	0	91,492
Total Chief Executive (CEX)	35,549	42,664	11,864	1,472	0	0	0	0	0	0	91,549
Total GENERAL FUND inc. COMPANIES	163,837	360,920	43,260	8,899	180	0	0	0	0	0	577,095
Housing Revenue Account:											
Asset-Led Works	5,469	15,596	3,000	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,853	2,750	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	36,384	106,043	152,445	134,213	89,943	176,402	90,830	42,708	52,740	144	881,854
Estate Regeneration	25,822	6,999	2,798	2,087	819	749	416	0	0	0	39,691
Fire-Led Projects	5,212	28,750	9,186	4,200	0	0	0	0	0	0	47,348
Stock-Condition-Led Works	14,433	21,804	29,649	28,957	14,539	14,539	14,539	14,539	14,539	13,039	180,578
Total HRA	89,174	181,942	199,628	171,808	105,301	191,690	105,785	57,247	67,279	13,183	1,183,037
Total PLACE inc. HRA	207,236	459,282	228,446	179,235	105,481	191,690	105,785	57,247	67,279	13,183	1,614,863
APPROVED CAPITAL PROGRAMME	253,010	542,862	242,888	180,707	105,481	191,690	105,785	57,247	67,279	13,183	1,760,132

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	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
Total Digital Data & Technology	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
Total RESOURCES	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
PEOPLE											
Children & Family Services											
Community Safety	0	300	300	150	150	150	150	150	150	150	1,650
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
Total Children & Family Services	0	570	510	360	360	360	360	360	360	150	3,390
Education											
School Expansions	0	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
Schools Maintenance	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Total Education	0	0	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	56,000
Total PEOPLE	0	570	510	8,360	8,360	8,360	8,360	8,360	8,360	8,150	59,390
PLACE											
Environment & Operations											
Alley Gating	0	80	80	80	80	80	80	80	80	80	720
Edmonton Cemetery	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
Housing & Regeneration											
Housing Adaptations & Assistance (DFG)	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total Housing & Regeneration	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total PLACE	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	8,534	35,548	107,440	66,361	60,375	63,510	69,282	60,474	54,693	9,895	536,112

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	7,126	8,971	1,500	2,700	3,200	800	4,700	200	0	0	29,196
Total Digital Data & Technology	7,126	8,971	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	0	0	0	0	0	0	331
Total RESOURCES	7,376	9,052	1,500	2,700	3,200	800	4,700	200	0	0	29,527
PEOPLE											
Adult Social Care											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	0	0	0	2,500
Children & Family Services											
Community Safety	300	300	300	150	150	150	150	150	150	150	1,950
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
One-off Purchase of HRA Asset	150	0	0	0	0	0	0	0	0	0	150
Total Children & Family Services	450	570	510	360	360	360	360	360	360	150	3,840
Education											
School Expansions	1,363	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	22,363
Schools Maintenance	1,810	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	36,810
Schools' Future Programme	927	34,765	2,578	0	0	0	0	0	0	0	38,270
Total Education	4,100	34,765	2,578	8,000	8,000	8,000	8,000	8,000	8,000	8,000	97,443
Total PEOPLE	4,550	37,835	3,088	8,360	8,360	8,360	8,360	8,360	8,360	8,150	103,783
PLACE											
Environment & Operations											
Alley Gating	81	100	80	80	80	80	80	80	80	80	821
Edmonton Cemetery	824	0	0	0	0	0	0	0	0	0	824
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
Highways:											
Flood Alleviation	2,078	250	250	250	250	250	250	250	250	0	4,078
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,837	7,973	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	76,308
Public Realm Services:											
Changes to Waste & Recycling Collections	255	121	0	0	0	0	0	0	0	0	376
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Tennis Courts Works at Broomfield Park	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	1,600	3,841	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	25,767
TfL Supported Schemes:											
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
Healthy Streets	2,247	2,000	0	0	0	0	0	0	0	0	4,247
Traffic & Transportation	805	0	0	0	0	0	0	0	0	0	805
Total Environment & Operations	27,385	28,168	25,629	19,494	15,132	16,508	10,979	10,487	13,659	1,745	169,185
Meridian Water											
Meridian Water	72,124	214,980	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	531,629
Total Meridian Water	72,124	214,980	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	531,629
Property & Economy											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,127	3,541	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	29,247
Corporate Property Investment Programme	3,081	15,921	11,257	3,957	2,500	3,553	2,500	0	0	0	42,769
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	3,000	13,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	410	3,356	2,011	0	0	0	0	0	0	0	5,777
Vacant Property Review	200	200	200	200	200	0	0	0	0	0	1,000
Total Property & Economy	21,188	41,514	36,568	14,561	6,036	6,899	6,046	3,759	3,985	0	140,556
Housing & Regeneration											
Extra Care Housing: Reardon Court	2,000	20,255	6,515	0	0	0	0	0	0	0	28,770
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 Housing & Regeneration	4,200	22,256	8,516	2,001	2,001	2,001	2,001	2,001	2,001	0	46,978
Total PLACE exc. HRA	124,896	306,918	134,247	62,728	48,995	54,350	56,222	51,914	46,333	1,745	888,348
Chief Executive (CEX)											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
Total GENERAL FUND exc. COMPANIES	136,879	353,804	138,836	73,788	60,555	63,510	69,282	60,474	54,693	9,895	1,021,715
Chief Executive (CEX)											
Companies:											
Energetik	6,942	12,698	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	28,550	29,966	0	0	0	0	0	0	0	0	58,516
Total COMPANIES	35,492	42,664	11,864	1,472	0	0	0	0	0	0	91,492
Total Chief Executive (CEX)	35,549	42,664	11,864	1,472	0	0	0	0	0	0	91,549
Total GENERAL FUND inc. COMPANIES	172,371	396,468	150,700	75,260	60,555	63,510	69,282	60,474	54,693	9,895	1,113,207
Housing Revenue Account:											
Asset-Led Works	5,469	15,596	3,000	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,853	2,750	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	36,384	106,043	152,445	134,213	89,943	176,402	90,830	42,708	52,740	144	881,854
Estate Regeneration	25,822	6,999	2,798	2,087	819	749	416	0	0	0	39,691
Fire-Led Projects	5,212	28,750	9,186	4,200	0	0	0	0	0	0	47,348
Major Works	0	0	0	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0	0	0	0
Stock-Condition-Led Works	14,433	21,804	29,649	28,957	14,539	14,539	14,539	14,539	14,539	13,039	180,578
Total HRA	89,174	181,942	199,628	171,808	105,301	191,690	105,785	57,247	67,279	13,183	1,183,037
Total PLACE inc. HRA	214,070	488,860	333,876	234,536	154,296	246,039	162,007	109,161	113,612	14,928	2,071,385
TOTAL CAPITAL PROGRAMME BUDGET	261,544	578,410	350,328	247,068	165,856	255,199	175,067	117,721	121,972	23,078	2,296,245

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Date of report 11 November 2020

London Borough of Enfield

CABINET

Meeting Date: 11 November 2020

Subject: Treasury Management Mid Year Report for 2020/21

Cabinet Member: Cllr Maguire

Executive Director: Fay Hammond

Key Decision: 5214

Purpose of Report

1. This report reviews the activities of the Council's Treasury Management function over the half year period ended 30 September 2020.
2. Over the reporting period, all treasury management (TM) activities have been carried out in accordance with the approved limits and the prudential indicators (PI) set out in the Council's Treasury Management Strategy statement.
3. The key points of the report are highlighted below:

		See section:
Borrowing Outstanding and Net Borrowing at 30th September 2020	A reduction of £61.6m, since 31 st March 2020 and now stood at £927.4m. £66m of local authority borrowing matured, paid and only £16m of project specific loans have been taken during this reporting period. Net Borrowing for this period stood at £854.7m with revised forecast at £1,058m, some £200m less than the original budget.	13, 31 - 35
Capital Financing Requirement (CFR) Forecast for 31st March 2021	The audited borrowing CFR for 31 st March 2020 was £1,072m. The forecast for 31 st March 2021 has been revised to £1,238m from £1,288m due to the ongoing Covid-19 and general capital expenditure slippage.	36 - 38
Average interest on total borrowing outstanding	The average interest rate forecast for this year end is 2.49% and this currently stood at 2.55% for the period. Cost of borrowing estimated for the year 2020/21 is £27.3m.	39 - 42 & 62
Investments & Net Borrowing, PFI & Finance Leases (Debt)	Interest earned on investments to reporting period is £0.139m. Investments portfolio stood at £72.7m for the reporting period. Net debt has decreased by £39m from £931m	43 – 47 & 56

	as at 31 st March 2020 to £892m with revised forecast for 2020/21 as £1,094m.	
Loans Rescheduling	None undertaken.	57
Minimum Revenue Provision (MRP)	MRP chargeable to the General Fund (GF) for 2020/21 is £10m.	58
Compliance with Treasury Management & Prudential Indicators	No breaches.	61 - 72

Proposal(s)

4. Cabinet is asked to:
 - i) Note and comment on the contents of the report
 - ii) Recommend that Council consider and note the 2020/21 Mid Year Treasury Management position and approve the additional policy for 2020/21 Enfield Treasury Management Strategy Statement attached as Appendix 1 to this report.

Reason for Proposal(s)

5. To inform Council the Treasury Management performance for the half year period ended 30 September 2020
6. The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve treasury management half yearly and annual reports.
7. The Council's Treasury Management Strategy for 202/21 was approved at the Council's meeting on the 27th February 2020. The Council has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

Relevance to the Council's Plan

8. Good homes in well-connected neighbourhoods.
9. Build our Economy to create a thriving place.
10. Sustain Strong and healthy Communities.

Background

11. On 31st March 2020, the Council had net borrowing of £893.6m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR),

while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31 March 2020 Actual £m
General Fund CFR	882.3
HRA CFR	226.7
Total CFR	1,109.0
Less: *Other debt liabilities	37.5
Borrowing CFR	1,071.5
External borrowing	989.0
Internal borrowing	82.5
Less: Usable reserves	(220.3)
Less: Working capital	42.4
Net investments	(95.4)

*finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

12. Lower official interest rates have lowered the cost of short-term, temporary borrowings and investment returns from cash assets that can be used in lieu of borrowing. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk.
13. The treasury management position as at 30th September 2020, the change over the six months, the original forecast position for 31st March 2020 and the revised budget position are shown in Table 2 below.

Table 2: Treasury Management Summary

	Actual Balance 31.03.20 £m	Movement £m	Actual Balance 30.09.20 £m	Original Estimate 31.03.21 £m	Revised Forecast 31.03.21 £m
Long-term borrowing	913.0	4.4	917.4	1,137.5	932.9
Short-term borrowing	76.0	(66.0)	10.0	150.0	150.0
Total borrowing	989.0	(61.6)	927.4	1,287.5	1,082.9
Total investments	(95.4)	22.6	(72.7)	(33.5)	(25)
Net borrowing	893.6	(39.0)	854.7	1,254.0	1,057.9

14. With short-term interest rates remaining much lower than long-term rates and temporary investments earning Bank Rate or lower, the Council considered it to be more cost effective in the near term to use internal resources or borrowed

rolling temporary / short-term loans instead. The net movement in temporary / short-term loans is shown in table 2 above.

15. The Council has deferred over £200m of its capital expenditure plans which has resulted in a temporary lower funding requirement for 2020/21.

ECONOMIC BACKGROUND

16. The Bank of England (BoE) maintained Bank Rate at 0.1% and its Quantitative Easing (QE) programme at £745 billion. The potential use of negative interest rates was not ruled in or out by BoE policymakers, but then a comment in the September Monetary Policy Committee meeting minutes that the central bank was having a harder look at its potential impact than was previously suggested took financial markets by surprise.
17. The spread of the coronavirus pandemic dominated during the period as countries around the world tried to manage the delicate balancing act of containing transmission of the virus while easing lockdown measures and getting their populations and economies working again.
18. After a relatively quiet few months of Brexit news it was back in the headlines towards the end of the period as agreement between the UK and EU on a trade deal was looking difficult and the government came under fire, both at home and abroad, as it tried to pass the Internal Market Bill which could override the agreed Brexit deal, potentially breaking international law.
19. Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' (EOHO) offer.
20. GDP growth contracted by a massive 19.8% Recent monthly estimates of GDP have shown growth recovering, with the latest rise of almost 7% in July, but even with the two previous monthly gains this still only makes up half of the lost output.
21. The headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year/year in August, further below the Bank of England's 2% target, with the largest downward contribution coming from restaurants and hotels influenced by the EOHO scheme. The Office for National Statistics' preferred measure of CPIH which includes owner-occupied housing was 0.5% y/y.
22. The US economy contracted at an annualised rate of 31.7% in Q2 2020 (Apr-Jun). The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% but announced a change to its inflation targeting regime. The move is to a more flexible form of average targeting which will allow the central bank to maintain interest rates at low levels for an extended period to support the economy even when inflation is 'moderately' above the 2% average target, particularly given it has been below target for most of the last decade.
23. The European Central Bank maintained its base rate at 0% and deposit rate at -0.5%.

FINANCIAL MARKETS

24. Equity markets continued their recovery, with the Dow Jones climbing to not far off its pre-crisis peak, albeit that performance being driven by a handful of technology stocks including Apple and Microsoft, with the former up 75% in 2020. The FTSE 100 and 250 have made up around half of their losses at the height of the pandemic in March. Central bank and government stimulus packages continue to support asset prices, but volatility remains.
25. Ultra-low interest rates and the flight to quality continued, keeping gilts yields low but volatile over the period with the yield on some short-dated UK government bonds remaining negative. The 5-year UK benchmark gilt yield started and ended the June–September period at -0.06% (with much volatility in between). The 10-year gilt yield also bounced around, starting at 0.21% and ending at 0.23% over the same period, while the 20-year rose from 0.56% to 0.74%. 1-month, 3-month and 12-month bid rates averaged 0.02%, 0.06% and 0.23% respectively over the period.
26. At the end of September, the yield on 2-year US treasuries was around 0.13% while that on 10-year treasuries was 0.69%. German bund yields remain negative across most maturities.

CREDIT REVIEW

27. Credit default swap spreads eased over most of the period but then started to tick up again through September. In the UK, the spreads between ringfenced and non-ringfenced entities remains, except for retail bank Santander UK whose CDS spread remained elevated and the highest of those the Council's treasury advisers monitor at 85bps while Standard Chartered was the lowest at 41bps. The ringfenced banks are currently trading between 45 and 50bps.
28. Fitch revised the outlook on the US economy to Negative from Stable while also affirming its AAA rating.
29. There continues to remain much uncertainty around the extent of the losses banks and building societies will suffer due to the impact from the coronavirus pandemic and for the UK institutions on our counterparty list as there is this added complication of the end of the Brexit transition period on 31st December and what a trade deal may or may not look like.
30. The institutions on Council's counterparty list and recommended duration remain under constant review, but at the end of this reporting period no changes had been made to the names on the list or the recommended maximum duration.

BORROWING STRATEGY DURING 2020/21

31. The 2020/21 Treasury Management Strategy sets out an operational borrowing limit of £1,525m and maximum borrowing requirements of £1,328.8m for the year. As at 30th September there is still a potential for the Council to borrow up to a further £350 million, this level of borrowing has been revised because of the ongoing Covid-19 pandemic and the capital programme slippage. This

matter is being closely monitored through the Council's 10 year capital programme model and the cash flow model.

