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THE CABINET

Wednesday, 15th September, 2021 at 7.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader of the Council), Rick Jewell (Cabinet Member for Environment), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Guney Dogan (Cabinet Member for Commercial Services), Mary Maguire (Cabinet Member for Finance & Procurement), Alev Cazimoglu (Cabinet Member for Health & Social Care), George Savva MBE (Cabinet Member for Licensing & Regulatory Services), Gina Needs (Cabinet Member for Social Housing), Mahtab Uddin (Cabinet Member for Children's Services), Ahmet Hasan (Associate Cabinet Member (Enfield North)), Mustafa Cetinkaya (Associate Cabinet Member (Enfield South East)), Katherine Chibah (Associate Cabinet Member (Enfield West)) and Ergin Erbil (Associate Cabinet Member (Non-geographical based))

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

AGENDA – PART 1

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 - 12)

To confirm the minutes of the previous Cabinet meeting held on 7 July 2021.

5. IMPLEMENTATION OF THE INTERMEDIATE HOUSING POLICY (Pages 13 - 28)

A report from the Executive Officer Place is attached. **(Key decision – reference number 5319)**

6. JOYCE AVENUE AND SNELL'S PARK LANDLORD OFFER AND BALLOT PROPOSALS (Pages 29 - 98)

A report from the Executive Director Place is attached. **(Key decision – reference number 5343)**

7. QUARTERLY REVENUE MONITORING 2021/22 QUARTER 1 (Pages 99 - 158)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5334)**

8. QUARTERLY CAPITAL MONITORING 2021/22 QUARTER 1 (Pages 159 - 182)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5335)**

9. QUARTERLY HRA MONITORING 2021/22 QUARTER 1 (Pages 183 - 200)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5336)**

10. PARKVIEW HOUSE RESIDENTIAL CARE HOME DIRECT CONTRACT AWARD (Pages 201 - 214)

A report from the Executive Director People is attached. **(Key decision – reference number 5331)**

11. SECTION 75 AGREEMENT 2021/22 (Pages 215 - 224)

A report from the Executive Director People is attached. **(Key decision – reference number 5365)**

12. CORPORATE CONDITION PROGRAMME FOR 2021/22 AND 2022/23 (Pages 225 - 236)

A report from the Executive Director Place is attached. **(Key decision – reference number 5371)**

13. SAFEGUARDING ENFIELD ANNUAL REPORT 2020/21 (Pages 237 - 344)

A report from the Executive Director People is attached. **(Non Key)**

14. SCRUTINY ANNUAL WORK PROGRAMMES 2021/22 (Pages 345 - 362)

A report from the Director of Law and Governance is attached. **(Non Key)**

15. REFERRAL FROM SCRUTINY TO CABINET (Pages 363 - 366)

A report from the Director of Law and Governance is attached. **(Non Key)**

16. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 367 - 372)

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

17. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 13 October 2021 at 7.15pm.

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CABINET - 7.7.2021

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 7 JULY 2021****COUNCILLORS**

PRESENT Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Guney Dogan (Cabinet Member for Commercial Services), Mary Maguire (Cabinet Member for Finance and Procurement), Alev Cazimoglu (Cabinet Member for Health and Social Care), George Savva MBE (Cabinet Member for Licensing and Regulatory Services) and Gina Needs (Cabinet Member for Social Housing)

ABSENT Rick Jewell (Cabinet Member for Environment), Mahtab Uddin (Cabinet Member for Children's Services), Ahmet Hasan (Associate Cabinet Member for Enfield North), Mustafa Cetinkaya (Associate Cabinet Member for Enfield South East), Katherine Chibah (Associate Cabinet Member for Enfield West) and Ergin Erbil (Non-geographical),

OFFICERS: Sarah Cary (Executive Director Place), Fay Hammond (Executive Director Resources), Tony Theodoulou (Executive Director People), Matt Bowmer (Interim Director of Finance), Iain Hart (Mental Health Service Development Manager), Shaun Rogan (Head of Communities, Partnerships and External Relations) and Melanie Dawson (Legal Services)
Jane Creer (Secretary)

Also Attending: Press representatives

1

APOLOGIES FOR ABSENCE

NOTED

1. Thanks were expressed to Council officers and Members of the Opposition for agreement for the meeting to be held at this earlier time.
2. Apologies for absence were received from Councillors Rick Jewell, Ergin Erbil, Mustafa Cetinkaya, Katherine Chibah, Ahmet Hasan and Mahtab Uddin, and from Ian Davis (Chief Executive).

2

DECLARATIONS OF INTEREST

There were no declarations of interest.

3

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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 June 2021 be confirmed as a correct record.

5

MERIDIAN WATER COMMUNITY CHEST FUND

Councillor Nesil Caliskan (Leader) introduced the report of the Executive Director Place in respect of the Meridian Water Community Chest Fund, its governance and ambitions.

NOTED

1. The key ambitions were to ensure that local communities were primary beneficiaries from the Meridian Water development, and that the neighbouring Edmonton wards would be lifted out of the top 10% most deprived in the UK.
2. The conditions for working with the local authority for the private sector were making contributions towards social value, and the Community Chest was a way of capturing this.
3. The programme would help deliver against the recommendations for the community and voluntary sector as set out in the Enfield Poverty and Inequality Commission Report.
4. The programme would start from September 2021, with the first grants hoped to be awarded in Spring 2022.

Alternative Options Considered:

- A full analysis of the potential for wholly external grant fund distribution was undertaken (i.e fully allocated to an external body to disseminate) but the need for the Council to retain control over the budget and process long term was identified of being the most practical, flexible and sensible approach, not least that further grant contributions in the future from other developers, contractors and tenants/occupiers will boost the fund and extend the longevity of the process.
- The MW Community Chest Fund closely aligns itself with that of the NCIL Enfield Neighbourhood Fund via criteria and nature of projects but is a distinct process due to the nature of the funding received to deliver the programme and that the focus is on the three Edmonton Wards only initially. The potential of the funds to develop significant strategic projects bids is acknowledged and officers of the Council will seek to cross reference allocations, projects, successful bids and other outcomes in regular meetings.

DECISION: The Cabinet agreed to

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1. Agree the allocation of funding secured and received by the Council from Meridian Water contractors, developers and consultants for the purposes of a long-term rolling Meridian Water 'Community Chest Grants Fund'. This fund will be distributed to communities of the three Edmonton Wards by means of a grant funding programme. These organisations or even informal groups with a constitution or Terms of Reference can apply for funding to address a community need in their area. It is envisaged that this funding programme will run throughout the lifetime of Meridian Water's development attracting contributions from developers/ partners yet to be appointed.
2. Approve the governance details as set out at Appendix 1 of the report.
3. Delegate approval of the final formal documentation for the grant scheme (including applicant guidance notes; scoring assessment forms; application form templates; grant agreement template and other ancillary documentation) to the Director of Meridian Water in consultation with the Director of Law and Governance.
4. Approve that the decision making as to a successful application will be made by the Executive Director for Place via recommendations from officers and community representatives.
5. Approve the allocation of the remaining balance of the Vistry Community Benefits Contribution as set out in paragraph 22 of the report.
6. Approve the allocation of up to 2.5% per annum from the Community Chest Fund to fund the promotion of the Community Chest Grant scheme, the provision of advice and support to potential grant applicants and ongoing monitoring of delivery of grant objectives. Approve the award of a one year contract with Enfield Voluntary Action (EVA) to provide such services during the first year of operation of the Community Chest Fund. Note that thereafter the decision regarding the administration of the funding will be made by Director – Meridian Water.
7. To note that the Community Chest programme and documentation and EVA support will be reviewed annually; in terms of outputs, outcomes, value for money and expenditure, an annual report will be published.

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 13 to 16 of the report.

(Key decision – reference number 5293)

6

EMPTY HOMES STRATEGY

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director Place seeking approval of the Empty Homes Strategy.

NOTED

1. There was a need to make best use of all housing stock, and a range of options had been developed to maximise the numbers of empty properties brought back into use.

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2. The intention was that wherever possible, homes brought back into use would be let to residents in need through Enfield Let.
3. Owners could receive advice on letting their property from the Landlord Advice Line 020 8379 4320.

Alternative Options Considered:

- To carry on the current approach of grant funding a small number of properties to bring them back into use. This would not significantly increase the supply of homes available to vulnerable residents and poorer households.
- To close the grants programme. This would save the Council £200,000 pa but the lost opportunity costs would be significantly higher than this.

DECISION: The Cabinet agreed to

1. Approve the Empty Homes Strategy for 2021-26.
2. Delegate to the Director of Housing and Regeneration the investment of up to £200k per annum for the next 5 years on empty homes initiatives as outlined in this strategy at section 8 of the Empty Homes Strategy.
3. Delegate to the Director of Housing and Regeneration the authority to update the payment limits in section 8 of the strategy

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 1 to 12 of the report.

(Key decision – reference number 5330)

7

**CONTRACT AWARD FOR THE VOLUNTARY AND COMMUNITY SECTOR
OUTCOME 3 - SUPPORTING PEOPLE TO IMPROVE THEIR HEALTH AND
WELL-BEING AND IMPROVING SELF-MANAGEMENT**

Councillor Alev Cazimoglu (Cabinet Member for Health & Social Care) introduced the report of the Executive Director People seeking approval for contract award.

NOTED

1. The opportunity to award this tender now was timely as it had been reviewed and adapted to take into account effects of the Covid pandemic.
2. Full details of the bids and tender evaluation were set out in the restricted annex to the report.
3. The emphasis on prevention was an important approach.
4. An end of year review would be carried out of Voluntary and Community Sector service areas and reported to the Health and Wellbeing Board.

Alternative Options Considered:

The option was considered not to progress with the tender. However, this would leave a gap in the overall service model for the Voluntary and Community Sector outcome areas; and more specifically a gap in the Voluntary and Community Sector service offer for the Mental Health Wellbeing Hub.

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DECISION: The Cabinet agreed to award the Voluntary and Community Sector Outcome 3 contract to Enfield Voluntary Action for a period of 39 months.

Reason:

The tender completes the initial Council Vision of six Outcome Areas agreed with the Voluntary and Community Sector and agreed by Cabinet in 2017.

(Key decision – reference number 5095)

8

DEVELOPMENT OF LAND FORMERLY KNOWN AS REARDON COURT

Councillor Nesil Caliskan (Leader) introduced the report of the Executive Director Place seeking approval to progress the Reardon Court extra-care scheme.

NOTED

1. There had been a chance to re-evaluate the business case and amend the scheme so it was more suitable.
2. Additional GLA funding and an extension to the grant milestones to March 2022 had been negotiated.
3. The scheme would deliver additional adult social care accommodation in the borough, supporting older people. It would provide a high quality safe alternative to residential care to those who would like to continue to live independently.

Alternative Options Considered:

A range of options were considered, including disposal to another party to build the accommodation for the Council. Although this reduces call on debt for the Council, a disposal would mean the Council is not able to own or manage the units and therefore cannot control lets.

DECISION: The Cabinet agreed to

1. Approve the extension of professional services and expenditure for the preparation of a revised design and planning application and budget for the main construction to be committed in 2021-2022 and 2022-2023.
2. Approve the appropriation of Reardon Court from the General Fund to the HRA in accordance with the capital financing rules and valuation which has regard to the intended development for social housing.
3. Accept the grant funding, or in the event that GLA grant funding is not confirmed, approve the allocation of Right to Buy receipts towards the costs of development.
4. Delegate authority to approve the final scheme proposal and tenure mix to the Director of Housing and Regeneration, in consultation with the Director for Adult Social Care.
5. Delegate authority to approve the procurement strategy for the delivery of the Reardon Court extra-care scheme, including consideration of frameworks

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for direct award route to secure a start on site by March 2022, to the Director for Housing and Regeneration in consultation with the Executive Director for Resources and the Director of Law and Governance.

6. Delegate authority to award and enter into the main build contract, professional service contracts, GLA grant funding agreement and any other ancillary documents and consents required in relation to the development of Reardon Court extra-care scheme to the Executive Director for Place.

7. Approve the operational structure, including any proposals for commissioning a care provider, to the Director for Adult Social Care in consultation with the Director for Housing and Regeneration.

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 9 to 13 of the report.

(Key decision – reference number 5344)

9

QUARTERLY CORPORATE PERFORMANCE REPORT (Q4)

Councillor Ian Barnes (Deputy Leader) introduced the report of the Executive Director Resources showing the Quarter 4 performance for 2020/21.

NOTED

1. Performance was shown against the aims and priorities set out in the Council Business Plan.
2. Climate Change indicators were being developed and initial Key Performance Indicators were included in the report.
3. The Covid pandemic had impacted on a number of the measures.
4. Attention was drawn to priority Key Performance Indicators that were underperforming in Appendix 2 to the report and the action plans drawn up in respect of improvement.

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

(Non-Key)

10

ORDER OF THE AGENDA

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AGREED to vary the order of the agenda in respect of the series of financial reports to be more appropriately ordered. The minutes follow the order of the meeting.

11

REVENUE OUTTURN REPORT 2020/21

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources setting out the Council's outturn position for 2020/21.

NOTED

1. The revenue outturn was reporting a balanced budget and strengthened financial position despite the uncertainty created by the Covid-19 pandemic.
2. The Council had acted early to manage the financial impact of the pandemic.
3. Uncertainty continued, in particular from the unknown financial legacy of Covid-19 and around long-term funding of local government, and the Council must remain vigilant.
4. Officers were thanked for their hard work on budget responsibility.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the positive impact the Council's early actions to respond the financial impact of the pandemic has had on strengthening the Council's finances.
2. Note the General Fund and Dedicated Schools Grant (DSG) revenue outturn position for 2020/21.
3. Note the balanced position and strengthened reserves as at outturn.
4. Note the costs of Covid-19 and compensating government grant support received during 2020/21.
5. Note the progress made on the journey to setting a robust and resilient budget.
6. Note the level of reserves as at 31st March 2021 have been strengthened, providing resilience for the anticipated enduring financial impact of Covid-19 and ongoing uncertain funding levels.

Reason:

To ensure that members are aware of the 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 taken to manage the financial position for 2020/21.

(Key decision – reference number 5325)

12

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HOUSING REVENUE ACCOUNT (HRA) OUTTURN REPORT 2020/21

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources setting out the outturn position of the Housing Revenue Account (HRA) for 2020/21.

NOTED

1. The Better Council Homes programme and Development Strategy had continued to be delivered during the Covid-19 pandemic.
2. The actual positions were set out against forecasts.
3. The reprofiling of HRA programmes were set out from paragraph 30 of the report and in Appendix A; and Appendices B and C set out further analysis of the revenue outturn position.
4. Investment and achievements despite the pandemic were highlighted, together with the success of Enfield Repairs Direct, and continued commitment to improving Council housing stock.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to note:

1. Total expenditure on the HRA Capital Programme for 2020/21 is £54.269m, against the Period 8 forecast of £74.871m, as detailed from paragraph 25 of the report.
2. The total reprofiling of £20.602m on the HRA programmes.
3. Project outcomes for the HRA programmes from paragraph 30 of the report.
4. Variance analysis for the HRA programmes from paragraph 71 of the report.
5. Funding of the HRA capital expenditure for 2020/21 as detailed in Table 3.
6. The reprofiling of the planned capital receipt for Nicholls House of £2.1m in favour of additional grant of £0.750m and revenue generating HRA units over the life of the 30 year business plan and beyond.
7. Additional GLA grant of circa £14m and the recycling of Right To Buy (RTB) receipts of circa £8m to fund future capital projects.
8. The HRA revenue outturn position of £1.165m positive variance to budget, excluding the impact of Covid-19, shown in Table 4.
9. The revenue Covid-19 impact of £1.688m to be met by Covid-19 grant, shown in Table 4.
10. The overall HRA revenue outturn position of £0.523m, an increase from Quarter 3 estimated outturn position of £0.208m, with variance analysis from paragraph 83 of the report.

Reason:

1. To update Cabinet on the year end HRA Capital Programme position, including project outputs.
2. To update Cabinet on the year end HRA Revenue position, including variance analysis.

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(Key decision – reference number 5329)

13

CAPITAL OUTTURN REPORT 2020/21

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources detailing the outturn position of the Council's 2020/21 Capital Programme.

NOTED

1. Actual outturns were set out against forecasts.
2. Tables 1 and 2 detailed expenditure, and Table 3 detailed reprofiling.
3. There had been some slippage due to Covid-19 impacts, but also positive schemes and project progression reported.

Alternative Options Considered:

Not relevant to this report.

DECISION: The Cabinet agreed to note:

1. Total expenditure on the Capital Programme for 2020/21 is £157.033m, against the Period 8 forecast of £220.760m, as detailed from paragraph 15 of the report.
2. The total reprofiling of £63.781m comprising £43.181m on General Fund programmes and £20.600m on HRA programmes from paragraph 19 of the report.
3. Project outcomes for the General Fund programmes from paragraph 23 of the report.
4. Variance analysis for the General Fund programmes from paragraph 74 of the report.
5. Funding of the Council's capital expenditure for 2020/21 as detailed in Table 7.