32. The chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
33. On the 30th September 2020 the Council held £927.4m of loans, (a net decrease of £61.6m since 1st April 2020), as part of its strategy for funding the Council's capital programmes. Outstanding loans on 30th September are summarised in Table 3 below.
34. In keeping with these objectives, apart from project specifics borrowing of some £16m from HNIP, MEEF and SALIX no other borrowing was undertaken, while £66m of existing local authority loans were allowed to mature without refinancing or replacement. This strategy enabled the Council to reduce net borrowing costs despite foregone investment income and reduce overall treasury risk.
35. The Council has 95 loans spread over 50 years with the average maturity being 29 years. The maturity profile allows the Council to spread the risk of high interest rates when debt matures in any one year. The average interest for the period is 2.55%.

Table 3: Borrowing Position

Type of Loan	31.3.20 Actual £m	Movement £m	30.9.20 Actual £m	31.3.21 *Original Forecast £m	31.3.21 ^Revised Forecast £m
PWLB	897.3	(10.6)	886.7	1,107.5	902.6
European Investment Bank	8.6	(0.2)	8.4	-	8.4
HNIP	-	9.8	9.8	10.0	9.8
LEEF	3.4	(0.4)	3.0	10.0	2.7
MEEF	-	5.0	5.0	10.0	5.0
Local Authority	76.0	(66.0)	10.0	150.0	150.0
GLA	2.1	(0.4)		-	1.6
SALIX	1.6	1.2	2.8	-	2.8
Total	989.0	(61.6)	927.4	1,287.5	1,082.9

*Original Forecast as stated in TMSS 2020/21, approved by Council 26 February 2020

^Revised Forecast based on current level of activities

The Capital Financing Requirement (CFR)

36. The Council has an increasing CFR due to the capital programme and an increasing estimated borrowing requirement which takes into account usable reserves and working capital which are the underlying resources available for investment as shown in Table 4.
37. The Council has an increasing CFR due to the capital programme and an estimated borrowing requirement which also takes into account usable reserves and working capital. Having considered the appropriate duration and structure of the Council's borrowing need based on realistic projections, the Council decided to take some advantage of the fall in external borrowing rates and will be borrowing a combination of short-term and medium-term repayment loans (annuity/EIP) / maturity loans. The Council plan to borrow a total of £150m medium/longer-term fixed rate loans. These loans will provide some longer-term certainty and stability to the debt portfolio.

Table 4: Capital Financing Requirement (CFR)

Capital Financing Requirement (CFR)	Actual 31 March 2020 £m	Original Budget 31 March 2021 £m	Revised Budget 31 March 2021 £m
General Fund	882.3	1,073.2	997.1
Housing Revenue Account	226.7	255.6	276.6
Total CFR	1,109.0	1,328.8	1,273.7
Less: *Other debt liabilities	37.3	41.3	35.7
Borrowing CFR	1,071.7	1,287.5	1,238.0
External Borrowing	988.9	1,254.0	1,082.9
Under Borrowing	84.8	33.5	155.1
Authorised Limit	1,400.0	1,600.0	1,600.0

*Total CFR includes finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

38. As PWLB funding margins have pitched quite substantially, there remains a strong argument for diversifying source of funding, particularly if lower rate borrowing can be achieved from alternative sources at rates below gilt yields plus 0.80%, for General Fund capital expenditure. The Council will evaluate and pursue these lower cost solutions and opportunities when available.

Other Debt Activity

39. The forecast for 31st March 2021 Private Finance Initiative/finance leases liabilities which represent the total debt other than borrowing for the Council will stood at £35.7m after the repayment of £1.6m scheduled for the year.

Cost of Borrowing

40. The average interest rate forecast on total external debt for 2020/21 is 2.49% (2.69% in 2019/20). Table 6 shows the Council total cost of maintaining its debt portfolio, as well as how the debt cost has been recharged to the HRA and to LBE Companies. The overall cost to the General Fund was £4.9 million.

Table 5: Cost of Borrowing

Type of Loan	Actual for 31.03.20	Actual as at 30.09.20	Forecast for 31.03.21
	£m	£m	£m
Public Works Loan Board	22.5	12.2	26.2
Local Authority	0.1	0.1	0.3
EIB	0.2	0.1	0.2
GLA	-	-	-
LEEF	0.1	-	0.1
MEEF	-	-	-
Salix	-	-	-
Total Interest on Long Term Debt	12.4	12.5	26.6
Short term Loans	1.1	0.5	0.6
Commission on loans	(0.1)	-	(0.1)
Total Interest Paid	23.9	13.0	27.3
Interest Income Receipts from:			
Housing Revenue Account	8.9	4.9	9.5
Capitalised Interest on Meridian Water	7.7	4.1	8.2
HGL	2.8	2.0	3.7
EIL	0.7	0.0	0.0
Energetik	0.5	0.2	0.8
General Fund	3.2	1.9	5.1
Total Cost of Debt	23.9	13.0	27.3

41. Energetik pay a premium on their interest rate to meet the State Aid regulations set by the European Union.

Loans Maturity

42. The Council has 90 loans spread over 50 years with the average maturity being 27 years. The maturity profile allows the Council to spread the risk of high

interest rates when debt matures in any one year. Table 6 shows the maturity structure of the Council's Loans portfolio as at 31 March 2020:

Table 6: Profile of Maturing Loans

	Loans Outstanding Actual as at 31 March 20	Loans Outstanding Forecast for 31 March 21
	£m	£m
Under 1 year	99.0	24.6
1-2	24.4	73.5
2-5	44.8	95.3
5-10	125.0	131.4
10-15	126.1	124.1
15-20	156.2	146.9
20-25	24.8	31.1
25-30	58.5	68.3
30-35	101.9	87.7
35-40	39.5	44.3
40-45	83.8	88.8
45+	105	166.9
	989.0	1,082.9

Treasury Investment Activity

43. Total cash balances over the year varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rate collections, capital expenditure, DWP payments and housing benefit payments.
44. During this reporting period the Council's investment balance ranged between £5 million and £147 million due to timing differences between income and expenditure. The investment position at 30th September 2020 is shown in table 7 below.

Table 7: Treasury Investments

Counterparties	31.3.20 Actual £m	Movement £m	30.9.20 Actual £m
Money Market Funds			
Goldman Sachs	8.5	(8.5)	0
Deutsche	12.0	(12.0)	0

Aberdeen (Ignis)	14.0	6.0	20.0
Federated	14.0	(11.5)	2.5
CCLA	11.0	9.0	20.0
HSBC Liquidity	0	10.2	10.2
Invesco	11.0	(11.0)	0
Aviva	0	20.0	20.0
Call Accounts			
Santander	0	0.0	0
HSBC	24.9	(24.9)	0
Handelsbanken	0	0.0	0
	95.4	(22.6)	72.7

45. The Council generated investment income of £0.139m on cash balances held in call accounts and money market funds for this reporting period. On average the Council's cash investment portfolio had a risk weighting equivalent to AA+ credit rating.
46. Because the Council's externally managed funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed.
47. In 2020/21 the Council expects to receive significantly lower income from its cash and short-dated money market investments than it did in 2019/20 and earlier years.

Investment Benchmarking

48. Both the CIPFA Code and Government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
49. The progression of risk and return metrics are being measured and monitor. An extract of the metrics being used from Arlingclose's quarterly investment benchmarking are shown in Table 8 below for the reporting period.
50. Continued downward pressure on short-dated cash rate brought net returns on sterling low volatility net asset value money market funds (LVNAV MMFs) close to zero even after some managers have temporarily lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.

Table 8 – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2020	4.25	AA-	100%	1	0.30%
30.09.2020	4.44	AA-	100%	1	0.07%
Similar LAs	4.33	AA-	75%	71	0.67%
All Las	4.16	AA-	64%	18	0.90%

51. On 25th September the overnight, 1- and 2-week deposit rates on Debt Management Account Deposit Facility (DMADF) deposits dropped below zero percent to -0.03%, the rate was 0% for 3-week deposits and 0.01% for longer maturities.
52. The return on Money Market Funds net of fees also fell over the six months and for many funds net returns range between 0% and 0.1%. The Council earned 0.07%. In many instances, the fund management companies have temporarily lowered or waived fees to maintain a positive net return

Non-Treasury Investment

53. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return.
54. This is replicated in the Investment Guidance issued by Ministry of Housing, Communities and Local Government's (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
55. The Council held £132.8m of such investments. Which currently consist solely loans but in future it will includes provision of working capital and injection of equities into the companies. Please see Appendix 1 of this report which detailed the working capital policy to govern the management and administration of such facility. A list of the Council's non-treasury investments is shown in below table 9:

Table 9: Non-Treasury Investments

Loans made to LBE Companies	31.3.20 Balance £m	Movement £m	31.9.20 Balance £m
HGL	118.4	0.7	119.1
Energetik	9.0	3.9	12.9
EIL	3.7	(2.9)	0.8
Total	131.1	1.7	132.8

Net Debt (Borrowing, PFI & Leases)

56. The Council's net debt has reduced from £930.9m closing position of 2019/20 to £892m as demonstrated in Table 10. The estimated budget position for 2020/21 recognises that future capital expenditure will need to be financed from external borrowing and will create pressure on the revenue budget, however this impact has been recognised in the Council's Medium Term financial plan.

Table 10: Net Debt

	31.03.20 Actual £m	30.09.20 Actual £m	2020/21 Original Budget £m	2020/21 Revised Budget £m	2020/21 Interest Forecast £m
Companies	131.1	132.8	216.1	162.3	4.4
Meridian Water	294.2	294.2	342.1	342.1	8.1
Other GF*	359.2	298.7	473.7	311.9	4.3
HRA	201.7	201.7	255.6	266.7	9.7
Total borrowing	989.0	927.4	1,287.5	1,082.9	26.5
PFI & Finance leases	37.3	37.3	41.3	35.7	0.7
Total debt	1,026.3	964.7	1,328.8	1,118.6	27.2
Total treasury investments	(95.4)	(72.7)	(74.8)	(25.0)	(0.3)
Net Debt	930.9	892.0	1,254.0	1,093.6	26.9

Loans Restructuring

57. Loans restructuring normally involves prematurely replacing existing loans (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the conversion of fixed rate interest loans to variable rate loans and vice versa.
58. No rescheduling was done during the year as the new PWLB borrowing rates and premature repayment rates made rescheduling unviable. The Council will continue to actively seek opportunities to restructure debt, if viable.

Minimum Revenue Provision

59. In accordance with the Local Government Act 2003, the Council is required to pay off an element of the accumulated General Fund capital expenditure, which was funded from borrowing, through an annual revenue charge known as the Minimum Revenue Provision (MRP).
60. In the 2020/21 TMSS that was approved by Council at its meeting in February 2020 had MRP budget for 2020/21 as £10m and interest chargeable to the General Fund of £8.9m.

Compliance with Treasury Management Indicators

61. Within the prudential indicators there are several key indicators to ensure that the Council operates its activities within well defined limits. For example, the operational borrowing limit set by the Council, determines the external debt levels which are not normally expected to be exceeded, whereas the authorised borrowing limit represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs full council to approve any increase.
62. Since the beginning of this financial year 2020/21 the total loan debt was kept within the limits approved by the Council against an authorised limit of £1,600 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure, to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to the Council.
63. Officers reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy or explain the areas of non-compliance. Compliance with specific investment limits is demonstrated in tables below.
64. Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 11 below.

Table 11: Prudential Indicators

Debt Limits	30.9.20 Actual £m	2020/21 Maximum £m	2020/21 Operational Boundary £m	2020/21 Authorised Limit £m	Complied? Yes/No
Borrowing	927.4	989.0	1,400	1,500.0	Yes
PFI and Finance Leases	37.3	37.3	75.0	100.0	Yes
Total debt	964.7	1,026.3	1,525.0	1,600.0	Yes

65. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Although total debt was not above the operational boundary during this reporting financial year.

Treasury Management Indicators

66. The Council measures and manages its exposures to treasury management risks using the following indicators.

67. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit rating and credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 12: Credit Risk

	30.9.20 Actual	2020/21 Target	Complied?
Portfolio average credit rating	AA-	A-	Yes
Portfolio average credit score	4.44	4.75	Yes

68. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Table 13: Liquidity Risk Indicator

	30.9.20 Actual	2020/21 Target	Complied?
Total cash available within 3 months	£72.7m	£25m	Yes

69. **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. The Council held no variable interest rate debt during 2019/20. However, the Council's Treasury Management Strategy does permit variable interest rate loans.

Table 14: Interest Rate Risk Indicator

	30.9.20 Actual	2020/21 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	Nil	+£4m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	Nil	+£4m	Yes

70. The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.
71. **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Table 15: Maturity Structure

	30.9.20 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	5.0%	30%	0%	Yes

12 months & within 24 months	2.5%	35%	0%	Yes
24 months and within 5 years	4.9%	40%	0%	Yes
5 years and within 10 years	14.2%	45%	0%	Yes
10 years and above	73.5%	100%	0%	Yes

72. Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 16: Sum Invested Over One Year

	2020/21	2021/22	2022/23
Actual principal invested beyond year end	Nil	Nil	Nil
Limit on principal invested beyond year end	£15m	£15m	£15m
Complied?	Yes	Yes	Yes

Safeguarding Implications

73. The report provides clear evidence of sound financial management, efficient use of resources, promotion of income generation and adherence to Best Value and good performance management

Public Health Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

76. There are no environmental and climate change considerations arising from this report.

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

77. Lack of robust governance inevitably involves a degree of risk. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

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

78. Not approving the report recommendations and not adhering to the overriding legal requirements could impact on meeting the ongoing objectives of the Council's treasury activities.

Financial Implications

79. This is a noting report which fulfils the requirement to report annually the performance of the Council's treasury management activities. Financial implications are set out in the body of the report.

Legal Implications

80. The Local Government Act 2003 provides a framework for the capital finance of local authorities. It provides a power to borrow and imposes a duty on local authorities to determine an affordable borrowing limit. It provides a power to invest. Fundamental to the operation of the scheme is an understanding that authorities will have regard to proper accounting practices recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in carrying out capital finance functions.
81. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 require the Council to have regard to the CIPFA publication "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes" ("the Treasury Management Code") in carrying out capital finance functions under the Local Government Act 2003.
82. This noting report of the Executive Director of Resources advises Council of the Council's borrowing and investment activities for the half-year ending 30th September 2020 and is consistent with the key principles expressed in the Treasury Management Code. The Executive Director of Resources has responsibility for overseeing the proper administration of the Council's financial affairs, as required by section 151 of the Local Government Act 1972 and is the appropriate officer to advise in relation to these matters.

Workforce Implications

83. The employer's contribution is a significant element of the Council's budget and consequently any improvement in investment performance and having a significant reduction in cost of borrowing will allow the Council to meet this obligation easily and could also make resources available for other corporate priorities.
84. This report helps in addressing value for money through benchmarking the Council's performance against other Local Authority and London Boroughs.

Property Implications

85. None

Other Implications

86. None

Options Considered

87. The CIPFA TM code require that the Council establishes arrangements for monitoring its investments and borrowing activities hence the performance and activities of the Council's treasury operations is being reported to this Committee on a regular basis.