Reason:

To update Cabinet on the year end Capital Programme position, including project outputs.

(Key decision – reference number 5324)

14

TREASURY MANAGEMENT OUTTURN REPORT 2020/21

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources detailing the activities of the Council's Treasury Management function during the 2020/21 financial year.

NOTED

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1. The key points in paragraph 1 of the report set out outstanding borrowing, capital financing requirement, and interest paid and earned.
2. Loans held by the Council were detailed.
3. The strategy of debt maturity to spread the risk of high interest rates, and differing types of loans, was clarified.

Alternative Options Considered:

1. 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.
2. This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

DECISION: The Cabinet agreed to

1. Note and comment on the contents of the report.
2. Forward the Treasury Management Outturn report on to Council.

Reason:

To inform Council on the Treasury Management performance for the financial year 2020/21.

(Key decision – reference number 5328)

15

MEDIUM TERM FINANCIAL STRATEGY 2022/23 TO 2026/27

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources setting out the forecast financial position for Enfield over the next five years and setting out the strategy and approach to ensure that the Council delivers its Corporate Plan objectives within available resources.

NOTED

1. A comprehensive approach was set out to deal with the financial challenges faced.
2. An updated borough profile at Section 4 of the Strategy; a refresh of financial assumptions; the ongoing impact of Covid-19; and climate statistics had been included.
3. Continuing financial uncertainty was highlighted across local government, as well as the ongoing impact of Covid-19 and Brexit.

Alternative Options Considered:

None.

DECISION: The Cabinet agreed to

1. Agree the Medium Term Financial Strategy 2022/23 to 2026/27 attached at Appendix A to the report.

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2. Note the financial uncertainty that continues to prevail in local government with continual single year settlements and continuous delays to the introduction of Fair Funding, Business Rates Reset and a long term sustainable funding solution for social care.
3. Note the financial challenge over the medium term with a funding gap of £13.685m in 2022/23 and £46.673m over the medium term, 2022/23 to 2026/27.
4. Agree the approach to delivering savings to address the funding gap set out in paragraphs 30 to 32 of the report and in Section 8 of the Strategy.

Reason:

1. The report sets out the significant uncertainty and financial challenges faced by Enfield Council and with this backdrop it is essential that the Council has a comprehensive Strategy which provides the context which the Council is operating, is clear on the assumptions on funding and spend pressures and has a robust approach to delivery.
2. Although Government has only provided a single year settlement for a number of years the Council continues to plan its revenue finances over the medium term to ensure its finances are robust and resilient and it is able to respond to change in agile manner. Further, the Five Year Medium Term Financial Strategy is complemented by a Ten Year Capital Programme and Treasury Strategy setting out the investment ambitions for the Borough and importantly providing transparency on the capital financing impact of those ambitions.

(Key decision – reference number 5326)

16

CAPITAL STRATEGY 2022/23 TO 2031/32

Councillor Mary Maguire (Cabinet Member for Finance & Procurement) introduced the report of the Executive Director Resources setting out the 2022/23 Capital Strategy.

NOTED

1. The main purpose of the Capital Strategy was to ensure the Council's investment in capital projects supported the delivery of its corporate objectives.
2. The strategy would facilitate long term financial planning and would provide a framework within which the Council's investment plans could be delivered. It set out objectives and governance arrangements.
3. A borrowing cap would be introduced and maintained.
4. The capital programme would be funded from different sources as detailed in the report.
5. Commercial activities were covered in the strategy. The Council would consider commercial capital investment opportunities where they met wider Council priorities.
6. Local government had the power to generate economic growth and Enfield could play a part in getting the London economy going again.

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Alternative Options Considered:

None.

DECISION: The Cabinet agreed to recommend to Council to approve the 2022/23 Capital Strategy attached in Appendix 1 to the report.

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 9 to 12 of the report.

(Key decision – reference number 5327)

17

CABINET AGENDA PLANNING - FUTURE ITEMS

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

18

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet is scheduled to take place on Wednesday 15 September 2021 at 7:15pm.

London Borough of Enfield**Cabinet****Meeting Date** **15th September 2021**

Subject: **Implementation of the Intermediate Housing Policy****Cabinet Member:** **Cllr Gina Needs****Executive Director:** **Sarah Cary****Key Decision:** **5319**

Purpose of Report

1. This report updates Cabinet on progress towards encouraging a range of appropriate housing options for the residents of Enfield, in line with the Council's Housing and Good Growth strategy to 2030. It identifies progress on the implementation of the Intermediate Housing Policy as a means to help more people realise their aspiration for home ownership or sustainable rented homes. A range of types of Intermediate housing are available and include shared ownership and London Living Rent (as funded by the Mayor of London) as well as other discounted market rent or sale products.
2. The core housing challenge experienced by residents in Enfield is affordability, whether that be of owner occupation, or of the cost and insecurity of private rented housing. The Council wants to encourage providers to build a range of intermediate housing options and to ensure that those quality homes are available to residents most in need.
3. The implementation of the Intermediate Housing Policy will support residents to access Council led development schemes such as Meridian Water and the Joyce & Snells regeneration scheme by providing a supply of potential residents. This will support off plans sales and the fast lease up of schemes in turn supporting the financial viability of schemes.
4. The report seeks approval for the implementation of the Intermediate Housing Policy operational structure, including resource and budget.

Proposal

5. To promote and create an intermediate housing register with the aim of making Intermediate Housing more accessible to Enfield residents and support development in the Borough.
6. To agree that the Intermediate Housing Policy adopted by the Cabinet on 15th July 2020 will need further amendments to incorporate the changes outlined in this report and to delegate this to the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing.

Reason for Proposal

7. Enfield currently has an Intermediate Housing Policy that was approved in July 2020. However, the policy requires an operational structure, such as the recommended intermediate housing waiting list, to support residents to access intermediate housing in the Borough. The policy also requires updating in the light of new priorities to support key workers announced following the GLA Mayoral election and to outline the platform that will be used to collate residents eligible for this product and to promote opportunities to them and to consider arrangements to implement the First Homes policy.
8. Enfield seeks to implement the Intermediate Housing Policy to maximise the access to intermediate housing in Enfield and providing suitable homes to those eligible based on income and housing needs. To be successful at the provision of affordable homes to the eligible residents in Enfield a robust and sustainable solution is required. This report recommends the implementation of an intermediate housing waiting list and a web page which will promote the products and how homes can be accessed in the borough.
9. The Council has an ambitious programme of Council led development over the next 25 years including the development of 10,000 new homes at Meridian Water and new homes at Joyce and Snells which is the subject of a separate report on this agenda. The intermediate housing waiting list will assist with the quick sale and letting of intermediate housing products on these developments by supplying a pre-assessed list of potential residents.

Relevance to the Corporate Plan

10. Intermediate Housing delivers on the priorities of the 2020-2022 Corporate Plan, 'A Lifetime of Opportunities'. Providing good homes in well-connected neighbourhoods. The provision of new affordable housing for a variety of needs will serve to improve the housing offer at affordable prices and the quality of the environment.

Background

Policy and Legislation Background

11. The London Plan defines Good Growth as "Working to re-balance development in London towards more genuinely affordable homes for

working Londoners to buy and rent. It is about delivering a more socially integrated and sustainable city, where people have more of a say and growth bringing the best out of existing places while providing new opportunities to communities.

12. The London Plan 2021 identifies the need for 12,460 new homes in Enfield over the next 10 years, identifying at least 35% should be affordable. Of the affordable homes, 30% should be low-cost rent (social or London Affordable Rent), 30% intermediate (London Living rent, First Homes or Shared Ownership) and 40% to be identified by each Borough.
13. The Council is currently consulting on a new local plan, which will provide a new vision for how Enfield will spatially develop to 2039 and beyond. The Local plan aims to secure 50% of all new homes across the plan period as genuinely affordable. Within that allocation homes should be split 50/50 between social rented housing and intermediate housing. The plan seeks to deliver on average 623 new affordable homes each year.
14. The council's Good Growth Housing Strategy 2020 with the updated targets in August 2020 states 'Ambition 1 – More affordable homes for local people' with a target of 775 units to be completed 2021-2022 with 30% of these to be affordable. In addition, 2018-2022 Corporate Plan, has the aim of 'Creating a lifetime of opportunities in Enfield', by providing good homes in well-connected neighbourhoods.

What is Intermediate Housing?

15. Intermediate housing is traditionally defined as affordable housing which is targeted at people who are unlikely to qualify to access homes at social rent levels, but who are not able to afford to buy or rent an adequate home on the open market. Intermediate Housing differs from social housing as it is not governed by a legal framework which determines who it is allocated to and how rents are set. Intermediate housing in London is delivered either with the support of funding through the Affordable Homes Programme (administered by the Mayor of London), or as part of affordable housing requirements in planning applications.
16. Intermediate housing falls into two broad categories:
 - **Affordable home ownership** to support households to purchase their own home
 - **Intermediate rent** to support those who would struggle to afford private rents
17. The two types of intermediate homes preferred by the Mayor of London are Shared Ownership and London Living Rent. Enfield aims to encourage all types of intermediate homes by developing relationships with Registered Providers and private developers. Intermediate Housing consists of homes for sale and rental homes provided at a cost above social rent, but below market levels. These will include:
 - **Ownership Products**

- **Discounted Market Sale** – Properties offered at a discounted price (e.g. a percentage of the market value).
 - **First Homes** – A discount of 30% with prioritisation to first time buyers. Individual authorities can request a higher discount level up to 50%.
 - **Starter Homes** – Minimum discount of 20% for first time buyers between the ages of 23-40.
 - **London Shared Ownership** – This is supported by the Mayor of London. Purchasers buy a minimum of 25% (to be reduced to 10% under new Government rules) via a mortgage and deposit, rent is then paid on the rest. The purchaser is responsible for the maintenance of the home. The purchaser can increase the share they own of the home which is known as staircasing.
 - **Shared Equity** – Relevant on estate regeneration schemes, enabling existing leaseholders to stay on the estate, a loan is provided against the property and repaid either under a fixed term contract or upon the sale of the property
- **Rental Products**
 - **London Living Rent (LLR)** - This is supported by the Mayor of London. Intermediate rented homes for which rents are set at or below benchmarks published by the GLA, which are based on a third of local household incomes. Tenants of LLR homes are offered the opportunity to purchase the home on a shared ownership basis within 10 years.
 - **Discounted Market Rent** – Provided in Build to rent developments and based on a proportion of the market rent e.g. 70% and usually re-let on similar proportions.
 - **Social Rent** – Set using a capped formula set out in the Social Housing Regulators Rent Standard Guidance
 - **London Affordable Rent (LAR)** – Set using a capped formula set out by the Mayor of London.

Current Intermediate Housing

18. The current Intermediate Housing Policy (July 2020) which has been approved explains what falls within the description of intermediate housing, who it is intended for, eligibility criteria, priorities for new supply and how it can be accessed in the Borough.
19. Currently in Enfield there is no process in place for the promotion of Intermediate Housing schemes and matching residents to them.

Who is eligible for Intermediate Housing?

20. The Mayors' investment and planning powers enable the setting out of eligibility and prioritisation criteria, including income thresholds, for intermediate homes. This helps to ensure that these homes are accessible to households who need them the most. While there is a clear legal framework for the allocation of social housing, the process for allocating intermediate housing is less defined. This creates a risk that intermediate housing is not always accessed by those who need it most.
21. Eligibility for intermediate housing is based on affordability and housing needs. The following eligibility criteria have all been agreed within the Intermediate Housing Policy. Eligibility for intermediate housing will be restricted as per the GLA's criteria:
22. For affordable (intermediate) home ownership, households are eligible if they:
- Have a household income of up to £90,000 per annum
 - Do not currently own their own home or have sold their home
 - Are unable to find a property to suit their needs on the open market
23. For intermediate rented homes, households are eligible if they:
- Have a household income of up to £60,000 per annum
24. While households earning up to the income thresholds above are eligible for intermediate housing, these thresholds are caps and providers should be delivering, and Enfield should be planning for, intermediate housing that is affordable to households on a range of incomes below these caps.
25. The Council has identified its priority groups that qualify for intermediate housing subject to achieving the income criteria. Priority groups are deployed to determine who has highest priority for any eligible properties when a number of individuals who meet the above stated eligibility criteria have expressed interest and are as follows:
- Priority 1 – Workers in essential services that work in Enfield
 - Priority 2 – Social and affordable housing tenants in Enfield
 - Priority 3 – Members of the armed forces
 - Priority 4 – Enfield residents on housing needs register
 - Priority 5 – Enfield residents
 - Priority 6 – Non-Enfield residents who work in the borough
 - Priority 7 – London Resident
26. The definition of workers in essential services (priority 1) as set out in the Intermediate Housing Policy is:
- Social workers, youth offending managers and case workers, nursery nurses, educational psychologists, and therapists (e.g. occupational therapists), care workers
 - Clinical NHS staff (with the exception of doctors and dentists)
 - Teachers, teaching assistants and nursery nurses in schools and further education/sixth form colleges
 - Police officers, Community Support Officers and some civilian staff

- Firefighters and other uniformed staff below principal level in Fire and Rescue Services

27. The GLA is currently reviewing and redefining its definition of key workers in light of the pandemic and new priorities. The priority groups listed above, will need to be reviewed when the GLA's work has concluded.

28. Household size and income level will be taken into consideration along with the priority cascade, where several applicants are in the same priority band, precedence will be given to households on the lowest income who meet the affordability criteria.

Need for Intermediate Housing

Affordability of Private Rented Housing

29. Between 2011 and 2020 median rent has increased by 33% compared to an increase of only 8% in gross income. A clear indication that affordability is a key issue for residents wanting to rent.

30. The Enfield Intermediate Housing policy states that an intermediate home should not cost more than 40% of the net household income.

Affordability of Ownership

31. Homes to purchase on the market are unaffordable to people on median average salaries in Enfield unless they are supported by family members to get a step on the housing ladder. The UK House price index in March 2019 shows the average house price in Enfield was £393,237. This is 15% lower than London as a whole but 62% higher than England. An average house in Enfield costs 12.3 times the median average salary.

32. House prices have increased by 64% over the last 10 years compared to the increase in income of only 8%, with most banks only lending four times the amount on income for a mortgage an Enfield resident earning an average income of £25,994 will not be able to afford ownership of a property.

33. The graph below demonstrates the widening gap between an average income of an Enfield resident and house prices over the last 10 years and the clear need for intermediate housing ownership products in Enfield.

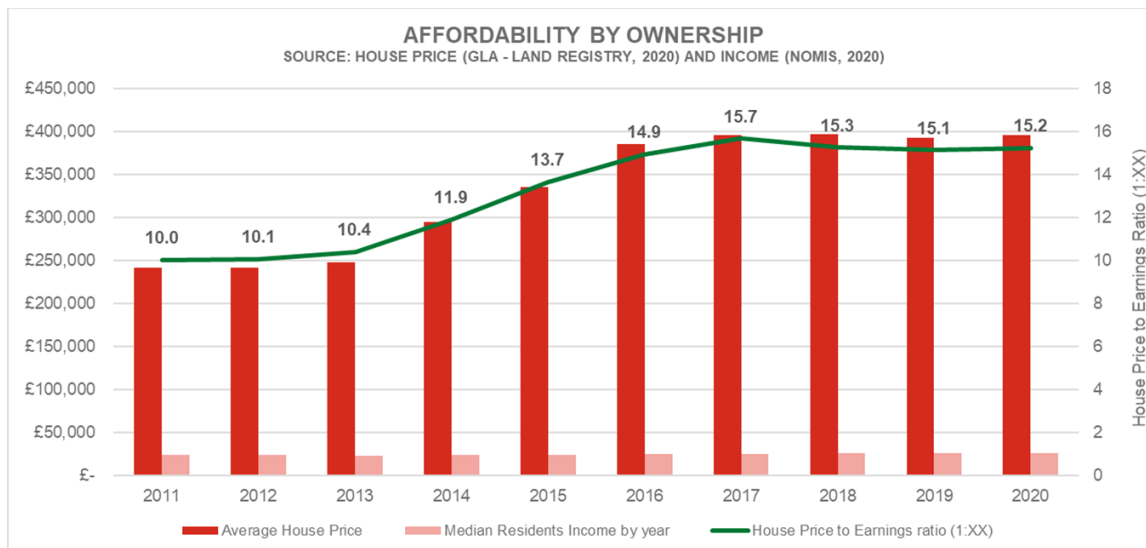


Figure 1 - Affordability by Ownership.
Source: Rent (GLA - Land Registry, 2020) and Income (NOMIS, 2020)

34. The Government has recently introduced a new home ownership product, First Homes. This is aimed at first time buyers on lower incomes. In order to ensure the product is suitable for first time buyers, First Homes has a provision for the initial property price to be discounted.
35. First Homes policy dictates that a minimum of 25% of all affordable housing units secured through developer contributions should be First Homes and Local Plans should take the new First Homes requirement in to account from 28th June 2021.
36. The maximum discount that can be applied to First Homes is 50%. However, LBE's First Homes consultation response indicated that a higher discount rate (in excess of 60% of sale price) would be required in order to meet the needs of local residents. The consultation response also highlighted the need for flexibility in the future to allow for changes to the housing market and resident incomes.
37. LBE has called on central Government to recognise that additional resources will be required to successfully deliver the First Homes policy.