This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

Conclusions

88. The Council held outstanding investments of £72.7m as at 30th September 2020. This portfolio earned interest of £0.139m for the reporting period.

89. Gross Debt (Council's total borrowing, PFI and Finance Leases) stood at £964.7m, this is a reduction from the opening balance of £1,026.3m. The original gross debt forecast for 2020/21 was £1,328.8m and now revised down to £1,118.6m due to capital programme slippage and the ongoing Covid 19 pandemic effects. For more details, see sections 56 & 64.

90. The revised borrowing CFR forecast for 2020/21 is in excess of last year closing position of £1,071.7m by some £166.3m to £1,238m. The MRP charge for 2020/21 is £10m. See section 37 for more details.

91. The Total Borrowing for the reporting period stood at £927.4m, a reduction of £61.6m over 2019/20 closing balance of £989m. The original total borrowing forecast for 2020/21 was £1,287.5m, now revised down to £1,082.9m, this equates to some £205m reduction in borrowing need for this financial year. For more details, see section 64.

92. The net borrowing is the difference between total investments outstanding and the total borrowing outstanding. For this reporting period, it stood at £854.7m and the net debt (borrowing including PFI and finance leases) position is £892m. For more details, see section 13.

93. The gross interest forecast for financing external borrowing for the year are £27.3m and the proportion of interest chargeable to the General Fund for the 2020/21 is £5.1m. For more details, see section 40.

94. The Council loans to its companies stood at £132.8m for this reporting period. Future provisions to the companies will include provision of working capital and injection of equities into the companies. Appendix 1 attached to this report detailed the new drafted working capital policy to govern the management and administration of this facility. For more details, see section 55.

95. Over the reporting year all treasury management (TM) activities have been carried out in accordance with the approved limits and the prudential indicators (PI) set out in the Council's Treasury Management Strategy statement. For more details, see section 66 – 72.

BORROWING UPDATE

96. On 9th October 2019 the Public Works Loan Board (PWLB) raised the cost of certainty rate borrowing to 1.8% above UK gilt yields making it relatively expensive. Market alternatives are available; however, the financial strength of individual local authorities will be scrutinised by investors and commercial lenders.
97. The Chancellor's March 2020 Budget statement included significant changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction.
98. The consultation titled "Future Lending Terms" allows stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals to allow authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield. The consultation also proposes the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.
99. The consultation closed on 31st July 2020 with the announcement and implementation of the revised lending terms expected in the latter part of this calendar year or early next year. The Council responded to the consultation.
100. Municipal Bonds Agency (MBA): The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor.
101. If the Council intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.
102. It is also worth mentioning that the UK sovereign rating has been downgraded by Moody's to Aa3 and we could see bumped up in some local authority private placements rate spreads.

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Date of report 8th October 2020

Appendices

Appendix 1 – Additional Policy for 2020/21 Enfield Treasury Management Strategy Statement

Background Papers

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

- i) Treasury Management Strategy Statement 2020/21 (Approved by Council February 2020)
- ii) Arlingclose – Treasury Mid Year Template for 2020/21
- iii) Arlingclose – Enfield Benchmarking-credit-scores for September 2020

Appendix 1 – Additional Policy for 2020/21 Enfield Treasury Management Strategy Statement

- 1.1. **Lending to Wholly Owned Council Companies:** The Council can loan to its wholly owned companies, but a business case must be undertaken and a review process that demonstrates that they are a sound option (non-loss making) and support the Council's Medium Term Financial Plan Objectives. This is subject to existing requirements for taking Key Decisions set out in the Council's Constitution.
- 1.2. **Lending to Joint ventures (JVs), Associates and Similar entities:** The Council can invest in such organisations when they meet the same conditions as above. Moreover, there are instances when the Council is de facto required to invest or to deliver an alternative scheme (such as the North London Waste Authority).
- 1.3. **Lending to Third Parties:** The Council may lend to third parties that deliver services supporting the Medium-Term Financial Plan but any loans under such arrangements must be fully secured and on a commercial basis.
- 1.4. **Working Capital Facilities:** These are explicitly not capital expenditure because they exist to manage cashflows and are not of a long-term nature. Such facilities are limited to wholly owned Council companies and Joint Ventures and subject to existing requirements for taking Key Decisions set out in the Council's Constitution.
 - i) Regular reviews of cashflow are a requirement, taking place no less than on a quarterly basis.
 - ii) One key aspect that must be considered in relation to working capital is:
 - that the cashflow review is to demonstrate the financial good health of the borrower and ability to repay plus interest
 - to ensure that the loan is not being used for capital purposes and is solely due to the timing of cashflows. The latter requires a different governance process as noted within the financial regulations.

London Borough of Enfield**Cabinet****11th November 2020**

Subject: Trading Company Annual Accounts & Performance
Cabinet Member: Cllr Mary Maguire
Executive Director: Jeremy Chambers – Director of Law & Governance

Key Decision: 5197

Purpose of Report

1. The purpose of the report is to identify and communicate the results achieved by the Council's wholly owned trading companies and provide assurance that they continue to contribute effectively to the achievement of the Council's corporate objectives

Proposal(s)

2. Recommended that Cabinet:
 1. Note the results presented by the companies.
 2. Approve the wind-up of EIL, following the sales of the final two properties in which it holds an interest, and delegate authority to the Director of Law & Governance to enact the wind-up in consultation with the company's Directors.

Reason for Proposal(s)

3. The company accounts are approved by the Company Boards and are presented to Cabinet for transparency and to ensure companies' performance remains in accordance with the Council's strategic priorities.
4. EIL has no viable project to move on to following the sales of its final property interests. Given the company has not delivered value, coupled with the absence of immediate opportunities, it is assessed that there is no value in keeping the company structure in place.

Background

5. During the financial year ending March 2020, four companies wholly owned by the Council operated to deliver services to residents. These were:
 1. Housing Gateway Ltd (HGL)
 2. Lee Valley Heat Network Operating Co Ltd (trading as Energetik)
 3. Enfield Innovations Ltd (EIL)
 4. Independence and Wellbeing Enfield Ltd (IWE)

6. The companies operated for the year on the basis of business plans given final approval by Cabinet in July 2019, which included financial projections and KPI targets for companies to be measured against. These projections and targets form the basis for quarterly performance reports provided to the operational shareholder function. The final year-end results are presented in this report.
7. IWE has since been insourced as of 1st June 2020. The legal entity is currently in the process of being wound up, as per the Cabinet decision of 22nd January 2020.

Main Considerations for the Council

Housing Gateway

8. Housing Gateway's business plan projected a loss of (£400,000). Prior to Coronavirus restrictions, the company was on course to exceed this substantially, with an Operating Profit of £4.5m against £2.8m interest payments. In normal circumstances, this would give a projected net profit of £1.7m before tax, overachieving against the business plan. The company has also delivered an estimated £2m temporary accommodation cost avoidance to the Council across the year, which would have represented a very good year for the company.
9. However, following the imposition of lockdown restrictions and the consequent effect on property markets, the company's portfolio was down valued as part of external audit. The company values its assets on an annual basis in accordance with the Council's accounting requirements, as the Council is required to include the value of its subsidiary companies on its own balance sheet. The loss of value is adjudged to have occurred in March 2020, and therefore affects this presented set of accounts.
10. The total down valuation across the portfolio has amounted to £9.1m, as is identified by the line 'Other gains or losses' in the Profit and Loss statement, and the associated note.
11. The effect of this has been to impact the net profit and record a £6.8m loss. However, this is an accounting loss due to falling asset values, as opposed to an operating loss, an important distinction as it identifies that the business' activities are still fundamentally profitable, and the loss has occurred only due to the external shock suffered by the property market as a result of the Covid-19 pandemic.
12. The loss does not have an impact on the company's ability to function, nor the core profitability of its activities, nor the cost avoidance achieved by the Council through use of HGL's services. It also does not affect the cash flow of the business, as the value of the portfolio as a fixed asset is for accounting purposes, and the value of fixed assets has no impact on cash income. Indeed, as per paragraph 6, the company has outperformed expectations in regard to its operations.

13. The devaluation also affects the company's balance sheet, which identifies the extent to which the company's assets outweigh its liabilities. The devaluation of the company's portfolio has substantially reduced its buffer in this regard, although it still retains a positive ratio, its assets being worth £1.25m in excess of its liabilities. However, it is a positive sign for the Council's investment that the company has been able to sustain a substantial shock to its portfolio, but remain in positive equity; this offers reassurance to the Council as shareholder and lender that the company has purchased prudently, and the Council's investments in the company are safely protected by the value of the portfolio. The first round of financial monitoring for 2020-21 has also identified an initial improvement in the company's net asset position to £1.5m.
14. Housing Gateway has completed actions needed to implement its business plan for the year. It has met all performance targets with the exception of resident satisfaction; the company advises that this is largely due to dissatisfaction with repairs and maintenance contractors. A timeline for a new customer satisfaction exercise is currently being drawn up. The company used the same contractors as Council Housing for the period, which have now been replaced by an insourced service. This will continue to be monitored through the current financial year.

Energetik

15. Energetik has recorded a positive result, outperforming its business plan projection for the year by £430,000. It is the second successive year that the company has substantially outperformed its business plan, and it is now in a strong overall net positive position against its business plan since its inception. Due in part to the change in delivery strategy at Meridian Water, it has been able to postpone its capital expenditure required to deliver its major infrastructure, which has had reduced the company's borrowing requirements in early years.
16. The company is currently in a phase of high capital investment as it seeks to build out its network and assets, which has a significant effect on its bottom-line result. Looking in detail at the accounts, it can be seen that the company has delivered a gross profit on its activities for the first time, which represents good progress on a par with business plan expectations. Gross profit measures the profitability of the day-to-day business operations, before interest payments on its loans are accounted for. This indicates that the company's operations model is fundamentally profitable, with the next phase of the business plan being to expand its customer base to the point that the income base is large enough to also exceed interest payments and therefore record net profit.
17. The final net profit result then takes into account repayment of the company's loans, which leaves a final overall loss of £570,000; as highlighted above, this is a substantial improvement on the projected business plan position of a £1m loss.

18. The company has a net asset position of (£2.2m). This is also anticipated within the business plan and is the result of investment in design costs prior to asset construction. The construction of some energy centres is underway, which may help to redress the asset balance in future accounts. The company also has approved loan facilities available, which to date it has not utilised as quickly as previously envisioned, therefore there is not assessed to be a high cash flow risk.
19. Energetik has completed the key actions required by its operational plan for the year and has performed well on KPI targets. Where targets have been missed this has in part been due to the company's service contractor; Energetik's contract with its service contractor includes a penalty system for underperforming KPIs, and these have been enacted to recover contract fee for Energetik wherever applicable under the contract terms.
20. The completion of key actions enables the company to move forward with the build out of its network, as well as exploring potential opportunities for expansion.

Robin Hood Energy & Bristol Energy

21. Given the recent emergence of high-profile losses sustained by Robin Hood Energy Ltd (RHE) and Bristol Energy (BE), wholly owned by Nottingham City Council and Bristol City Council respectively, this report represents an opportunity to provide assurance on Energetik's financial management, and the difference of its business model to those companies.
22. In terms of business model, RHE and BE were set up as licensed utility providers in the electricity and gas market; that is, the sale of electricity and gas to domestic and commercial customers in the same marketplace as large scale utility providers such as British Gas, Npower, Eon etc. As a result, they were in direct competition with large scale competitors to obtain and then retain its individual customer. These are highly regulated and competitive markets, relying on market forecasting, and competitive purchasing of gas and power, similar to market trading, which carries high level of risks.
23. Energetik does not operate in the gas and electricity market. Energetik builds heat networks as part of development projects; this enables Energetik to consider each business development proposal on its own merits and assess financial viability; Energetik will not connect to developments it does not consider to be viable, therefore it will not incur capital expenditure on projects it has not done substantial financial modelling on, and projected profit for.
24. In financial management terms, while posting a loss, Energetik has outperformed its business plan for successive years; its business plan projects a loss while capital is invested in building its network and other infrastructure assets, which becomes profitable once the network is built out and revenues from an increased customer base increase.
25. RHE posted losses which greatly exceeded business plan expectations; in some years it posted £5m plus losses when the business plan projected

profit. The fact that Energetik is outperforming expectations, and has recorded gross profit before loan repayments, provides comfort that the company is operating as expected and the projection of long-term profit is realistic and achievable.

26. The funding structure of Energetik also works to minimise risk to both Council and company. The company has approved loan facilities which it draws down against on a quarterly basis, taking only those drawdowns necessary for its business that quarter. This allows the company to manage its interest repayment effectively, and the Council can limit its financial exposure while monitoring progress and performance achieved by the company.
27. Further, Energetik does not compete for individual customers. Once a network is built and connected to a development, Energetik is the sole heat supplier able to access the development properties. In reciprocity to end consumers, Energetik benchmarks its heat prices against gas each year, which aims to offer a price equivalent to the 'Big Six' energy firms when replacement costs and breakdown insurance is included i.e. a like-for-like comparison.

EIL

28. EIL's business plan projected a loss of (£150,000) after the sale of all its property interests. After utilising property sale income to repay loans from the Council, it has recorded a final position of (£600,000), though it has not yet sold all properties.
29. This is, in part, due to the company's interest in properties built through the Small Housing Site phase 1 project not achieving sale within the timeframe initially envisioned, particularly in regard to the bulk sale of 21 properties to North London Muslim Housing Association, as identified within the performance report. This has entailed unforeseen expenditure on aspects such as property security, and higher legal fees due to conveyancing processes taking longer than expected, which has then impacted on the overall financial bottom line.
30. The sale of the final properties remaining at year end has then subsequently been affected by the Covid-19 pandemic, which has delayed the completion of sales. However, no buyers have withdrawn as a result of the pandemic, and the sole remaining property is now progressing towards completion.
31. It has resulted in a balance sheet net assets figure of (£115,000), meaning that the remaining property value at 31st March 2020 was assessed to be worth less than the remaining liabilities to the Council. As such, the surplus of debt over assets is currently estimated at around £160,000. The company remains able to fully service its loan repayments to the Council with value expected from final property sales, however a Parent Company Guarantee fee levied on the company by the Council cannot be met.
32. Originally the strategy was to let the properties through a leasehold interest. However, substantial delays to the development projects caused by the insolvency of a sub-contractor resulted in the rental model to becoming

unviable, due to the projected delay in receiving rental income against loan payback. Therefore, a mitigating scenario of property sale was pursued to limit the Council and company's financial exposure.

33. Appendix 4 further details the path of EIL's involvement in the Small Housing Sites project from the Council's perspective as shareholder, and identifies lessons learned which have been applied to subsequent proposals. The Housing Revenue Account (HRA) also held interest in the properties developed through the project, and the Financial Implications record the effects of sales on the HRA, which is at a net positive impact due to the value of sales achieved by EIL.
34. There are no other performance measures to report, as the sale of properties is the sole aspect of the company's approved business plan.