Enfield Case Study

38. Scenario: Mr and Mrs F live in a two-bedroom Council flat in Edmonton, N18 with their three children. The flat was ideal when they moved in expecting their first baby, but since then their family has grown, and with all children now at school it doesn't suit their needs and is over-crowded. Having contacted the council they have been told that they are unlikely to be able to transfer to a larger Council flat due to the increased number of residents/households placed at a higher priority than them who are also waiting.
39. Income Status: Mr F is a Warehouse Supervisor and earns £25,500 a year, Mrs F works part time as a Care Assistant, and earns £10,800 a

year. Their monthly household net income is £2,360 (post tax and NI) with an approx. of £135 per month on household bills (council tax and utilities) leaving £2,225 net household income. Based on household income and number of children Mr and Mrs F will be entitled to an element of universal credit. Mrs F has looked into renting a larger property in the private rented sector but will require approx. £1,550-£1750 a month along with a 4 - 6 week deposit, and without a long tenancy, this is unaffordable long term and does not provide the security for the family. The children are settled in school and moving locations to a cheaper area would cause great disruption for the entire family along with questionable job security.

40. Intermediate Housing Solution: Recently Mrs F has been informed of a new development near the children's school, which is being built by a Housing Association and is offering rented homes with long tenancy agreements, at a London Living Rent. She and Mr F would have to pay approx. £900 a month for a new three-bedroom flat, a much more affordable option for her family. She is hoping that they may even be able to afford to save towards a deposit and eventually buy a home through the shared ownership schemes being built locally.

Intermediate Housing Supporting Development in the Borough

41. The Council has ambitious targets to support the development of new homes, public spaces and community facilities within the Borough. The draft Local Plan's housing target is for 1,246 homes per year.
42. There are significant housing schemes planned in the Borough in forthcoming years such as the Council led Meridian Water scheme which will regenerate the South of the Borough bringing 10,000 homes and thousands of jobs to the area. Also, the Council has an extensive development programme regenerating smaller sites across the Borough, in total creating 3,500 new homes. Private developers have also identified Enfield as a Borough with significant opportunities and are bringing forward housing schemes, such as the TFL / Grainger partnership to redevelop land around tube stations in the Borough. Table 2 identifies the estimated number of intermediate homes which will be development via key schemes in the Borough.

| | Scheme | Estimated no. of Intermediate Homes |
|-------------------------|------------------------------------|-------------------------------------|
| Council Led Development | Meridian Water | 4,000 |
| | Joyce & Snells Regeneration Scheme | 220 |
| | Council led schemes | 1,000 |
| TFL Development | Arnos Grove | 64 |
| | Cockfosters | 130 |
| | Total | 5,414 |

Table 2 – Estimated intermediate housing via key development schemes.

43. The Intermediate Housing register will support schemes such as these by providing developers (including Council led schemes) with a list of suitable residents who have already been assessed by the Council and are seeking intermediate housing products. This scheme will maximise the developers ability to sell intermediate home ownership products off plan and ensure schemes are leased up quickly. In turn this will help to de-risk the financial model of new developments giving investors more confidence in developing in the Borough.
44. Residents requiring intermediate housing are unable to afford market sale or market rent products and therefore are at risk of requiring temporary accommodation if an affordable home cannot be found. Therefore, it is essential that the development of intermediate housing in the borough is encouraged in order to provide a viable housing product for these residents. The intermediate housing register will ensure residents have access to the intermediate products and avoid the need for temporary accommodation. Based on the developments listed above it is anticipated that an average of 550 intermediate homes will come forward each year, providing potential cost avoidance for the temporary accommodation budget.
45. Furthermore, the intermediate housing register will be of benefit to Enfield residents, making sure they have priority access to these homes. The proposal is to monitor the sales and lettings of intermediate products ensuring intermediate products are being let to the residents in the most need.

Main Considerations for the Council

Implementation of the system for allocation of Intermediate Housing

46. Work is currently underway to design a system for implementing the fair allocation of intermediate housing, via a Council run registration system accessible to partners with properties to allocate.
47. Policy Development – in line with the LBE intermediate housing policy and the GLA guidance LBE will develop an intermediate housing register that has been proposed to sit separately from the existing Housing Allocations register. The intermediate housing market is very different from social housing and hence a more dynamic environment for this register is required to engage both eligible applicants along with housing stock developers
48. Analysis of the current Enfield Intermediate Housing Policy has been completed which has raised some key areas that require further work, amendments and additions in accordance with the design and implementation of the service. This analysis has been useful to understand the detail required within the policy but also the fact that the development of the policy will be iterative whilst designing the service.
49. LBE has further developed its eligibility criteria following the guidance from the GLA. The GLA will be consulting on the definitions of 'key worker' post London Mayoral elections following the COVID pandemic such definitions

need a lot more work to assist councils in the correct prioritisation mechanism for applicants that are fair and just in relation to intermediate housing.

50. The eligibility criteria and prioritisation methodology has been completed to ensure that the correct assessment can be obtained in line with:

- Affordability, employment and income brackets.
- Housing Needs and property size requirements.

51. Following a review of options it is concluded that the best way forward is to create an Intermediate Housing Register (including eligible applicants) with intermediate homes marketing for the first three months to those on the register before going out to the open market, ensuring that Enfield applicants are offered the Intermediate housing units first. This register of interest is then passed to RP's and developers who advertise their properties and allocate accordingly. In partnership arrangements it may be possible for Enfield to require homes to be marketed to residents on the list first. Enfield's control stops at producing the register post assessment of resident affordability and housing needs.

52. Enfield will need to build relationships with the RP's and developers to build trust that the demand will be provided to meet the volume of units produced following this a basic framework along with data protection agreements can be finalised for access to the register.

53. This will work as follows:



| Core Service Process | Objective |
|---|---|
| Manage RP / Developer Relationships | • This process involves managing relationships with new and existing RPs / Developers to market and share details of upcoming developments and intermediate housing products. |
| Apply for Intermediate Housing | • This process involves an applicant successfully submitting an intermediate housing application with supplementary documentation. |
| Carry out eligibility & prioritisation assessment | • This process involves determining an applicant's eligibility (income) to join the register. For eligible applicants a priority group is assigned. |
| Make Intermediate Housing Register decision | • This process involves determining and informing the outcome of the applicant's registration. |
| Provide Intermediate Housing Register to RP | • This process involves sharing the Intermediate Housing Register with the RPs. |
| Manage Intermediate Housing Register / KPIs | • This process involves ensuring that the register is kept up-to-date. The provision of data upon close of application along with KPIs. |

Figure 3 - Core Intermediate Housing Service Delivery Model

Working with Affordable Housing Registered Providers and Developers

54. Meeting the housing need through types of intermediate housing, now forms a core part of the business models of many housing associations and developers – and working in partnership with these providers is crucial to developing a sustainable local housing market.

55. The Council has nomination agreements with the active Housing Associations in the Borough to enable it to nominate those most in need for available social rented housing. Currently Housing Associations make

their own allocations to the Intermediate housing that they build. This means that they may not be able to reach as many local residents as the Council could were it to run a waiting list or nomination system.

56. Encouraging the use of grant funded rental and ownership schemes like Shared ownership, London Living Rent and Build to Rent will encourage providers to provide more intermediate housing in Enfield

57. There is a vital need as part of the service design to build ongoing and constructive relationships with the registered providers and developers, to understand their challenges and how Enfield working with other departments e.g. planning can collaboratively assist to mitigate such difficulties. Building these relationships will enable Enfield to attain the support of the providers for the service with a potential of exclusive marketing for 3 months to those on the eligibility register by the providers before they move to the open market.

Improving data for intermediate housing

58. A challenge to assessing the supply and characteristics of intermediate housing is the lack of comprehensive data on less common intermediate tenure products such as intermediate rent, London Living Rent, Discounted Market Sale (DMS) and shared equity. This is a key area that will be part of the transition plan to ensure that upon go live of implementation there is a future plan of data collection in line with intermediate housing.

Resources

59. The implementation and operation of the intermediate housing register will be a General Fund expense.

60. It is anticipated that the implementation phase could be achieved within a 4-month timescale and a budget of c. £95k

61. Ongoing resources would be required to deliver and maintain the intermediate housing register. These will be further defined in the next stage of the project. However, it is estimated that 1 x MM1 (£58,478), 1.5 x PO1 (£70,297) will be required. An invest to save bid is to be made to establish and maintain the register.

Safeguarding Implications

62. There are no safeguarding issues that arise from this proposal. When relationships are offered under existing frameworks or new frameworks formulated all relevant parties will be required to evidence their safeguarding policies in accordance with the Council's requirements.

Public Health Implications

63. The provision of Intermediate Housing to Enfield residents will improve health and wellbeing by providing more long term and sustainable housing

options, it will support the employment of local people and build communities within Enfield.

Equalities Impact of the Proposal

64. An equalities impact assessment has been undertaken. It concludes that residents with protected characteristics will not be disadvantaged by the implementation of the Intermediate Housing Policy.

65. However, it is noted that residents who are disadvantaged due to socio economic factors, such as low income will be positively impacted by the proposal as it will facilitate easier access to affordable housing options.

Environmental and Climate Change Considerations

66. The Intermediate Housing Policy does not have any immediate environmental considerations. However, it will support sustainable development and good quality housing in the Borough which will align to the Council's climate agenda.

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

| Risks | Mitigation |
|--|---|
| Lack of options of Affordable Housing to Enfield Residents who do not fall into the social housing bracket and cannot afford rent or ownership in the open market. | Further work within the Private Rented Sector to ensure rents and living conditions are affordable and up to standard – Selective and Additional Licensing Schemes. |
| Lack of Affordable Housing Stock from RP's and developers and a potential of reduced regeneration within Enfield. | Further work on developing relationships with RP's and developers in collaboration with planning to engage more affordable homes and hence encourage regeneration. |
| Increased strain on the existing services within temporary accommodation and social housing of applicants that may not meet criteria. | Provide further resource and cost to the alternative housing departments in Enfield to reduce the strain on services. |

Table 4 - Risks and Mitigations if the proposed decisions and work is not taken

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

67. Performance KPI's will be set following implementation, and these will be regularly measured to ensure performance standards and expectations are met.

| Risks | Mitigation |
|--|--|
| Cost and allocation of resource to Intermediate Housing Process. | Various options have been appraised for the design of the service; the service can be amalgamated with the existing Housing Register with configuration to the existing IT |

| | |
|--|--|
| | systems. |
| Lack of IT resource and time allocated to the project | Initial discussions have already taken place during Phase 1 to ensure that a scope has been provided. The digital and IT department have been informed of the project and briefed on the coming requirements. It has been planned that the IT requirements assessment will be completed as a priority upon approval. |
| Failure to meet the Intermediate Housing stock required for eligible applicants. | <p>Building relationships at an early stage with registered providers and developers is key to gain a full understanding of the volumes of homes coming into Enfield. Collaboration with the existing team in line with the RP forum engagement along and the building of an 'Approved registered provider list'.</p> <p>It has also been proposed that a new role be placed who will work across the intermediate housing service and planning to engage the RP's and developers.</p> |
| Reputation – failure of the scheme. | Manage the process robustly to ensure that all stages are approved and confirmed from an operational aspect. Initial data review will be needed to further understand the demand for intermediate housing concurrently enabling Enfield to formulate a communications and marketing strategy to engage all stakeholder groups to this service. |

Table 5 - Risks and Mitigations if the proposed decisions and work is taken

Financial Implications

68. The implementation of the intermediate housing register will enable the residents most at need of intermediate housing to find suitable accommodation. These are predominantly residents who are unable to afford market prices which necessitates a sub-prime solution.
69. Many of these residents may otherwise eventually become homeless and would need to be housed in emergency accommodation. The average cost to the Council of being housed in those circumstances is £2.5k per annum.
70. It is projected c.5.5k of intermediate housing will be available within the borough over the next 10 years. This equates to an average cost avoidance of £1.375m per annum.

71. The cost of the staff needed to undertake this work will be in the region of £130k per year. An “invest to save” bid is currently being prepared to fund this. The costs of the scheme will be monitored as part of the overall monthly budget monitoring cycle and will be added to the Emergency Accommodation and Homelessness Business Plan and the Council’s Medium-Term Financial Plan as appropriate.

Legal Implications

72. The Localism Act 2011 allows the council to discharge its housing duty to statutory homeless households by offering a tenancy in the private rented sector. Any private rented sector offer must be suitable and must comply with the provisions of the Homelessness (Suitability of Accommodation) Order 1996.

73. The Scheme of Delegation ensures that the Council has defined and transparent decision making under its constitution.

74. All Intermediate housing should be affordable and comply with the criteria set out in The London Plan. In addition to the relevant income caps, local authorities may set their own eligibility criteria for intermediate housing reflecting local needs. The local authority will need to ensure that the policy complies with The London Plan and that the council’s eligibility criteria does not offend the Equality Act 2010.

75. In addition, the Intermediate Housing Policy needs to comply with planning policy definitions of intermediate housing, as set out in the National Planning Policy Framework and the London Plan, which is outlined in the Intermediate Housing Policy. Compliance for new developments with the Intermediate Housing Policy will be sought through planning obligations, pursuant to section 106 of the Town and Country Planning Act 1990 (as amended).

76. The broader policy setting for the Policy is set out in the body of the report. The Policy is consistent with and advances the Council’s overarching Housing Strategy. Linkages with that Strategy are set out in the body of the report. Regard should be paid to the Equalities Impact Assessment also.

Workforce Implications

77. None other than outlined in the report.

Property Implications

78. HRA property implications: these are found throughout this report.

79. Corporate property implications: none.

Other Implications

80. None.

Options Considered

81. **Option A – Do nothing:** There is no implementation of the Intermediate Housing policy in Enfield, and we keep to the 'hands off approach' currently in action. Where RP's and developers provide information on housing stock currently available and forecasted, and Enfield provides these details to eligible residents who have shown an interest.
- If this option were taken RP's and developers would not be encouraged to provide intermediate housing in the borough. LBE would have no oversight of the allocations of these properties and would not be able to ensure they were being accessed by the most appropriate residents.
82. **Option B – Integrating into the existing Housing Register:** We integrate the Intermediate Housing register within the current systems. Defining the different eligibility and prioritisation criteria. Utilising the existing resources in terms of registration and assessment steps.
- This option does not align with the Council's messaging for housing. By linking intermediate housing to the social housing register, it could result in residents having unrealistic expectations.
83. **Option C – LBE Partial Control (Recommended):** Enfield has a separate Intermediate Housing register and defined process for applications, registration, and assessment for those who would be placed on this register. This register of interest is then passed to RP's and developers who advertise their properties and allocate accordingly. Enfield's control stops at producing the register post assessment of affordability and housing needs.
- Recommended option.
84. **Option D – LBE Full Control:** Enfield has full control of the end-to-end process for Intermediate Housing. Application, register, assessment, and property allocation.
- This option would require significant funding and resource and is not deemed to be a proportionate solution given the current level of intermediate housing.

Conclusions

85. There is demand for Intermediate Housing and the opportunity to better promote these opportunities to benefit local residents. This report sets out a way forward to respond to this demand.

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Date of report: 19/07/21

Background Papers

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

- LBE Intermediate Housing Policy 2020.

London Borough of Enfield**Cabinet**
15th September 2021

Subject: Joyce Avenue and Snell's Park
Cabinet Member: Councillor Nesil Caliskan
Executive Director: Sarah Cary**Key Decision: 5343**

Purpose of Report

1. This report brings forward proposals for the redevelopment of Joyce Avenue and Snell's Park ("Joyce and Snell's") following the Cabinet decision to progress the scheme in November 2019 (KD4590) setting out how the comprehensive development will benefit the existing community and Enfield residents more broadly over the longer term. The provision of new homes and wider improvements will transform the existing residential setting and Fore Street creating more open and greener spaces in Edmonton. This report also provides the details of the financial model and business case for the development, together with assumptions, risks and mitigations.
2. This report seeks Cabinet approval for the ballot proposals, the Landlord Offer that will be made to residents and progressing the masterplan design and strategy for Phases 0-3 (c.550 homes) to commence construction from 2023 onwards.
3. The report also notes the approved allocation of GLA grant funding to the value of £54.5m, to secure delivery of affordable housing in the early years. We await confirmation of further additional funding requested through the Mayor's Land Fund. Any funding is subject to approval of the ballot proposals.

Proposals

Cabinet is recommended to:

4. Approve the financial model on the basis of the assumptions in the base case for Joyce and Snell's over the period 2023-2038/39 and note the capital requirements.
5. Approve, for recommendation to Council, an addition to the Capital programme of £42m made up of an increase in HRA £124.7m and a reduction in General Fund £82.7m reflecting a revised mix of units against that of the original scheme included in the approved budget. Addition is made up of a reduction of £196.5m for 2021/22 to 2030/31 offset by an increase of £238.5m for 2031/32 to 2037/38 and these will be reflected in the Budget and MTFP updates to Cabinet 9 February 2022.
6. Note a reduction in the overall borrowing requirement for the scheme, against the approved budget approved by Council 2 March 2021 (KD5210 & KD5211) all phases, as a result of increased grant and capital receipts assumed in the financial base case and Council's overall borrowing remains under £2bn cap, everything else

remaining constant although the position will be kept under review as part of the HRA Business Plan update.

7. Authorise capital expenditure for leaseholder buyback for Phases 0-3 Joyce and Snell's, for programme years 2022/23 to 2026/27 up to £55m, which is assumed within the overall financial base case.
8. Approve the extension of appointments and additional expenditure for design and professional services up to a total budget (£10m) including project management, preparation of a masterplan and planning application, legal advisors and procurement support, to be committed in years 2021 to 2023.
9. Subject to any resident feedback during the ongoing consultation period, approve the draft Landlord Offer for rehousing tenants and leaseholders as appended to this report and commencement of the S105 consultation; and delegate to Director of Housing and Regeneration in consultation Leader and Cabinet Member for Social Housing the approval of any changes which are not material to the financial case.
10. Subject to a test of opinion, approve the commencement of ballot for the redevelopment of Joyce and Snell's to secure the resident mandate for new and better homes and a safer neighbourhood.
11. Approve the submission of ballot proposals to the Greater London Authority (GLA) as required to draw down grant funding.
12. Approve the submission of the masterplan and Council delivery of Phases 0-3 to support the construction of new homes for decant of existing residents.
13. Note that officers will commence procurement of the contractor for construction of the homes in Phases 0-3 and that award will be subject to a further Cabinet decision in 2022, including at that stage any proposals for use of Compulsory Purchase Order powers, if appropriate and deemed necessary after consultation with residents.
14. Approve acceptance of the grant funding approved under the Affordable Homes Programme 2021/26, or in the event that GLA grant funding is not committed, use unspent Right to Buy receipts or reserves, to reduce the borrowing requirement for the regeneration programme and keeping within the agreed financial parameters of the model and scheme, noting that any ballot will be subject to confirmation of this funding and satisfactory review of financial impacts on Council.
15. Delegate to the Director of Housing and Regeneration and Executive Director of Resources in consultation with Leader and Cabinet Members (Finance and Social Housing) to make changes to the programme, landlord offer, tenure mix and phasing of the masterplan, where those changes are in line with the approved base case financial model agreed by virtue of this Cabinet decision.

Reason for Proposals

16. The opportunity area of the proposed redevelopment for Joyce Avenue and Snell's Park totals c.27.5 acres and consists of 795 existing dwellings. The Council is developing a masterplan to deliver up to 1900 homes, including an additional 1100 net new on the estate through a whole estate regeneration. It is proposed that the scheme will cater for all Enfield residents through a mixture of affordable homes at council rents, affordable home ownership, private sale and Build to Rent at market and discount market rents for Enfield key workers. Additionally, the redevelopment will offer homes for Enfield's aging population, with opportunities to downsize for

existing residents on the estate as well as potentially in future phases, developing an approach to affordable purpose-built homes with extra care, from Phase 6 onwards.

17. For a number of years residents have expressed a desire for transformation of the estate to design out crime and anti-social behaviour and to enhance the look and feel for residents including children. Despite Covid-19 limiting face-to-face engagement, overall, there remains a strong mandate through the Give My View polls, for the regeneration to commence. Following re-commencement of face to face engagement, the current test of opinion indicates, of the 76% of households who responded as at 3 Sept 2021, 71% would support the ballot positively if taken at this time. Recognising that until August, consultation has mostly been online, this provides a strong baseline for tenants and residents in favour of the development proposals. We will continue to develop the offer in line with the engagement process outlined in this report.
18. With the community's help, we are developing our plans to ensure the masterplan best reflects the needs of residents and provides opportunities for future generations. The estate is severely lacking the social infrastructure necessary with Boundary Hall being the only community facility available. The principles for the project have been formed on the basis of residents' feedback to ensure at the heart of this regeneration is a community that is supporting Enfield homes for Enfield people. As well as the specific offer for residents outlined later in this report, the scheme benefits from:
 - Sustainable and energy efficient homes replacing the existing poor-quality accommodation and helping residents to address fuel poverty
 - Over 50% genuinely affordable homes, including low cost home ownership for existing and new residents looking to buy their home
 - Improved security and tackling anti-social behaviour
 - Improved green spaces and better play facilities around the estate
 - Digital inclusion and smart homes for existing residents to tackle digital poverty, which became more acute during the pandemic, and supports people to live independently in their homes for longer, for generations to come
 - Improved community facilities such as a new multi-use library building
 - Transforming some of the worst homes in Enfield into high quality homes that are genuinely affordable and a vibrant neighbourhood to be proud of
 - Making sure the council tenants and leaseholders housing needs are met (around 75% need 1 & 2 beds); whilst providing more council owned family homes to reduce overcrowding
 - Mixed and sustainable community by building more three and four bedroom homes (up to 45% of new social rent) for families on the housing registers and around 60 family sized intermediate homes for key workers
19. The Joyce Avenue and Snell's Park estates were built in the late 1950s and 1960s and provide housing for a diverse community and older demographic. Most residents have lived on the estate for many years and are proud of their neighbourhood. However, there has been a gradual rise in antisocial behaviour, prostitution and other crime such as drug dealing. The layout of the existing estate has many unseen areas with the blocks offering little or no security on stairwells. The ageing estate and design has contributed to the rise in crime and the outdoor spaces are underused and offering very little safe doorstep play for children on the estate. The outdated

design also means that Joyce Avenue and Snell's Park sides of the estate are poorly connected and have limited points of access between each area. This has separated the communities and made it challenging for residents to interact and develop the community spirit that we know could exist across the whole estate. The masterplan proposes additional facilities delivered on the new estate which caters for the diverse needs of the residents to create a sense of place.

20. To ensure the best outcomes for existing council tenants and leaseholders, the intention is for the Council to act as master developer, promoting the masterplan through to planning approval and managing the appointment of contractors to build the new homes in the initial phases. The Council will lead on the decant and rehousing of existing residents and have stewardship over how the new homes and redevelopment of Fore Street come forward, the timing and quality. In later phases, and driven by the financial model, the Council will consider releasing opportunities on the estate for development through partnerships or development agreements. By taking a phased approach to the masterplan, the Council can manage overall risk and reward within the approved financial base case.
21. The Council's vision for the delivery of Joyce and Snell's is that those tenants and resident leaseholders, who want to stay on the estate will be supported to do so. The financial model has been designed to enable a block decant and demolition cash flowed over a 40 year period. For Phases 0-6, this means that council housing tenants will be rehoused in new accommodation and not expected to move off the estate, unless they choose to take up the opportunity for rehousing into new accommodation for example the Council homes being delivered at Meridian Water or neighbouring schemes in Edmonton. Additionally, the scheme will provide key worker accommodation in future phases as part of a Built to Rent block.
22. To support good growth, the council will continue to work with HTA architects to further develop proposals. HTA were appointed (KD5146) through a competitive framework tender process to design the masterplan and proposals which will form the basis of a housing offer to existing tenants and leaseholders for the ballot. These proposals have been informed by feedback and supported by a specialist community engagement organisation, BECG. Source, the Independent Tenant and Leaseholder Advisors continue with their longstanding involvement in this project, having established good relationships with existing residents. This report seeks to extend HTA's appointment and commission a range of consultants to support the design development and hybrid planning application. To support the programme for Phases 0-3, the budget allocation up to £10m is necessary to establish a full multidisciplinary team to deliver a project of this scale. Any additional services required will be procured through an OJEU compliant framework and awarded under existing delegations within the HRA Business Plan (KD5219). It should be noted; these costs will only be incurred if and once a ballot has been undertaken and returned as a positive result.
23. The Landlord Offer to residents provides flexibility over the lifetime of the project for both residents and the Council. The engagement process feedback has informed the document presented to Cabinet It should be noted that the Landlord offer is underpinned by the base case financial model, and will be continuously reviewed as the phasing strategy develops. Alongside the offer to existing residents, the financial modelling will consider increasing private sales and potentially earlier involvement of a development partner if needed to derisk project delivery. The scheme will be kept under review and authority from Cabinet will be sought on changes affecting the Joyce and Snell's programme beyond Phases 0-3 or if there are material changes to the current base case.

24. To improve affordability in early years, the Council has successfully bid for £54.4m to the GLA Affordable Homes Programme 2021-2026 which, subject to contract, will require the Council to start on site in 2023/2024 and deliver 338 homes by 2028/2029. This grant drawdown will need to be supported by a set of ballot proposals that define the Council's intention over the whole scheme and how residents will be affected. If Cabinet does not approve the scheme or ballot proposals, then the GLA will not commit to funding the affordable housing which will make delivering Joyce and Snell's significantly more challenging.
25. Further, to reduce the call on capital resources, the Council has submitted a business case to the GLA for upfront land assembly funding to unlock the additional new homes on the estate. This is seeking grant from the Mayor's Land Fund which, if secured, will improve the financial model and derisk the early years of development which have upfront capital costs associated with decants and buybacks of existing tenants and leaseholders the Land Fund is not included in the financial base case
26. Up to 50% of the estate is freehold or leaseholder owned which will require a dedicated resource to acquire all interests, especially in early phases. If agreement cannot be reached by negotiation for all third-party interests, the Council will require Compulsory Purchase powers to enable it to progress the scheme for the benefits of residents. A further report will be brought back to Cabinet if any use of these powers becomes necessary.
27. Ballots are required by the GLA and to take place prior to the procurement of a development partner and/or prior to finalising the precise specification of works. To support the submission of the masterplan which has been developed in consultation with residents, the Council intends to ballot residents prior to planning submission and as set out below. This is anticipated to commence after a period of consultation following the Cabinet decision and run for 3 weeks (voting period). A positive ballot is one where there is a simple majority of those eligible residents voting that choose "yes", in favour of the Landlord Offer to regenerate the estate. There is no minimum threshold for turnout in a ballot
28. The indicative ballot milestones are as follows:

| Month | Activity |
|----------------|---|
| July- August | 795 properties door knock One to one Boundary Hall |
| Sept - October | Pre-ballot consultation on the Landlord Offer |
| To December | Formal ballot period |

29. Subject to the outcome of the ballot and once the planning application has been submitted, the Contractor procurement will commence in Spring 2022 for the development of homes in Phases 0-3. Due to the likely value of the award it is intended to return to Cabinet for approval to commit budget and delegate appointment for up to 600 homes at that stage.
30. The proposals create opportunities for new supply on an urban brownfield site and over the emerging Local Plan period, will deliver a significant housebuilding programme which will benefit existing council tenants, new council tenants and more Enfield residents with better and more homes.

Relevance to the Council Plan

Good Homes in Well-Connected Neighbourhoods

31. This project provides a rare opportunity to not only transform two estates but Edmonton as a whole. Contributing to the wider place making of Angel Edmonton, Joyce Avenue and Snell's Park, will offer high-quality mixed tenure neighbourhoods. They regeneration will act as exemplars of sustainability and place making.
32. The improved accommodation and environment for our existing residents will have wider health benefits and the increase in new affordable housing provided by the Council, will support more people in Enfield. The new masterplan will create greener routes from east to west of the ward and enhance the existing connections. The masterplan proposes a high percentage of affordable homes, including those for existing residents on council rents. The intermediate homes will be provided in the full range of affordable products, from Build to Rent units at discount market rents as accommodation for Enfield key workers and affordable home ownership for existing leaseholders and new first-time buyers. The shared ownership or shared equity will support the rehousing of resident leaseholders and assist those who wish to stay on the estate. A shared equity product for resident leaseholders is where the equity for the new home is determined according to the market value of the existing home, with no less than 25% purchased.
33. The item elsewhere on the Cabinet agenda explains how we will be establishing a platform to promote new intermediate housing opportunities to Enfield residents. The focus of this is prioritise intermediate housing to support recruitment and retention for key services in the health, police and education sectors by providing discount market rented accommodation and low-cost shared ownership options.
34. By leading on delivery, the Council can ensure that long-term ownership of the current council housing remains with the borough, increasing the overall housing stock and rebalancing the currently ageing stock profile and retaining rental streams into the future.
35. Renewal of part of the high street will introduce modern retail units with services reflecting the diverse needs of the community, and where possible will be connected to new open space to allow outdoor seating and space to dwell while shopping.
36. The scheme will also provide wider benefits to the community with improvement to the high street, better links to the community to the west of the site and a clearer route to Silver Street Station.



Safe, Healthy and Confident Communities

37. The overall design of the new estate will encompass all aspects of best practice in designing out crime by eliminating unseen spaces, providing secure off-street parking, high standards of lighting, CCTV and maximising natural surveillance.
38. By fully redesigning the estate, high quality public and private open space will be integral to the layout. Much of the existing green space has low amenity value and is mostly unused. Play facilities for all ages will be incorporated into the landscape design. As far as possible all dwellings will have either private gardens, balconies or access to private open space with options such as roof-top gardens being explored.
39. Homes will be designed to be adaptable in response to the requirements of elderly or people with disabilities so that they can continue to live independently on the estates.
40. The new community will ultimately link into Enfield's pioneering borough-wide network of cycle routes, helping residents reduce their reliance on private cars and bringing positive environmental improvements. The new accommodation will have safe and secure cycle parking facilities that are private to each block.



An economy that works for everyone

41. Located at the south end of Fore Street, the new development and upgrades to the high street will set the scene for the journey along the linear town centre of Angel Edmonton. Building on current plans to upgrade and redevelop parts of Fore Street. As part of the estate renewal, it is proposed to make comprehensive improvements to Fore Street and secure the high street as a destination of choice for local people.
42. The estate renewal will create a much stronger east-west link between the High Street and the footbridge over the railway line. This will encourage more residents and visitors of the community to the west of the estate to walk across to the high street, including people visiting North Middlesex Hospital.
43. It is envisaged that by improving access to the High Street, increased footfall and environmental improvements will help to ensure the viability of local businesses and help to secure existing and new employment opportunities.
44. The redevelopment of the estate will take place over several phases, and the size and scale of the scheme will generate a significant number of employment and training opportunities for local people in the construction sector. Where deliverable this would be supported through the Enfield Skills Academy initiated from the Meridian Water programme.
45. Widening the tenure mix in the new development will help to ensure a housing offer that supports the needs of the community. Enfield as a borough is very diverse with its character and heritage varying widely from inner city to rural within just a few miles, and this differentiates it from other London boroughs. It is important therefore that there is a feeling of connection with the rest of the borough, not just physically but also in a sense of place where equality of opportunity and aspiration is intrinsic to living in Enfield.



Background

46. The predominant building type across both estates is non-traditionally built high rise and medium rise flats. Flats sit above retail units fronting Fore Street along the site's eastern boundary. There are some infill opportunities including a car park to the north of the site and a garage block by the railway, which will come forward in Phases 0-3 and provide the less disruption to existing residents.
47. Analysis has been undertaken of both the historic stock condition information that we hold, as well as the life expectancy of the renewable components (such as windows, bathrooms, kitchens, etc.) and also the structural integrity of the blocks. On Joyce Avenue and Snell's Park, the investment required to keep the blocks in reasonable order, far outweighs the rental stream that could be achieved. The condition at present, the potential life cycle costs of renewal, plus the potential incidence of structural failure in the future means that demolition and newbuild of Joyce and Snell's is key to creating better living standards for existing residents.
48. In November 2019, Cabinet approved a report (KD4590) which recommended that the Council proceeds to work towards a residents' ballot and subsequent planning application to replace the 795 existing homes and plan for up to 1900 homes in total for existing and local people. That report sought budget approval from Cabinet to progress the development proposals with existing residents on the two estates. The intention was to commence a ballot in June 2020 and enable planning to be submitted within 12 months.
49. The Council commenced formal engagement with stakeholders of Joyce Avenue and Snell's Park estate at the beginning of January 2020. The aim was to communicate with stakeholders so we could understand the long-term issues they were experiencing on their estate and wider area, explore possible solutions and ultimately agree on a master plan and set of principles that would help shape a Landlord Offer ahead of the formal ballot process.
50. The engagement strategy included a range of channels that allow us to reach as many members of the community as possible, at a time and location that is convenient with them. As many residents work during the day or on shift patterns, attend college or school, it was important that they could access information in a variety of ways that ensured we had an 'inclusive' approach. Given the diverse community and predominantly Turkish residents, the Council provided translators at the public exhibitions in January to ensure language was not a barrier.
51. A micro website was set up "Give my View" which provides an overview of the masterplan, gathers views on the current estate and polls what residents would like the estate renewal to improve. To support residents in the transitional period, a fast-track repairs and maintenance was set up to ensure tenants felt heard. Concerns about anti-social behaviour and feeling unsafe, resulted in a Council led taskforce with community safety to increase presence on the estate.
52. However, in March the COVID-19 pandemic impacted on the Council's ability to continue face-to-face engagement regarding the proposals and as a result the Council changed focus from regeneration engagement to wellbeing engagement. This centred around the ongoing wellbeing of residents and implementing support including personal calls and a letter to all residents outlining the help available through the Council's Covid relief services.
53. Residents were still able to contact officers to discuss the proposed development via other methods; telephone, email and digitally. Information was also updated on the

scheme website. Polls via Give my View continued to be undertaken since June 2020, with face to face engagement through to September 2021. The overarching themes from that included, safety, affordability and maintenance and management with an average 307 residents participating during the lockdown period, rising now to over 70% positive response rate. Based on the GLA eligibility criteria, there are currently 700 eligible voters for the ballot.