Independence and Wellbeing Enfield

35. Independence and Wellbeing Enfield has returned a zero result after tax, against a pre-tax profit of £31,500. This shows that the company making efficient use of the management fee paid for services by the Council. It retains a surplus of assets over liabilities of £400,000. This is assessed to be a good position given that the company is free of loan or long-term debt obligations, nor does it have fixed assets on which it relies for a positive position.
36. In January 2020 Cabinet approved the insourcing of the services provided by IWE, and the subsequent wind-up of the company. The services were insourced on June 1st 2020, and the wind up of the legal entity is underway. As such, the performance is not presented in this report, as it is not deemed to be of value in the prevailing circumstances.

Safeguarding Implications

37. There are no safeguarding implications to this report.

Public Health Implications

38. The specific proposal does not have any implications for public health. However, Energetik and HGL do contribute to public health through the low-cost heating and housing they respectively supply, and therefore it is important to monitor their performance to ensure such benefits continue.

Equalities Impact of the Proposal

39. The proposal has no equalities impact.

Environmental and Climate Change Considerations

40. The proposal does not have any direct climate change or environmental impacts, although Energetik's business plan works towards significant carbon

reduction in energy provision. Impacts of particular company proposals or business plans will be considered in the relevant reports.

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

41. If companies' performance is not monitored and reported, then the companies may fail to deliver against objectives, and may not contribute towards the Council's Corporate Plan, or provide a return on the Council's investment. Cabinet may be unable to fulfil its role as shareholder guardian in ensuring that companies continue to align strategically with the Council's objectives.
42. The key factors to monitor for HGL over the coming months will be arrears levels and portfolio value. It is, as yet, unclear how the end of the furlough scheme in October will affect levels of arrears, and reporting will be undertaken to promptly identify any negative effect. It will also be important to monitor the portfolio value and by extension the net balance sheet position to ensure continuing positive equity, which has already shown improvement over the figures within the 2019-20 accounts.
43. For Energetik, the key factors to monitor will be gross profit, to ensure the positive result in 2019-20 continues. Related to this, the level of staffing costs capitalised will be important, as efficient use of staff time on generating revenue (as opposed to developing network assets) will be part of continuing to achieve gross profit.
44. For EIL the shareholder function will continue to monitor sales until the final remaining sale is complete, and the proposals regarding wind-up can be enacted.

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

45. The proposal is to note progress, to provide assurance on company performance, and to provide an opportunity for oversight and challenge. There are therefore no specific risks arising from the proposal relating to the companies considered.
46. It should be noted that this report does not consider the Council's partially owned and/or dormant companies, therefore it cannot offer assurance on risks related to those companies. The purpose and value of these is currently under review, and recommendations regarding them will be presented in due course, with full consideration of related risks.

Financial Implications

47. HGL – as reported in paragraph 6 above there was a revaluation of the company's asset portfolio, reducing the underlying value of the company, arising mainly from the impact of the Covid19 pandemic. This equates to a 7% reduction in the company's investment portfolio as at 31st March 2020. A similar downward revaluation has been seen across other Council Housing

assets, followed by signs of a subsequent recovery post year end. It is anticipated that the asset values (and HGL's directly related valuation) will recover in future years, in-line with the wider housing market.

48. IWE – As at 31st March 2020 the company was free of debt or any long-term obligations. As such the windup of the company which is now underway will not have any adverse impact on the Council's finances. Cash balances of £600k have been transferred back to the Council as all obligations are believed to be fulfilled.
49. Energetik – The company made a loan drawdown of £2.7m during 2019/20, which facilitated the delivery of key activities as detailed in the company's business plan.
50. EIL – The company had 2 unsold properties at year end. The debt position will be finalised during the current financial year, once the last 2 properties are sold. As at 31st March 2020, the asset valuation appeared unlikely to cover the company's outstanding debt and a loss of circa £150k is anticipated.
51. The actual profit or loss position will be known when the last 2 properties are sold.
52. The EIL sales have seen an increase in value which has resulted in additional income to the HRA. The effect on the HRA of the Small Housing Sites project was most recently reported to Cabinet in January 2019. The position achieved has improved by £128,000. This is largely due to higher than anticipated total value achieved from EIL individual sales.
53. The following table provides a full updated position for the HRA from January 2019, based on the sales activity that has been undertaken by EIL in 2019-20 and subsequent months.

HRA SS1	Original projection	Updated projection	Difference
Expenditure			
Works Costs Phase 1	5,938,386	5,113,398	
Works Costs Phase 2	13,715,981	13,692,752	
Other Works	2,077,415	2,204,705	
Acquisitions/Demolitions	1,445,216	1,445,216	
Fees, staffing & project costs	1,292,547	2,001,873	
Total Expenses	24,469,545	24,457,944	-11,601
Income			
RTB receipts	-1,991,097	-1,991,097	
S106	-1,943,157	-1,943,157	
GLA grant	-690,000	-690,000	
Total Subsidy	-4,624,254	-4,624,254	0
Private sales (LBE 23%,	-6,412,945	-6,529,573	

EIL 77%)			
Shared equity receipt	-3,626,000	-3,626,000	
Total Debt	9,806,346	9,678,117	-128,229

54. The delays to EIL sales have not impacted on HRA borrowing.

Legal Implications

48. The Council has a general power of competence under Section 1(1) of the Localism Act 2011 to do anything which individuals generally may do provided it is not prohibited by legislation and subject to public law principles. In addition, in accordance with such Act, the Council can set up a company under the Companies Act 2006 to do, for a commercial purpose, that which it is empowered to do under the general power of competence.

49. When supporting the companies, particularly in its role as lender/funder, the Council must be continually mindful of the rules with regard to state aid. 'Aid' in this context means any benefit conferred, not just monetary payments. This could include any services/resources provided by the Council to the company at less than market value.

50. When taking any actions in its role as shareholder, the Council must also be continually mindful of the requirements of the Companies Act 2006, and the requirements contained in the Articles of Association of each company.

Workforce Implications

51. There are no workforce implications to this report.

Property Implications

52. There are no property implications to this report.

Other Implications

53. There are no other implications to this report.

Options Considered

54. The only alternative option is not to report or monitor progress, which as identified in paragraph 25 may result in a lack of cohesion between the Council's objectives and its use of companies.

55. The alternative to wind-up of EIL is to leave the company dormant. As there is no viable project for the company in the foreseeable future, there is not assessed to be any value in this option.

Conclusions

56. The progress of the companies should be noted, and monitoring continue throughout the current financial year.

57. Subject to completion of final sales, the Council should wind-up EIL as a company entity.

Report Author: Will Wraxall
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11 November 2020

Appendices

Appendix 1a-c: Company letters presenting accounts

Part 2 – restricted:

Appendix 2a and b: Housing Gateway accounts and performance report

Appendix 3a and b: Enfield Innovations Ltd accounts and performance report

Appendix 4a and b: EIL accounts and performance report

Appendix 4c: EIL Shareholder Timeline

Appendix 5: IWE accounts

19th October 2020

Dear Shareholder,

Re: Housing Gateway Ltd Audited Accounts Year Ended 31st March 2020

I have pleasure in presenting the final audited accounts for Housing Gateway Ltd (“Housing Gateway”) for the Year ended 31st March 2020. Housing Gateway has made excellent progress throughout the year continuing to deliver significant savings, in excess of £7m, to the Council whilst maintaining a profitable business on operations and growing a significant asset base.

Housing Gateway’s turnover has continued to increase year on year, greatly attributable to excellent performance with regard to reduced void periods, resulting in an increased gross profit of 5% since 2019. Further, the operating profit increase has been brought about by tight control on variable costs.

Whilst Housing Gateway has faced challenges, like most businesses, due to the impact of Covid 19, it is well placed with a solid portfolio and business model, to survive the immediate economic challenges. Housing Gateway’s workforce have acted flexibly, adapting working methods to the new environment whilst ensuring core business functions are maintained and supporting our residents.