54. Noting there is a 'digital divide' on the estate which means that there are households who can't or won't engage digitally, work will continue to support face to face conversations to enable residents to understand the Council's proposals.
55. Source Partnerships, acting as the Independent Tenant and Landlord Adviser, engaged residents of the existing steering group, which is made up of 31 residents, to develop a Resident Charter. Based on their engagement with residents over past 18 months their view is that the majority of residents are in favour of redevelopment and want the Council to "get on with it!".

Good Growth Project

56. Whilst we develop the plans for regeneration we continue to work to make life better now for existing residents. In March 2020, the council secured £1.1m from the Mayor of London's Good Growth Fund which, matched with borough funding, will deliver a range of temporary initiatives which will boost the activation and diversity of Angel Edmonton's high street and workspace offer. These include:
 - The Urban Room – broadening and expanding the range of activities in the Fore Street Library, to include performance, an evening offer, and exhibitions, as well as community services and training.
 - Maker Spaces – converting underused garages into affordable workspace for creative practitioners, alongside co-working space
 - Public Realm improvements – connecting the estate to the high street and celebrating the area, whilst addressing the air quality issues
 - Employment & Skills – a programme of business support and Meridian Water employment recruitment

Current proposals

57. The current estate has 795 homes split approximately 50:50 social rent and leasehold. In line with policy the masterplan will commit to deliver up to 950 affordable homes, of which 430 will be replacement homes for existing tenants and uplift of 150 3 and 4 bed family homes for people on the Council's housing register. The proposed shared ownership will be for existing leaseholders and residents seeking new affordable home ownership. In later phases, provision will be available for key workers and people in temporary accommodation with the offer of Discounted or intermediate rent. Where there are private renters on the estate, the Council's Housing Advisory Team will provide information and guidance and alternative accommodation through Enfield Lets.

Decant guiding principles.

58. In determining the appropriate phasing strategy to inform design development, the following principles will be used to define the housing mix:
 - a. Mix to meet decant requirements for existing residents housing need (priority to resolve overcrowding and under occupying)
 - b. Planning policy requirements
 - c. Allocation policy requirements; priority for council tenants who may

choose to move off the estate

59. By adopting these principles, the Council retains much needed flexibility in the early stages to ensure the scheme can evolve based on the decant programme and financial performance in any year or phase whilst addressing its core objectives of meeting existing secure council tenants' needs.

Creating a new Fore street

60. Commercial space in the regeneration proposal is likely to represent less than 1% of the whole scheme value, but it's worth to the community and impact on the place is arguably amplified well beyond a narrow commercial valuation. The non-residential aspects of regeneration plans for the Joyce and Snell's estate include redevelopment of 21 existing retail units on Fore Street and the provision of 13 additional commercial units.
61. The current masterplan proposes a total of 34 commercial units across the regeneration scheme, replacing existing shops which are narrow and have limited useable floor space and improving the overall offer for commercial tenants. The non-residential offer includes provision of a new community hub and a nursery. Dedicated resources will be deployed to ensure that the reprovision meets the needs of existing commercial tenants that are valued by the community, whilst working through the Good Growth initiatives to build the capacity of local residents to create new offers that meet the aspirations of residents for a diverse high street offer.
62. Fore Street is a vibrant place, with a broad mix of outlets, and where there appears to be strong demand for retail premises when they become available to let. However, its Fore Street shops are an ageing segment of Enfield's commercial portfolio and a 2018 'Health of the High Street' report assessed Angel Edmonton as the 4th least healthy high street in London. Borough lettings data and that of the recent new commercial units across the road at Silverpoint, evidence that demand is high for rentals.
63. The continued improvement of Fore Street is of strategic importance not only to Joyce and Snell's, but to South and East Enfield. It also offers a pivotal chance to help build business strength and identity within the borough. The council will take an active role in shaping, curating and managing the offer.
64. The council will retain control of commercial assets, initially at least, curating and managing them with place based and social returns as the prevailing mindset and strategic objective which is something that has come through the resident and stakeholder consultation so far. This should help underpin the wider value of the place, promote health and social objectives and may increase commercial asset values over the longer term if managed well.
65. The commercial strategy for Fore Street and Meridian Water will be developed in a symbiotic way, ensuring each is distinct but mutually supportive. We are also engaging with Haringey on their schemes and town centre developments that, from a resident perspective are part of their local experience.

Making movement a priority

66. Improving permeability on the estate is a priority within the masterplan with pedestrian activity with combination of dedicated routes and shared spaces. Cyclists are separated from primary pedestrian routes onto shared surface areas. Vehicles

moved to periphery of the site, creating pedestrian and cyclist priority, with emergency only access through the central part of site.

67. Key movement routes are proposed through central heart of the site activating key open spaces. The masterplan better links existing pedestrian crossings and desire lines (transport- buses and stations); with clear connections from Fore Street and new level crossing to Pymmes Park.

Florence Hayes

68. The regeneration initially included the land at Florence Hayes which is currently a corporate asset designated as a nursery and open space. The intended use in the concept design was to create additional homes for residents to move earlier and accelerate the construction phase. We have heard the views of the community about the inclusion of the site and, as a result, the current proposed masterplan removes this site. It will not be part of this development. We will work to bring the open space and facility back into use for local residents.

Main Considerations for the Council

69. As a landlord, the Council needs to support residents who may need to be rehoused as part of any proposals, and as part of the Ballot process is required to publish a Landlord Offer.

70. The Landlord Offer (Appendix 5) to existing residents on the estate can be summarised as:

- Council tenants will be offered a single move within the estate where viable. Double decants will be on an exception basis and agreed with the tenant which may suit their needs short term to address overcrowding.
- Existing council secure tenants on the estate will be offered equivalent tenancies at council rent levels.
- A home loss payment (uprated annually and recently uprated to £7,1k plus) and disturbance payments to cover the cost of moving.
- Prioritisation and help to move off the estate for those that wish to live in other newbuild schemes. This may be especially beneficial to older residents with enduring housing needs who may benefit from new extra care homes at Reardon Court or wheelchair adapted homes.
- Resident leaseholders will get market value for their home plus a 10% home loss payment.
- Non-resident leaseholders will get market value for their property plus a statutory basic loss payment of 7.5%.
- Private renters will be given housing information, advice and guidance including access to discount market rent products through our Intermediate Housing platform.

Financial assistance for resident leaseholders

71. It is expected that most resident leaseholders will be able to find new accommodation that meets their needs in the new development. To enable this outcome, the Council will consider offering shared equity as a means of assisting the resident leaseholder to stay in the area. In the very rare occasions that a leaseholder's financial circumstances mean that they are not able to buy a new home even with financial help from the Council, the Council may by discretion offer them a secure council tenancy to enable them to remain in stable accommodation in the borough.

Help to Move

- 72. While the Council is committed to tenants and resident leaseholders who want to stay on the estate and supported to be able to do so, it also recognises that some residents may wish to move out of the area.
- 73. Where a resident expresses an interest in this, the Council will work with the resident to provide practical assistance to help them move. Any financial assistance will be given by discretion on a case by case basis depending on a tenant or resident leaseholder's specific circumstances.

Delivery strategy

- 74. The Council has committed to deliver nearly 3,500 homes by 2031, around 75% of which will be affordable in the HRA (subject to grant rates, cost pressures and other business plan assumptions). The majority of these homes will be delivered by the Council and on Joyce and Snell's so that more high quality, new homes can be built and retained as social rent by the Council. The report sets out the Council's intention to deliver Phases 0-3 as per the approved financial base case. The model provides flexibility around the delivery strategy for the masterplan, for example, a three-staged build.
- 75. The delivery routes have been considered within the approved financial base case by Phase and the masterplan is currently proposed to be built out as follows:



- 76. For Phases 0-3 Direct delivery, the Council will commit funding for the design and build by acting as master developer, securing planning, and procuring a contractor to build the homes to required standards.
- 77. From Phase 4 onwards, the council will explore other options in line with the approved financial base case which includes direct delivery, joint ventures with Registered Providers and land release via the Affordable Housing Developer's

Framework. The Framework is a separate procurement being established by the Council in 2022, to attract private sector investment to the Borough and act as delivery partners for council-led strategic developments.

78. To ensure the interests of existing housing association tenants and leaseholders are met, to improve the financial viability of the scheme and diversify the delivery structure, in future phases the Council is proposing to involve a Registered Provider. The role and timing of any partnerships will be informed by the financial review on a phase by phase basis, existing residents needs and how best to optimise the value of Council assets.
79. Within the estate boundary, there are currently 44 properties owned by 8 Housing Associations. Although the Landlord Offer can only relate to the housing offer being made by the Council, all existing residents will have an opportunity to vote and therefore it is important that proposals consider the housing needs of the housing association residents. Initial discussions have commenced with the Housing Associations and there is a general commitment to work with the Council including establishing a steering group which represents the interests of their tenants as well as utilising their experience of estate regeneration of this scale. Where possible the Council will seek to agree buybacks by private treaty and offer secure housing tenancy to those currently on the estate as either retained housing association or council tenants.
80. The redevelopment also presents opportunities for collaborative working through land disposals via the Affordable Housing Developer Framework, which will be established in early 2022. This will support the early delivery of mixed tenure housing, de-risk more complex and costly aspects of the scheme and reduce the capital requirements of the HRA. Based on the phasing of decants, it is intended to release Phase 7 (2031) to a Registered Provider. However, this is subject to viability and the Council will continue to explore the deliverability of phases 4 onwards as potential partnership schemes.

Section 105 consultation

81. As a landlord of secure council tenants, the Council has a statutory duty to make and maintain such arrangements as it considers appropriate to consult with its secure tenants who are “likely to be substantially affected by a matter of housing management”. A matter is one of housing management if, in the Council’s opinion, it relates to “the management, maintenance, improvement or demolition of dwelling-houses” let by it under secure tenancies. Clearly, therefore, proposals that involve the demolition of existing homes on secure tenancies triggers the section 105 duty. As a piece of formal consultation, the section 105 process also needs to follow the general principles for fair consultation, i.e.
 - Consultation must be at a time when proposals are still at a formative stage
 - Sufficient reasons must be given for any proposal to permit intelligent consideration and response
 - Adequate time must be given for consideration and response
 - The results of consultation must be taken into account before final decisions are made
82. Following this Cabinet decision, consultation materials will be sent to tenants affected which explains what the Council is proposing and why. While leaseholders are not covered by section 105, it is proposed that they are included as non-statutory consultees.

Steps towards gaining vacant possession and demolition

83. One of the aims of the rehousing offer is to rehouse all residents and buyback all land interests voluntarily, without the need to resort to any of the Council's legal powers for securing vacant possession. If this does become necessary, there are two main mechanisms the Council may need to use.
84. The Council can seek possession of a secure tenant's property under Section 84 of the Housing Act 1985 and using Ground 10 of Schedule 2 of the Housing Act 1985 (where "the landlord intends, within a reasonable time of obtaining possession of the dwelling-house, to demolish or reconstruct the building or part of the building"). Ground 10 requires that alternative accommodation is offered to the secure tenant.
85. If any leaseholders refuse to sell voluntarily, the Council may need to consider using its compulsory purchase powers. The Council considers compulsory purchase a last resort to protect its position to deliver the scheme and to be implemented, following concerted efforts to buy back leaseholders by negotiation over a reasonable period.

Safeguarding Implications

86. Residents are being supported by the regeneration team and any high vulnerabilities are identified through the engagement process and signposted to relevant adult social care services. There are no specific safeguarding issues which arise from these proposals.

Public Health Implications

87. The proposed redevelopment of the Joyce & Snell's estate is likely to have implications for public health.
88. Good quality, affordable housing is essential for human health. Housing demand currently exceeds supply in Enfield. The Building Research Establishment Trust recently estimated that poor housing costs the NHS at least £1.4 billion per year. The delivery of better-quality housing, and a greater numbers of dwellings on the Joyce and Snells estate, particularly if the number of affordable units is maximised, is therefore likely to have positive public health implications.
89. The proposed Landlord Offer, which commits the Council to rehousing all tenants and the vast majority of leaseholders on the redeveloped estate, with only a single move required in most cases, would help mitigate any negative health effects associated with the stress of moving and concerns about the break-up of the existing community on the estate.
90. The provision of new and improved green space, alongside links to cycling routes, will help improve the environment in and around the estate, through reducing pollution and traffic, which is also likely to have positive public health implications for Enfield residents.

Equalities Impact of the Proposal

91. Under the Public Sector Equality Duty under the Equality Act 2010 Enfield has duty to have due regard to the need to :
 1. To eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act – this includes elimination of the following:

- Direct discrimination, which occurs when an authority or organisation treats another less favourably than they treat or would treat other because of a protected characteristic.
 - Indirect discrimination, which may occur when a service provider applies an apparently neutral provision, criterion or practice which puts persons sharing a protected characteristic at a particular disadvantage.
2. To advance equality of opportunity between people who share a protected characteristic and those who do not – this involves having due regard to the need to:
- Remove or minimise disadvantages suffered by people due to their protected characteristics.
 - Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
 - Encourage people with certain protected characteristics to participate in public life where their participation is disproportionately low.
- In the context of the estate rebuilding programme, this can include accessibility of homes and community buildings, maximising the availability and quality of community assets, and allowing new space and amenities for religious, cultural and other community activities.
3. To foster or encourage good relations between people who share protected characteristic and those who don't – this involves recognising the need to tackle prejudice, promote understanding, and taking active steps to create a discrimination-free society. In the context of the estate rebuilding programme, this can include:
- Consulting with a range of groups in order to understand perspectives, including those in a combination of protected groups.
 - Creating environments which are both accessible and appropriate for all protected characteristic groups to use and enjoy.

92. An initial EQIA was completed when we started to develop this proposal, which identified many positive impacts and some potentially negative impacts for some groups that will be mitigated in the design of the programme. EQIA is an iterative process and this will be refined and added to as the programme develops and we gather more information and feedback from residents affected by the scheme.

93. This report seeks approval to ballot residents. Whilst the decision to grant approval to ballot residents is not relevant to the PSE, the way we consult and carry out the ballot is and we will complete an EQIA on consultation process and final ballot arrangements before any approach is agreed

Environmental and Climate Change Considerations

94. Housing makes up around 38% of Enfield's borough-wide consumption emissions so new developments should be low carbon and avoid the need for future retrofit. It is proposed to connect to the heat network in Edmonton, provided by Energetik. A priority is to minimise fuel costs to residents and connecting to the heat network will ensure energy costs and overheating are achieved through solutions such as energy demand reduction and renewable energy provision.

95. How the development is responding to the Council's Climate Action Plan, mitigating carbon emissions and adapting to climate change considerations. The expectation is that any new developments will be net zero operational carbon as stipulated by the London Plan 2021 and that steps have been taken to reduce carbon as far as possible onsite, rather than minimum exceedance. New developments should make a consideration for emerging council guidance for sustainable development of council homes.

96. To ensure carbon emissions are minimised, the development proposal should follow the energy hierarchy set out by the London Plan to reduce energy demand through measures such as passive design and highly efficient fabric, adopt a low carbon heating strategy and maximise provision of onsite renewables with a provision for in use performance assessment. Any remaining carbon balance should be offset only when no further reductions and feasible onsite to net zero carbon.
97. Climate adaption and health & wellbeing of residents should be improved including air quality, daylight and robust resilience to climate change, particularly overheating
98. As set out in the London Plan and the Council's Climate Action Plan, Council new developments should measure and take steps to reduce embodied carbon as part of whole life carbon, through the production of a Lifecycle Carbon Analysis and circular economy statement of steps taken to reduce impact and emissions.

Retrofit

99. Enfield Council has declared a climate change emergency and has pledged to reduce its carbon footprint to become a carbon neutral organisation by 2030 and a carbon neutral borough by 2040. This recognises the fact that we all have a part to play in reducing our carbon footprint and working to eliminate our individual and collective contributions to climate change.
100. This includes undertaking housing development in a sustainable way that minimises the carbon footprint of each development, both in terms of embedded carbon and carbon in use. There is also a requirement to maximise the recycling potential of any buildings that are demolished
101. A further consideration is the wider sustainability impact of development such as SUDS, urban greening and upgrading of landscaping, reduced car use (and increased modes of sustainable transport), quality of life, air quality and comfort. The Council has considered a number of different development options for the Joyce and Snell's estate:
 - Do nothing
 - Infill development (existing buildings retained and upgraded, and new homes built on vacant land)
 - Partial regeneration (some existing buildings demolished, and new homes built on vacant land)
 - Full regeneration (all existing buildings are demolished)
102. The Cabinet report from November 2019 (KD 4590) discussed the merits of do nothing, infill and partial regeneration and concluded that none of these options met the expectations of either the residents or the Council and were not taken forward.
103. A further option for the Council to consider is to retrofit the existing dwellings and bring their environmental performance up to modern standards. This involves making improvements to the building fabric and heating systems to improve standards of insulation (u-value) to reduce the overall energy consumption of each dwelling. This is an expensive, complex and disruptive strategy for existing residents as illustrated by the high-rise pilots currently underway. The retrofit proposals will also not address the fundamental concerns raised by residents which is that the estate is not permeable and fosters anti-social activity as a result.

104. There are also currently no grant streams available to fund a significant refurbishment of the estate and the Council – along with leaseholders – would have to shoulder the cost; although it may be possible to obtain a relatively small amount of green funding for elements of the retrofit. The final point to consider is that while a retrofit project (excluding a wider refurbishment) would reduce the Council's carbon footprint at Joyce and Snell's and assist in alleviating fuel poverty for residents, no new homes would result.
105. For the reasons set out above, retrofitting the existing blocks as part of more limited regeneration of the estate with infill development would be unviable for the Council.

Sustainability

106. Sustainability is at the heart of the Joyce and Snell's regeneration and is a central part of our offer to residents to create a better future for them, the estate and their neighbourhood.
107. As has been previously reported, the current estate is dated and suffers from elevated levels of crime and ASB with many of these problems related to the design of the blocks and external areas. A number of the blocks for example don't have any secure common parts and active surveillance at street level is poor due to the limited number of ground floor dwellings. Risk of the area's regeneration aims not being met through a refurb only and errors of the place will not be fully solved, which might ultimately only push the full regen further down the line.
108. Through regeneration, we are seeking to implement a wide range of improvements to make the both the buildings more sustainable and, just as importantly, the lives of the residents more sustainable too.
109. The scheme positively addresses climate change through a broader spectrum of measures by:
- a. creating a sustainable place to live and design out the failures of the existing estate
 - b. puts homes in a sustainable location near excellent public transport, keep parking low and improve air quality
 - c. Build in features holistically from the outset and plan in for SUDS, biodiversity net gain and urban greening factor

Sustainability Analysis

110. Replacing the existing estate with new, better designed buildings has some costs, both environmental and human, which need to be understood when making the case for the development to take place. HTA has developed an evaluation tool to assess the existing situation and compare it to the proposals to highlight the many opportunities, human, social and economic, to making this change.
111. The sustainability vision is thus based on three strategic areas which account for the key sustainability areas of environmental, social and economic but also accounting for the wider principles which ensure high quality design and implementation.

Reducing carbon emissions

112. We are committed to reducing carbon emissions and to making the site as sustainable as possible. The RIBA Climate Challenge sets targets for 2020, 2025 and 2030 for energy use, embodied carbon, and water. Other metrics include daylight, overheating and other factors related to the health and wellbeing of people. These metrics have to be factored into design proposals as they emerge in order to be effective. The design team has set the RIBA 2030 targets as the ambition for this scheme.
113. Recognising that some targets are more challenging than others and carry different weights, they should be adopted as a guide to motivate the project to be as sustainable as possible. Measures will include materials specification and services strategy but also user information and support for residents and contract arrangements that drive high quality design solutions through to use.
114. In summary, this approach is a quantitative and qualitative approach to sustainability whose purpose is to inform the design and management the estate while delivering true sustainability for the life of the scheme. The strategy will continue to be developed over the planning process and beyond to the implementation stage.

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

115. The Council has invested up to £2m in the preparation of design proposals for Joyce and Snell's. If the decision is not taken, the Council will not be able to secure GLA funding which is only available for the next 5 years and therefore the window of opportunity will be lost. If the decision is not taken then the properties will fall into disrepair and will need significant investment to be refurbished to bring up to decent standard. The Council will not see a return on this investment as no new homes will be achieved from a refurbishment. Additionally, although the fabric of the estate could be improved through a retrofit programme, that will take time and will not in itself resolve the anti-social behaviour and crime currently suffered by residents because of the existing layout and open stairwells. A full regeneration programme enables opportunities to design out crime and introduce natural surveillance during the construction period, activating the estate and making it less desirable for non-estate residents anti-social behaviour. properties need to be refurbished to be liveable? If so mention this here.

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

| RISK | MITIGATION |
|--|---|
| Grant availability and level required is reduced. Changes in grant programmes could impact the future development programme. | For Phases 0-3, GLA grant allocation confirmed in September, subject to contract. This will help reduce call on debt in early years and additional funding for land assembly. Financial base case is based on grant at similar levels and if this grant is not secured, subsidy will include borrowing, unspent right to buy receipts and reserves. |
| Negative ballot outcome. Scheme can't proceed, abortive costs are incurred, and housing remains in poor condition. | Our Engagement strategy and offer documents detailing housing options will be key to winning further support for our plans. This requires balancing our offer to compensate residents sufficiently without becoming onerous to the project. The Council will listen and engage with residents to refine |

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| | the scheme and the Landlord Offer, carry out tests of opinion and ensure support is there before going to ballot. |
| That the density proposed in the capacity study cannot be achieved. This will serve to reduce the number of additional affordable and intermediate housing units that can be delivered. | The capacity study was undertaken in consultation with LBE Planners. Enfield are required to make the best use of their assets to deliver affordable housing and the urban setting of the site would allow for higher densities to be achieved. The focus of the development will be high quality apartments that achieve modern space standards, and there are a number of established block typologies that deliver this as well as the public and private open space requirements. Initial master plan work is showing that the number of properties suggested in the capacity is easily achievable within a within a developing design for the estate. |
| The borrowing requirements for the scheme cannot be met from existing resources to deliver the approved financial case. | Lifting of the HRA borrowing cap gives the Council flexibility to vary the amount of investment it puts into the scheme. The HRA Business plan will continuously be reviewed to assess variables and strategies available to mitigate this risk. General Fund Budget and MTFP will be revised to ensure rental income is sufficient to repay debt, the next update will be for Cabinet 9 February 2022. |
| Council undertakes planning and development risk as Lead Developer. The project suffers from delays, increased costs or resource issues. | The Council is taking on additional risk by leading on development in exchange for increased numbers of affordable units, reduced borrowing costs and savings on a development partner's profit. There will be a requirement that the Council employ delivery staff with the right skills. The Council has developed a resourcing plan and will recruit the staff required prior to the development commencing and the phase-by-phase approach effectively breaks down the project into a number of smaller, more manageable projects. It is further proposed that the Council procures the construction works on a design and build basis, whereby it places contracts at a fixed price with a construction company. |
| Compulsory purchase costs rise through the life of the scheme. The cost of the buy-backs exceeds the budgeted amount. | It is expected that buy-back costs will rise in line with property inflation in the local market. Any lift in the property market should also benefit rents in the long term. Where capital values do rise, this tends to reduce affordability and more households may turn to renting as an alternative option. Where it occurs, rent inflation will benefit this development model. For those leaseholders and freeholders buying back on the new development, the increased equity realised by the returning leaseholders on the sale of their existing properties would be returned back to |

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|---|---|
| | the project through higher initial sales tranches. The effect of buyback inflation will form part of the future stress-testing of the financial model. |
| <p>One or more of the variants identified in scenario testing result in breaches of hurdle criteria causing the scheme to become unviable, and are listed below, full details in appendix 3:</p> <p>Scenario 21: Construction costs increasing by 5% over base case combined with a grant of £150k and £30k</p> <p>Scenario 28: As scenario 21, borrowing costs increase from 3.5% to 4.5%</p> <p>Scenario 35: Nil capital receipt received for phase 7 and Construction costs increasing by 5% over base case combined with a grant of £150k and £30k</p> <p>Scenario 49: As above, and grants reduced from £200k and £50k to £150k and £30k per unit, affordable and shared ownership respectively</p> <p>Scenario 42: As scenario 35, and borrowing costs increases from 3.5% to 4.5%</p> <p>Scenario 56: As scenario 49, and borrowing costs increases from 3.5% to 4.5%</p> <p>Further scenarios are shows in appendix 3 for different rent products</p> | <p>Mitigations:</p> <p>Financial modelling will have to be reperformed upon receipt of cost estimates and finalised grant settlements on a phase by phase basis to ensure continued viability.</p> <p>Specific contingency plans required to mitigate combinations of adverse variants.</p> <p>Consideration to substituting RTB receipts in place of grant for discreet phases (avoiding combining the two) where grant support is lower than expected.</p> <p>Revision of HRA Business Plan to ensure sufficient resources in place to continue funding of scheme where grant becomes insufficient.</p> <p>Continual review of costs and industry trends to ensure impact of cost increases can be planned for and mitigated by negotiating forward contracts or considering MMC (modern methods of construction).</p> <p>Continuous scrutiny of cost consultants and Quantity Surveyor intelligence to secure optimal process for materials and labour</p> |

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Financial Implications

Summary

116. The scheme comprises ten phases and spans 2021/22 to 2037/38, with all phases delivered by the Council, with the exception of phase 7 which would be delivered by a Registered Provider in return for a capital receipt. Unit mixes have been reconfigured in both General Fund and HRA to reduce reliance on borrowing by increasing capital receipts and external grant support from GLA.

117. The Financial model, which relies on external grant funding for all eligible units provided by the Council, has been constructed as a Base Case and generates financial results for both Funds which meet all hurdle criteria.

118. The modelling has been conducted within the framework of the HRA Business Plan which reviews the overall resources of the HRA and estimates the level of these resources over a forty-year time horizon with due regard to affordability, asset values, debt repayment and key performance metrics.

119. The impact of changing key assumptions through scenario testing has been set out so Cabinet can better assess financial risk associated with the scheme and deploy appropriate mitigations.

120. Capital expenditure for the whole scheme, to financial year 2037/38, is estimated to increase by £42m due mainly to the original approved programme (Council 2nd March 2021, KD5210) reflecting only the first ten years of the scheme to 2030/31. Details are provided in appendix 1.

121. Estimated borrowing has reduced significantly mainly due to the increased assumptions around external grant and capital receipts from private for sale units. The impact of this, together with when borrowing will peak, has been assessed against the Council's borrowing (approved Council 2nd March 2021, KD5211) although this will have to be revised as part of the updated Capital and Treasury Management Strategies to be submitted to Cabinet 9th February 2022.

122. On the assumption the financial resourcing requirements of all other schemes remain constant the estimated borrowing under the base case is within the approved operational boundary and does not result in a breach of the Council overall £2bn debt cap. As stated above this will be reviewed in the context of the whole Council's capital programme and borrowing requirement as part of the update to Cabinet.

123. Phases 0 to 3, which are exclusively HRA, is estimated at £240m and approval is required to proceed on the assumption the ballot produces a favorable result and GLA grant application is successful.

124. In setting rents for Council tenants, three options were considered, each with the core assumption of GLA grant for all eligible units across all phases at £200k and £50k per unit for social rented and shared ownership respectively.

Option 1 (recommended)

- Current tenants: return at their existing rents.
- New tenants: rents increased to reflect valuation of the new dwellings: Current valuations are deflated to their equivalent valuations as at January 1999 and rent set accordingly. Termed "rebasings to Jan 1999 valuations" this is permitted under the Rent Standard issued by the Regulator of Social Housing.

Option 2

- Current tenants rent increased to formula rent (the maximum the rent can increase to under current regulations without rebasing to January 1999 valuation).
- New tenants', as option 1, rebased to January 1999 valuations

Option 3

- All tenants' rents rebase to January 1999 valuations

125. Option 1 is recommended as this represents the conventional offer for estate regeneration schemes within current rent regulations.

126. Financial implications will consider first the whole scheme, phases 0 to 10, then phases 0 to 3 only, for which approval to commence is being requested.

Budget impact, all phases (0 to 10) – Capital

127. Capital expenditure is estimated to increase by £42m across all phases compared to the approved budget made up of a reduction against the approved programme in the first ten years of £196.5m offset by an increase of £238.5m in the subsequent seven years reflecting the completion of all phases.

128. The overall increase is made up of HRA £124.7m increase partially offset by General Fund £82.7m reductions reflecting a revised mix of units against that of the original scheme included in the approved budget.

129. The table below shows the change in estimated capital expenditure for all phases against approved budget by Fund and time horizons. Details are provided in Appendix 1.

| Financial Year | APPROVED BUDGET | | | BASE CASE | | | Increase/(Decrease) | | |
|---------------------------|-----------------|----------------|----------------|---------------|----------------|----------------|---------------------|----------------|---------------|
| | General Fund | HRA | Total | General Fund | HRA | Total | General Fund | HRA | Total |
| 2021/22 to 2030/31 | £135.1m | £510.8m | £645.8m | £33.3m | £416.0m | £449.3m | (£101.8m) | (£94.7m) | (£196.5m) |
| 2031/32 to 2037/38 | £0.0m | £0.0m | £0.0m | £19.1m | £219.4m | £238.5m | £19.1m | £219.4m | £238.5m |
| All phases 0 to 10 | £135.1m | £510.8m | £645.8m | £52.4m | £635.4m | £687.8m | (£82.7m) | £124.7m | £42.0m |

Budget impact, all phases (0 to 10) - Revenue

130. Net income generated for HRA and General Fund over 40 years across all phases is estimated to be £320.1m comprising HRA £178.5m net income and General Fund £141.6m net income.

131. Revenue expenditure and income are analysed across all phases over a 40-year operational period. Overall there is a surplus to both the General Fund and HRA, but there will be deficits in some of the earlier years before all phases become operational. The General Fund and HRA revenue budgets will be required to fund these deficits and these will be included in the Budget and MTFP reports for General Fund and HRA for Cabinet 9th February 2022.

132. This assumes the base case and across all phases, summarised in table below:

| ALL PHASES (0 TO 10) | General Fund | HRA | Total |
|--|---------------------|------------|--------------|
| Expenditure | £18.4m | £180.1m | £198.5m |
| Income | (£205.7m) | (£464.5m) | (£670.3m) |
| Net Expenditure/(Income) before interest | (£187.4m) | (£284.4m) | (£471.7m) |
| Interest Payable | £45.7m | £105.9m | £151.6m |
| Net Expenditure/(Income) | (£141.6m) | (£178.5m) | (£320.1m) |

| Unit Numbers | General Fund | HRA | Total |
|---------------------------|---------------------|--------------|--------------|
| Residential Properties | 128 | 1,569 | 1,697 |
| Commercial Properties | - | 34 | 34 |
| All phases 0 to 10 | 128 | 1,603 | 1,731 |

Borrowing on both General Fund and HRA will be reduced compared to that approved by Council 2nd March 2021 (KD5210) as a consequence of re-configuration of unit numbers and mix combined with higher grant and capital expectations. Appendix shows, under base case, borrowing for both funds is lower in most years which will have a favourable impact on interest costs. The Budget and MTFP update to Cabinet for 9th February 2022 will include the revised revenue impacts for General Fund and HRA, assuming the base case, as well as the HRA Business Plan update for Cabinet 10th November 2021.

This will be updated once new information and market intelligence becomes available.

Debt impact, all phases (0 to 10)

133. The approved budget in the current 10 years programme to 2030/31 assumes a net borrowing requirement of £421m for both General Fund and HRA (after taking into account MRP for General Fund and debt repayments in HRA), with an indicative gross borrowing requirement of £616m for the full life, all phases.

134. Estimated net borrowing for the Base case for the equivalent time horizon to 2030/31 is now £244m, a reduction of £177m, and gross borrowing for the full life, all phases, of £337m, a reduction of £279m against the original full life gross borrowing requirement of £616m.

135. The main reasons for these reductions are increased capital receipts from the reconfigured scheme of £134m supplemented by additional GLA grant and reduced development costs totalling £202m.

| Impact on Council borrowing | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 to 2030/31 | Full life gross debt excl MRP | Peak debt | |
|------------------------------------|----------------|----------------|----------------|----------------|---------------------------|--------------------------------------|------------------|---------|
| £'000s | | | | | | | | |
| Approved borrowing [note 1] | 1,328,300 | 1,503,110 | 1,630,710 | 1,644,200 | 1,985,100 | <i>No approvals beyond 2031</i> | | |
| J&S - original estimate | 1,364 | 12,287 | 39,236 | 56,785 | 421,158 | 616,340 | 599,834 | 2035/36 |
| J&S - revised, base case [note 2] | 0 | 33,480 | 48,694 | 53,561 | 244,430 | 337,293 | 322,447 | 2034/35 |

| | | | | | | | | |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|---------------------------------|----------|-----|
| (Decrease) Increase | -1,364 | 21,193 | 9,458 | -3,224 | -176,728 | -279,047 | -277,387 | N/A |
| Council - revised estimate | 1,326,936 | 1,524,303 | 1,640,168 | 1,640,976 | 1,808,372 | <i>No approvals beyond 2031</i> | | |

136. Based on the borrowing profile of the whole Council, as set out in the Treasury Management Strategy Statement (TMSS) approved by Council 2nd March 2021 (KD5211), the Council's overall debt will remain within the Operational boundary assuming the scheme proceeds in line with base case parameters.