Housing Gateway’s property portfolio was valued at year end, in line with Council policy, and included a 5% impairment across the portfolio specifically due to the Covid 19 uncertainty. Since this time our experience is that the property market has remained buoyant and we do not believe that this risk has materialised or worsened to date. Furthermore, this is an accounting “book” loss, which would only be realised were the portfolio sold at the estimated value.

Despite the valuation impairment, the company’s balance sheet is positive, showing shareholders’ reserves of £1.2m. In addition, in 2020 Housing Gateway concluded the portfolio refinancing to ensure the company has a sound financial basis for the future development and diversification through Enfield Let, our ethical lettings agency.

Housing Gateway continues to ensure sound financial management and strives to support the Council’s housing agenda through innovative businesses in the future.

Yours sincerely,

CLlr Tim Leaver
Chair, Housing Gateway Limited.



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2019/20 - End of year accounts

Shareholder's notice

Energetik's accounts for the period 1st April 2019 to 31st March 2020 were prepared by the Council's finance team via it's SLA with the company, and subsequently independently audited by Moore, the Company's external auditors.

The company recorded a loss in the period of £569k, which is an improvement of 43% against the budgeted loss of £1.03m for the period. This is mainly due to delayed commencement of construction of the company's Meridian Water energy centre and heat network to match the build out of the main housing development scheme, and the commensurate delay to capital expenditure and associated loan and interest repayments.

The loss of £569k is mainly due to interest payments made to the Council of £505k as well as a further £51k paid to the council in service charges under its legal, financial and procurement Service Level Agreements.

A credit on account to the sum of £323k was received within the period from Housing Gateway Limited as part of the group tax relief exercise, meaning the cost to Council for Energetik was ca. £213k.

Operating income was 31% higher than budgeted forecast due to additional income generating activities including the provision of temporary plant hire.

The directors of the board were comfortable with the audited financial position at the end of the period noting the losses are in line with the budget and business plan as well as being appropriate for large heat infrastructure projects of this nature, where capital expenditure is required ahead of significant connect receipts. Accordingly the board approved the financial accounts for submission to Companies House.

Jayne Clare (Managing Director)

For and on behalf of Energetik

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13th October 2020

Dear Shareholder,

Re: Enfield Innovations Ltd Audited Accounts 2019/20

I have pleasure in presenting the final 2019/20 audited accounts for Enfield Innovations Ltd. Enfield Innovations has continued to make progress throughout the year ensuring that the development of its 57 properties was completed and the sale of those properties prioritised.

During 19/20 Enfield Innovations successfully sold 48 properties with 21 of these being sold to a local housing association. As part of the sale process for these 21 properties, Enfield Innovations negotiated nomination rights for the Council in perpetuity and an undertaking that they would remain at submarket rents.

The Covid 19 pandemic has presented challenges for Enfield Innovations, as the sale of the remaining properties was delayed due to the lockdown restrictions, prolonging exposure to interest payable on loans. That said, since March 20, a further 7 properties have been sold, with the remaining two properties under offer and expected to complete shortly.

As and when capital has been received from the proceeds of sales, Enfield Innovations has made payments to the Council and in doing so has reduced its current liabilities by 67% in 19/20.

Enfield Innovations will strive to maximise sales receipts for the remaining 2 properties in order to bring the company to the most favourable position.

Yours sincerely,

Cllr Sabri Ozaydin
Chairperson, Enfield Innovations Ltd.

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THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

DECEMBER 2020

- 1. Better Council Homes – Progress, Plans And Review of HRA Business Plan for 2020/21** Sarah Cary/Fay Hammond

This will present the progress, plans and review of the Housing Revenue Account (HRA) Business Plan for 2021. **(Key decision – reference number 5228)**
- 2. Registered Provider (RP) Framework** Sarah Cary

This will seek approval to the setting up of a registered provider framework. **(Key decision – reference number 5191)**
- 3. Fair Debt and Income Strategy** Fay Hammond

This will seek approval of the Council’s Fair Debt and Income Strategy. **(Key decision – reference number 5207)**
- 4. Medium Term Financial Plan Update and Draft 2021/22 Budget** Fay Hammond

This will update Cabinet on the latest budget position for 2021/22 and to bring forward any sufficiently developed savings proposals for Cabinet approval. **(Key decision – reference number 5224)**
- 5. Review of 10 Year Capital Programme** Fay Hammond

This will provide Cabinet with an update on the Council’s 10-year capital programme. All existing schemes are being reviewed by the Capital Finance Board across October and November. **(Key decision – reference number 5239)**
- 6. Modern Council: Digital Business Portfolio** Fay Hammond

This will outline the integrated programme of works that supports the Digital Strategy. **(Key decision – reference number 5223)**

JANUARY 2021

- 1. Quarterly Corporate Performance Report** Fay Hammond

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

2. **Quarterly Capital Monitoring 2020/21 Quarter 3** Fay Hammond

This will update Cabinet on the capital monitoring position as at the end of the third quarter. **(Key decision – reference number 5202)**

3. **Contract Award Healthwatch Enfield** Tony Theodoulou

This will seek approval of the recommendations for contract award of the statutory required local Healthwatch service. **(Key decision – reference number 5227)**

4. **Economic Development Strategy 2020-30** Sarah Cary

This will seek approval of Enfield’s Economic Development Strategy 2020-30. **(Key decision – reference number 5088)**

5. **Council Tax Support Scheme and Council and Business Rate Taxbase** Fay Hammond

This will seek agreement to the local council tax support scheme, council tax and business rate based for 2021/22. **(Key decision – reference number 5243)**

6. **Housing Ombudsman Code** Sarah Cary/Jeremy Chambers

This will report on the Council’s self-assessment against the new Housing Ombudsman Code. (Non key)

FEBRUARY 2021

1. **Quarterly Revenue Monitoring 2020/21 Quarter 3** Fay Hammond

This will update Cabinet on the revenue monitoring position as at the end of the third quarter. **(Key decision – reference number 5203)**

2. **10 Year Treasury Management Strategy 2021/22** Fay Hammond

This will update Cabinet on the Council’s 10-year Treasury Management Strategy. **(Key decision – reference number 5211)**

3. **Budget Report 2021/22 and Medium Term Financial Plan 2021/22 to 2025/26** Fay Hammond

This will set out the Council’s 2021/22 budget and Council Tax levels. Consideration will also be given to the updated 5 year Medium Term Financial Plan. **(Key decision – reference number 5213)**

4. **HRA Business Plan Budget 2021/22, Rent Setting and Service Charges** Fay Hammond

This will set out the proposed Housing Revenue Account (HRA) 30 year Business Plan, revenue budget, 5 year capital programme budget and right to buy (RTB) receipts programme. **(Key decision – reference number 5212)**

5. **Capital Strategy and Capital Programme 2021/22 to 2030/31** Fay Hammond

This will update Cabinet on the Council's 10 year capital strategy and capital programme. **(Key decision – reference number 5210)**

6. **Council Strategic Housing Asset and Sustainability Strategy 2020-2050** Sarah Cary

This will consider and seek approval to the strategic housing asset management and sustainability strategy. (Non key)

7. **Meridian Water Community Housing Plan** Sarah Cary

This will seek approval of the Meridian Water Community Housing Plan. **(Key decision – reference number 5226)**

MARCH 2021

1. **Healthy Streets Project Delivery** Sarah Cary

This will set out the key projects that form part of the Healthy Streets Project. **(Key decision – reference number tbc)**

APRIL 2021

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

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

TO BE ALLOCATED

1. **Montagu Industrial Estate – Resolution for a Compulsory Purchase Order (CPO)** Sarah Cary

This will seek approval for a resolution to make a CPO for the redevelopment of the Montagu Industrial Estate in order to provide modern, fit for purpose business space. **(Key decision – reference number 5121)**

2. Broomfield House

Sarah Cary

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