137. The table below shows the impact on the Council's debt position as compared against published thresholds although this assumes all other factors remain constant. The position will change once the capital programme and financing are refreshed.

138. Appendix 2 provides further details of how the borrowing requirement is expected to change over the life of the scheme.

Viability, all phases (0 to 10) - approach

139. Overall viability of the scheme including all phases and its full life (including years beyond the current approved capital programme and MTFP) has been assessed against the Councils published hurdle criteria for the HRA, as approved by Cabinet 3rd February 2021.

140. Although there are no approved hurdle criteria for General Fund it is reasonable to expect the scheme to have a positive Net Present Value and an internal rate of at least 8%. These will ensure the scheme contributes financial resources to the General Fund and is resistant to adverse interest rate fluctuations.

141. Under these criteria the Base Case version, both the HRA and General Fund elements of the scheme meet all hurdle criteria with the exception of IRR on General Fund which is below the 8% threshold at 6.84%. Although below threshold the IRR indicates the scheme shows a reasonable level of resistance to increases in financing costs which, based on latest data, are less than 3.5%. The metric will be kept under review as development costs and sales values are clarified and reported back to Cabinet as required.

Viability has been assessed using financial modelling which is fundamentally based on a set of assumptions, the most significant of which are listed below:

- **GLA grant support – to be confirmed**

For all phases: £200k and £50k per unit for affordable rented and shared ownership respectively based on optimum grant assumptions.

Base case assumes grant of £121m for all phases. Proposals for £36m phases 0 to 3 submitted, with remaining £85m phases 4 to 10 in progress. Higher grants will improve viability.

- **Rents**

Current tenants will stay at their existing rent levels. New tenants would be charged rents based on rebased Jan 1999 valuations resulting in a higher rent. This is expected to result in a positive ballot outcome with residents, a requirement for accessing GLA funding.

- **Construction costs**
£3,034 per square metre inflated at 2.12% per annum and contingency of £36.3m equating to 5.27% x total scheme costs
- **Delivery method**
Combination of Council led delivery with Registered Provider involvement, mixed tenure HRA and General Fund. A Registered Provider will purchase phase 7 from the Council for estimated £7m to develop the site taking ownership of all units in that phase.
- **Interest on borrowing**
3.5% with MRP for General Fund, no MRP in HRA as not a statutory requirement. HRA debt instead assumed to be repaid based on affordability within the overall HRA Business Plan (see below)

142. Appendix 4 gives details of the full set of assumptions used.

143. Variation in one or more assumptions, or any combination thereof, will have an impact on financial results of the scheme and therefore can affect its viability. To ensure the recommendation to Cabinet is complete the results of scenario testing have been included which show the impact on the scheme if one or more key variables are changed. These are shown after the viability results for the base case.

Viability, all phases (0 to 10) – results for base case

144. All hurdles criteria for HRA and General Fund are met under the base case financial model. Explanations of the hurdle criteria are provided below:

- Internal Rate of Return (IRR) – measure of the scheme’s resilience to adverse fluctuations in cost of borrowing. Higher rate indicates the scheme will still be able pay interest costs even if costs of borrowing increase. Minimum required IRR is 3.5% for HRA which is the current *average* rate of interest Council pays after including old debt which was taken at higher rates. That for General Fund set at 8% reflecting the higher rents which can be charged. Current base rate is 0.1% with the next review due 23rd September (source: Bank of England, Monetary Policy Committee) and is set by reference to the yield on Government Bonds or “Gilts”.
- Net Present Value (NPV) – measure of how much scheme contributes by way of financial resources to the Council where a positive is a contribution and a negative is a depletion. HRA hurdle is -£50k per unit in recognition of sub market rents being generated although this has been reversed mainly because of grant support assumptions. NPV is expressed at current prices as it acknowledges cashflows in the future are worth less when converted to current prices using discounted cashflows.
- Build cost per unit – expressed in cash terms and includes construction, land assembly, applicable taxes which are not recoverable and all overheads and professional fees. Market intelligence in this area indicates *significant increases for the cost of materials* and labour impacting contracts entered in financial year 2021/22 and possibly later.
- Pay back – number of the years the scheme will earn its cost back
- Peak debt – estimate of the amount and timing of then debt will be at it’s highest before repayments start to diminish the amount owing. Overall Council peak debt may not be the sum of the funds due to the timing of MRP (see below). This will

have to be considered alongside the impact of peak debt of other Council schemes and included in both the Capital and Treasury Management Strategy reports to be submitted to Cabinet 9th February 2022.

General Fund – statutory Minimum Revenue Provision (MRP) is applied which requires Council's to set aside an amount every year for the repayment of debt. This set aside starts the financial year after the assets become operational and continue over the useful economic lives of the assets to ensure the debt can be repaid when the asset's life comes to an end. Amount of MRP is not necessarily the same as the amount owing is reduced by as the Council must honour the terms of the loan agreement and avoid penalties for any breaches.

HRA – no concept of MRP, instead debt repayments are made when sufficient resources become available; debt for HRA scheme is consolidated and repayments are set aside for the HRA as a whole as opposed to individual schemes. These repayments are actioned in line with conditions of the loans to ensure penalties are avoided or kept to a minimum.

Appendix 2 shows the debt position for both General Fund and HRA as the scheme progresses. Key points to note are as follows:

General Fund borrowing starts 2022/23 and is repaid 2107/08 after seventy-eight years in line with current MRP policy of seventy-five years for housing assets. The time for repayment is slightly higher reflecting the phasing of unit completions.

HRA borrowing starts 2022/23 and is repaid 2060/61 after thirty-nine years reflecting phased completions and is based on the affordability of the wider HRA Business Plan.

Peak debt is £322.447m at 2034/35 divided General Fund £52.052m and HRA £270.395m both stated net of MRP and debt repayments respectively.

These are based on the base case and will be revised as new information emerges.

145. Table below summarises the financial results of the base case.

| ALL PHASES, Base case | General Fund | HRA | Total | HRA hurdle |
|-------------------------------|---------------------|------------|--------------|-------------------|
| Internal Rate of Return (IRR) | 6.84% | 3.73% | 4.31% | 3.50% |
| Net Present Value (NPV) | £27.2m | £7.7m | £34.9m | n/a |
| NPV Per unit | £213k | £5k | £21k | (£50k) |
| Build cost per unit | £409k | £405k | £405k | £450k |
| Payback Period (Years) | 33 | 33 | 33 | 40 |
| Peak Debt | £52.1m | £270.4m | £322.5m | n/a |
| Peak Debt Year | 2034/35 | 2034/35 | 2034/35 | n/a |

Viability, all phases (0 to 10) – scenario testing

146. Results above relate to the base case scenario which is anchored in a set of assumptions. To ensure visibility of how changes in key assumptions could impact the scheme, and therefore the Council, scenario tests were carried out as set out below.

| Assumption tested | Justification |
|--------------------------|----------------------|
|--------------------------|----------------------|

| | |
|--------------------------------------|---|
| GLA Grant | Grant awards not yet agreed: New Affordable Housing Programme does not guarantee grants awards as did predecessor programme. |
| Construction costs | Market intelligence (Avison Young) suggests significant cost increases in materials and labour impacting schemes commencing 2021/22 due mainly to Brexit and Covid 19 |
| Rent increases after 2025 | Councils can increase rents by up to CPI + 1% (based on previous September index) until 2025; Government have not indicated this policy will continue thereafter. |
| Interest borrowing | Consolidated rate of interest, which includes historic long term borrowing at higher rates, is 3.5%; although TMSS indicates this will continue increase of 1% included given potential for inflation in economy. |
| Registered Provider (RP) involvement | Estimated receipts from selling off phase 7 to RP., This will be tested downwards to Council receiving a nil receipt. |

147. A total of 168 scenarios were generated (including the base case) which are considered too many to assimilate therefore a reduced selection of 48 scenarios have been presented in appendix 3.

148. This has been achieved by suppressing intermediate scenarios for construction inflation with the focus on stretching this variant to the highest level of 7.12% p.a. This has for presentation purposes in appendix 3, reduced the number of scenarios by some 120 to 48.

149. This is considered reasonable given recent market intelligence received from Avison Young 5th May 2021 suggesting increases in construction costs impacting residential contracts entered into in financial year 2021/22. Estimated maximum increases in materials costs include:

| <u>Material</u> | <u>Increase up to</u> |
|-----------------|-----------------------|
| Aggregates | +20% |
| Plywood | +24% |
| Steel | +40% |

Source: Avison Young, Q2 Current & Forecast trends, May 2021

150. The main reasons for these increases, which also extend to some labour, are constraints in the supply chain caused by Brexit and Covid-19 although it is not clear at present how long these conditions will persist.

151. It should be noted however that it is the combinations of two or more variants, as demonstrated in appendix 3 using colour coding for convenience, which are designed to reflect the impact of changes in market and macro-economic conditions.

152. A key objective in mitigating the risks presented in this scheme will be to ensure construction costs are minimised and market conditions and macro-economic factors are continually reviewed.

Construction costs

153. HRA - An overall increase of 5% from 2.12% to 7.12% would render the HRA element of the scheme unviable under all scenarios

154. General Fund – a similar increase would worsen the IRR to a minimum of 4.44%, above the Council's borrowing rate but below the 8% target. NPV per unit would be eroded to a minimum of £788k but would remain positive under all scenarios.

Interest on borrowing

155. In isolation a 1% increase in the cost of borrowing over 3.5% will not significantly impact the results for HRA or General Fund elements.

156. When combined with increased construction costs of 5% the HRA position is made unviable, even with all tenants paying the highest rents (rebased to January 1999 values).

Grants

157. Reduction in GLA grant from £200k to £150k and £50k to £30k per unit, for affordable rented and shared ownership tenures respectively, would reduce the HRA IRR indicator below the hurdle criteria which means the scheme would be unable to service interest costs.

158. If combined with a 5% increase in construction costs all HRA indicators fail hurdle criteria. This situation continues even where all tenants are paying the highest rents (rebased to January 1999 levels).

159. HRA IRR fails only marginally, with all other indicators meeting hurdle criteria however, where grants are reduced as above but construction and interest costs are unchanged and tenants pay the maximum rents.

Phases 0 to 3 - financial implications

160. This section sets out the financial results of the first part of the scheme, phases 0 to 3, which is exclusively HRA and consists mainly of affordable and private for sale homes to cross subsidise, attracting GLA grant of some £36m as set out in table below. Although there is no direct impact on the General Fund the additional borrowing will affect the overall average interest payable as a result of new loans being taken at lower rates. It is likely there will be a minor indirect benefit to General Fund as a result of marginally lower costs of borrowing.

161.

| Phases 0 - 3 units and grant £'000 | Non-grant funded social reprovision | Additional (newbuild) social | Leasehold reprovision | Total residential | Private sale | Commercial Units |
|---|--|---|----------------------------------|------------------------------|-------------------------|-----------------------------|
| Phase 0 | 64 | 22 | 26 | 112 | 45 | 0 |
| Phase 1 | 25 | 29 | 11 | 65 | 12 | 1 |
| Phase 2 | 54 | 47 | 28 | 129 | 40 | 3 |
| Phase 3 | 56 | 59 | 22 | 137 | 38 | 0 |
| Total | 199 | 157 | 87 | 443 | 135 | 4 |
| Grant per unit | £0 | £200 | £50 | n/a | n/a | n/a |
| Grant funding | £0 | £31,400 | £4,350 | £35,750 | n/a | n/a |

Although the base case financial model assumes £35.8m grant support for phases 0-3 an additional £8.2m will be received in recognition of the re-configured scheme resulting in an additional 41 affordable rented units.

A further £10.4m for 52 affordable rented units for future phases has been included in bringing the total bid to £54.4m.

In recognition of the iterative nature of the scheme and pending confirmation of the grant award it is considered reasonable and prudent to set the base case at the lower grant assumption of £35.8m.

The financial model will be revised as new information is received with reports to Cabinet as appropriate and through the annual HRA Business Plan refresh.

162. All units, except those sold to private residents and purchased through shared ownership, will remain in Council ownership with estimated net rental income of £80m over the 40 years before interest costs.

163. Capital expenditure, which includes land assembly, infrastructure and construction costs, is estimated at £240m funded £36m GLA grant and £108m capital receipt mainly from private sales with the remaining £95.8m funded from borrowing.

164. All estimates are based on the base case financial model therefore external grant has yet to be confirmed. It has been assumed private for sale units will be held in HRA to support affordable housing development as permitted under s9 Housing Act 1985.

165. Table below sets out the estimated revenue and capital account positions for phases 0 to 3 only in the HRA extracted from the base case scenario. These, including borrowing requirement, is included within the financial model used to assess viability of the whole scheme.

| Revenue account | HRA |
|--|-----------|
| Expenditure | £79.1m |
| Income | (£158.7m) |
| Net Expenditure/(Income) before interest | (£79.6m) |

| Capital account | HRA |
|------------------|---------|
| Expenditure | £239.6m |
| Funded: | |
| GLA Grant | -£35.8m |
| Capital receipts | -£108m |
| Borrowing | £95.8m |

Taxation – Residential units

166. VAT – as a mixed development some construction costs exempt; rental income is zero rated

167. Stamp Duty Land Tax (SDLT) - payable at higher rate where more than one property acquired

Taxation - Commercial units

168. Construction costs subject to standard rated VAT; rental income exempt. Authority unable to recover VAT incurred in cost of construction unless Option to Tax exercised before development commences in accordance with HMRC regulation 742A.

169. Exercising **Option to Tax** has the effect of adding VAT at applicable rates on rents and enabling Authority to recover VAT incurred in construction of the related units.

VAT advice will be required once the unit mix, costs and grant assumptions have been finalised.

Legal Implications

170. The Council has the statutory powers to undertake the regeneration of Joyce and Snell's. The Council has a wide general power of competence under Section 1 of the Localism Act 2011 to do anything that individuals generally may do. The existence of this general power of competence is not limited by the existence of any other power of the Council which (to any extent) overlaps it. A local authority may exercise the general power of competence for its own purpose, for a commercial purpose and/or for the benefit of others. Furthermore, pursuant to section 8 of the Housing Act 1985 (as amended) ("the 1985 Act"), the Council is required to consider the housing conditions and needs of their area with respect to the provision of further housing accommodation. The Council has the power under section 9 of the 1985 Act to provide housing accommodation and under section of the 1985 Act to acquire land for housing purposes.

171. Any disposals of HRA property out of the Council's ownership, whether on a freehold or leasehold basis, require consent under section 32 of the Housing Act 1985. The Secretary of State has issued some general consents to disposal. Further analysis and legal advice will be required as details of the project are developed further and set out in subsequent reports.

172. As noted above, section 105 of the 1985 Act states that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of 'Housing Management', which is defined as including a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided to secure tenants and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must therefore be up to date and relate to the development proposals in question.

173. If progressing the scheme, the Council is under a duty to attempt to acquire third party interests by agreement. Where this cannot be done the Council will have to consider exercising its powers to compulsory purchase leasehold/freehold interests. For this the Council will have to demonstrate there is a compelling case in the public interest to do so, and that there are no financial or planning impediments to the regeneration scheme. The appropriate powers and justification for any compulsory purchase order will have to be considered in any applicable subsequent report.

174. Initial searches of the land and various interests have commenced, with a view to ensuring the scheme can progress as proposed without any impediment. The making of any compulsory purchase order and all acquisitions and disposals must comply with the Council's Property Procedure Rules.

175. Where a secure tenant refuses to move or has refused the offer of other suitable alternative accommodation, the Council has the legal right to gain possession of the property for decanting/redevelopment purposes. The two grounds for possession relevant to regeneration are Grounds 10 and 10A under Schedule 2 of the 1985 Act. Notices may be served on these grounds to ensure vacant possession of the properties. The Court has discretion on whether to order possession, and needs to be satisfied that suitable alternative accommodation is available at the date of the hearing. The Council can serve an 'initial demolition notice', specifying the demolition date, which should prevent any right to buy claims arising.

176. It may also be necessary to appropriate parts of, or all the land for planning purposes (following the grant of planning permission but before final disposal). This enables the Council to take advantage of section 203 Housing and Planning Act 2016 to override third party rights, such as easements. This effectively 'cleans the title' by converting such rights to a right to compensation, as opposed to a risk of injunction.

177. The public sector equality duty under section 149 of the Equality Act 2010 requires the Council to have due regard to; (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a protected characteristic and persons who do not share it. This is dealt with in the above section, and any equality impact assessment prepared should be revisited as the scheme develops.

178. All works and services associated with the proposals must be procured in accordance with the Council's Constitution, in particular its Contract Procedure Rules, Procurement Manual and the Public Contracts Regulations 2015 and all contracts will need to be in a form approved by Legal Services on behalf of the Director of Law and Governance. Analysis any procurement and subsidy control issues arising in relation to the proposals will need to be conducted when further details are known and on an ongoing basis throughout the lifetime of the scheme.

179. As noted above, GLA funding is conditional upon providing evidence of a positive vote in a resident ballot in favour of regeneration. The Mayor of London's residential ballot requirements are detailed in section eight of the GLA Capital Funding Guide. The Council should also adhere to the principles set out in "Better homes for local people: The Mayor's good practice guide to estate regeneration." To comply with the GLA's requirements the Council must identify residents that are eligible to vote in the ballot; appoint an independent body to undertake the ballot; ensure the principles of resident ballots set out in the guidance are adhered to; produce and publish a Landlord Offer document for residents; prior to claiming grant, complete the GLA Resident Ballot Compliance Checklist in a form satisfactory to the GLA; and provide residents and the GLA with regular reports detailing progress they are making. The ballot period should last for at least 21 days and must end within 6 months following the publication of the Landlord's Offer document.

180. As noted above a planning application is intended to be submitted to the Local Planning Authority. Further legal advice on this will be required, particularly in terms of agreeing and negotiating heads of terms for planning conditions and how any planning obligations are framed, and any liability for community infrastructure levy.

181. Public law principles will also apply to the decisions made by the Council in relation to the scheme, including the Council's duty to take account of its fiduciary duty and to act prudently with public monies. The Council is also under a general duty to act reasonably and show that its decisions in relation to the delivery of the project are made after having given due and proper consideration to all relevant factors (disregarding irrelevant factors). The Council must conscientiously consider the results of any public consultation undertaken in relation to the proposals.

BB July 2021

Workforce Implications

182. The Council has established experience through existing regeneration projects and created a strong professional services team for the masterplan. As

the proposals move into an implementation stage, there is a need for a range of skills and experience to build the capacity of internal resources, particularly to deliver Phases 0-3. The range of design and technical specialists needed will be a mix of procurement and recruitment with proposals developed in line with agreed budgets.

Property Implications

183. These property implications are written largely from the perspective of corporate property (i.e. General Fund), given that the HRA property implications are found throughout the report.

184. The proposals have only a limited amount of interaction with corporate property assets, largely because this report is only seeking approvals relating to the early phases of the project i.e. phases 0-3. This interaction arises primarily with the re-provision of community facilities which could see a new multi-use library building. The nature and specification of re-provided corporate assets will need to be determined and agreed following an area-wide review of, and strategy for, social/community assets.

185. As such strategy and re-provision proposals come forward, they will be subject to their own reports and approvals at that time.

186. For the avoidance of doubt, despite the mention in this report of the corporate asset of land at Florence Hayes, it is specifically excluded from the scope of the report proposals.

187. In relation to the commercial units that are within scope of the project, any new leases that are agreed going forward will need to include flexibility for LBE as landlord to break the lease to enable the future development. Should there be any existing lease interests which do not have flexibility and have an expiry date beyond the time when vacant possession is needed for development and agreement cannot be reached by negotiation with the tenant for early surrender, the Council will require Compulsory Purchase powers to enable it to progress the scheme for the benefits of residents.

188. In relation to whether new commercial units are opted to tax, consideration will be needed of the effect of VAT on rent to new tenants. This is relevant should a more holistic, place-making design and intent on the nature and type of retail offer in the local area be part of the masterplan (such as that intended at Meridian Water).

Other Implications

189. Any procurement will be undertaken in line with the Corporate Property Procedure Rules. A schedule of resources needed and timeframes is being progressed in line with the overarching programme requirements.

Options Considered

190. The Council has explored various delivery and financing routes, including non-demolition and newbuild. The condition of the current blocks and the known anti-social behaviour on the estate is a matter of concern that only a redevelopment will help to address.

Conclusions

191. The housing challenge locally is significant. Enfield has too few affordable rented homes and a growing number of people on low incomes living in the private rented sector. The population is rising, with increasing numbers of households on low incomes. At the same time, private sector rents and the number of private rented homes in the borough is rapidly rising. This means that increasing numbers of people on low incomes are living with unsecure tenancies, and in many cases, experiencing housing standards which are not acceptable.

192. People hoping to own their own home face challenges too. Local people aspiring to buy a home close to their family are finding local market sale prices prohibitive. Homes for outright sale are often unaffordable and out of reach for many residents. This means people working in essential local services, such as teachers, social workers, occupational therapists, nurses, police officers or utility workers, and particularly those with families, are having to make difficult decisions. This often means choosing whether to stay locally, in overcrowded accommodation, or move out of the borough, away from local support networks and local employment. With Joyce and Snell's we are aiming to improve the condition of poor quality Council housing and re-balance the market by setting and supporting delivery of good standards, delivering a wider variety of housing products and creating sustainable communities with mixed income levels, where everyone can benefit from the opportunities that growth can bring.

193. The opportunity to redevelop Joyce and Snell's achieves a number of objectives for existing residents and for future residents. It provides larger, modern and well-built social housing addressing housing needs and contributing towards the Climate Change agenda. The homes will be more energy efficient, connecting to the heat network will help decarbonisation of existing stock and green routes will increase biodiversity in the area. Residents are keen to see change and have been engaged as part of this process which means that if and when delivered, Joyce and Snell's will be a landmark scheme, stewarded by the Council to secure the best outcome for Enfield residents.

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Date of report 3rd September 2021

Background Papers

The following documents have been relied on in the preparation of this report:
KD4590

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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DRAFT

LANDLORD OFFER

Joyce &
Snell's

www.joyceandsnells.co.uk

ENFIELD
Council

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INTRODUCTION

We have been working with you to develop proposals for regeneration of the Joyce Avenue and Snell's Park estate. You now have the chance to vote on the plans we are proposing for the future of your home, your estate and your neighbourhood.

WHAT IS THE LANDLORD OFFER?

This document sets out the Council's commitments to residents if they are to approve the proposals for Joyce and Snell's. This will cover council tenants, housing association tenants, resident leaseholder and freeholders all of which are living on the estate. The offer also discusses estate wide issues that will be addressed if residents vote Yes at the ballot. For more info on this please turn to p6.

If residents vote "No" at the ballot then the Council will not proceed with the redevelopment. We will maintain the estate in its current form and carry out repairs as they are reported. Any repairs work would only cover the maintenance of homes with like-for-like replacements and wouldn't address the significant issues on the estate.

If you have any questions on this document, then please contact us on **0203 821 1950**. The phone line will be available from **10am - 4pm Monday to Friday**. Alternatively, you can email us at joyceandsnells@enfield.gov.uk.

ABOUT THE ESTATE TODAY

The Joyce Avenue and Snell's Park estate was constructed during the 1950s and 1960s and provided housing for a diverse community. Unfortunately, the estate no longer meets the requirements for modern life. The dated design of the estate has developed a host of issues not originally envisaged.

There has been gradual rise in crime and anti-social behaviour creating unusable public areas. Such behaviour has been magnified because of blind spots and hidden areas littered across the estate. Poor design has also caused considerable connectivity issues with only limited points of access between each area.

To top it off, the buildings themselves are showing signs of age with many of the properties requiring fundamental maintenance to bring them up to standard. More of the issues that we hope to address through the proposed redevelopment are outlined in the following section:



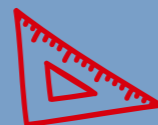
THE ESTATE TODAY

CURRENT NEIGHBOURHOOD ISSUES



Recurring Anti-Social Behaviour

The estate is well known to have anti-social behaviour (ASB) issues with sex working and drug abuse a recurring feature.



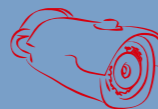
Outdated design

The outdated design means that Joyce and Snell's sides of the estate are poorly connected and have limited points of access. This has also contributed to the rise of ASB



Poor Parking Design

The current parking arrangements are often abused particularly on match day resulting in a loss of spaces for residents



Restrictive internal layouts

The buildings have become dated with many blocks having little or no security and narrow stairwells. This creates poor and out of sight communal areas that become hubs for ASB.



Poorly maintained green spaces

The green spaces are unkept with limited usable space meaning it is of little value to the local community.



Serious maintenance required

Some of the buildings have recurring problems with repairs and leaks. There is a serious need for investment and to bring these properties to modern standards



Inefficient buildings

The existing buildings don't meet modern standards of energy efficiency, noise insulation and private outdoor space.



THE BALLOT

WHY ARE WE HAVING A BALLOT?

Enfield Council are committed to giving residents a say on their future and that's why we supported the Mayor of London's decision in 2018 to introduce estate ballots for regeneration schemes involving Council tenants and resident leaseholders. This applies to our proposals at Joyce and Snell's.

We have appointed CIVICA Election Services who will manage and organise the ballot and count the votes. So that the vote is fair and transparent, the Council will have no involvement in this process and will not be able to find out which way residents voted. There will be different ways for residents to vote including online and text options as well as a paper vote.

WHAT A 'YES' VOTE MEANS:

If a majority of residents who vote, vote YES we will be able to go ahead with our plans to regenerate the estate, creating a new well designed homes for existing and new residents. This is a great opportunity to renew the estate to meet the needs of residents who want to stay, as well as reflecting the wider community and housing needs of Enfield. A full planning application will be submitted where all residents and the wider community will have chance to comment on our proposals.

If the estate votes YES it also means we'll be able to access essential funding from the Greater London Authority (GLA) to deliver our proposals.

WHAT A NO VOTE MEANS:

If the majority of residents who vote, vote NO we won't be able to access the funding available from the GLA and move forward with the proposed redevelopment. We would continue to maintain the estate in its current form to the best of our ability but would not be able to adequately address the recurring issues on the estate. Any repairs work would only cover the maintenance of homes with like-for-like replacements, with major works carried out as necessary.

WHO IS ELIGIBLE TO VOTE?

Below outlines which residents will receive a ballot paper and will be able to vote for the future of the estate. These are aligned with GLA criteria set by the Mayor of London:

- Social tenants including those with secure, assured, flexible or introductory tenancies named as a tenant on a tenancy agreement dated on or before the date the Landlord Offer is published.
- Resident leaseholders or freeholders who have been living in their properties as their only or principal home for at least one year prior to the date the Landlord Offer is published and are named on the lease or freehold title for their property.
- Any resident whose principal home is on the estate and who has been on the local authority's housing register for at least one year prior to the date the Landlord Offer is published, irrespective of their current tenure.

WHEN WILL THE BALLOT TAKE PLACE?

All eligible voters will receive a ballot paper at the start of the voting period, which will run from Thursday 21st October until Thursday 11th November. . You'll have 21 days to vote YES or NO from the day your ballot paper arrives.

WHEN WILL WE FIND OUT THE RESULTS?

Civica Election Services will formally write to all eligible voters with the results.

We'll hold an open meeting for everyone at Boundary Hall on Monday 15th November where we'll share the results. We will also post the result of the vote on noticeboards on the estate and on our website at www.joyceandsnells.co.uk on **XX**.

TIMETABLE

Landlord Offer Published - **Monday 4 Oct 2021**

The Ballot & Landlord Offer Exhibition - **4pm - 8pm Wednesday 6 & Thursday 7 Oct 2021**

Ballot Papers Sent - **Tuesday 19 Oct 2021**

Start of Ballot period - **Thursday 21 Oct 2021**

Reminder to Vote letter - **Friday 29 Oct 2021**

Close of Ballot - **5pm Thursday 11 Nov 2021**

Results announced - **5pm Friday 12 Nov 2021**



RESIDENT ENGAGEMENT

In March 2020, the Joyce and Snell's project team moved into Boundary Hall as part of plans to reactivate the centre. Unfortunately, the COVID-19 pandemic forced the hall to close so much of the engagement activities had to shift online.

Engagement with residents has consisted of the following activities: -

- Public exhibitions
- Virtual village hall
- Online polls (via Give My View)
- Live Chat sessions
- Design workshops
- Pop-up trailer
- Coffee mornings
- Steering Group meetings
- Individual meetings and conversations with residents



Virtual Village Hall

YOUR FEEDBACK

We want current residents to be the focus of the regeneration.

These are some of the things you told us that you wanted to see:

- 1 Work with the community to contribute to the future of the estates
- 2 Provide more homes in a greater variety of types that are based on the needs of the community
- 3 Reduce anti-social behaviour and criminal activity
- 4 Created new homes that are energy efficient and easy to maintain and manage
- 5 Provide better suited open space for the community
- 6 Improve public realm and signage
- 7 Provide parking solutions
- 8 Make better and safer connections for pedestrians and cyclists to Fore Street and the railway station
- 9 Improve access to the shops and work with the business community to enhance the offer

OUR COMMITMENTS TO YOU: COUNCIL TENANTS

Enfield Council want to improve the lives of existing residents and deliver new homes that you can live and grow with for the long term. This section will outline some of our commitments to council tenants that will enable us to achieve this goal.

COUNCIL TENANTS



Right to Remain

All current secure tenants will have the 'right to remain' on the estate and be offered a new home that meets their housing need.



Compensation

Residents will be entitled to a statutory Home Loss payment which currently stands at £7,100. They will also receive a Disturbance Allowance of £2,500 to cover other costs associated with moving such as; redirection of mail, connection of appliances etc.



Support with your move

The Council will offer a wide range of support to help residents move into their new home.



Your Tenancy

The Council will still be your landlord, and you will still have a secure lifetime tenancy.



Homes to reflect need

The Council will be carrying out a Housing Needs Assessment to determine what home you receive. This will take into consideration medical needs and household occupation.



Only move once

In almost all cases, residents will move directly into their new home meaning they will only have to move once as part of this process.



Rents

As a secure Council tenant your rent will continue to be charged as a Secure Council Tenant



Downsizers receive needs +1

If you are required to downsize, the Council will provide you with an additional bedroom above your housing need.



OUR COMMITMENTS TO YOU: RESIDENT LEASEHOLDERS & FREEHOLDERS

This section outlines our commitments to resident leaseholders and freeholders that will make this process as smooth as possible

RESIDENT LEASEHOLDERS & FREEHOLDERS



Homes independently valued

The Council will pay for an independent valuation of your home if there is a Yes vote at the ballot. This will be carried out by the Royal Institute of Chartered Surveyors to make sure its accurate.



Only move once

In almost all cases, residents will move directly into their new home meaning they will only have to move once as part of this process.



Right to Remain

All resident leaseholders & freeholders will have the 'right to remain' on the estate and be offered a new home on a like-for-like basis.



Like for like new homes

If you choose to stay on the estate, you will receive a property with the same number of bedrooms as you have now i.e., if you have a 2-bed home then you will get the same. These will be high quality new homes built to modern space standards.



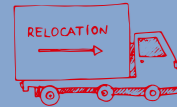
Officer support

You will receive specialist support from our Property Acquisitions Team who will guide you whether you want to leave or stay on the estate.



Home loss compensation

The Council will give you 10% above the independent valuation of your existing home as compensation.



Disturbance Compensation

The Council will cover all the reasonable costs associated with moving home, whether on or off the estate. This includes solicitors fees, moving costs and reconnecting appliances.



YOUR HOME

This section will go into detail about the layouts of the new homes and explain the masterplan and what it means for your estate and your neighbourhood.

YOUR HOME

Key deliverables



High standard new homes



Energy efficient homes



Outdoor private amenity space



Personalised kitchen & bathrooms



Homes are being designed to meet modern living and buildings standards. They will be generally larger than the current homes on site, and include space for modern appliances and utility cupboards as well as ample storage.





MASTERPLAN - YOUR ESTATE

PROPOSALS

- 2,000 new homes including 700+ social at council rent levels
 - New security measures incl. CCTV + fob access
 - New and improved green spaces
 - Safe play areas for all ages
 - New parking management system
 - Better connectivity to surrounding area
 - New commercial space to service residents
- * The numbers are still subject to planning and viability*



MASTERPLAN - YOUR NEIGHBOURHOOD

The redevelopment project doesn't end at the boundaries of Joyce and Snell's. Enfield Council will be delivering improvements to the surrounding area as well so the redevelopment benefits both residents and the wider community in the borough:

1 Fore Street

The shops that border the estate will be redeveloped so the high street can be improved. Through the GLA Good Growth Fund the Council will deliver a new 'urban room' at Fore Street Library, the conversion of the garages opposite Regan House to provide affordable workspaces temporarily while the regeneration is underway and public realm improvements.



A revitalised Fore Street

2 Civic Square

The Council will be introducing a new civic square and community hub on Fore Street. This will provide a much-needed focal point to the high street and provide an area for local events and markets to be held.



Civic square sketch

3 East/West Link

The layout of the new estate will enhance connectivity to the surrounding area. This will increase footfall on the high street and reduce residents' reliance on cars when accessing nearby amenities and services.



Proposed East West Link

4 North/South Route

A new north-south route through the estate will link it to Silver Street Station, providing views through to the new park at the centre of the estate. Our Transport team is working with TfL to introduce a pedestrian crossing at the end of College Close to make getting across Sterling Way safer.



REDEVELOPMENT PROPOSALS - KEY ELEMENTS

The regeneration vision is to transform the estate into a highly attractive, well-connected, and sustainable place for people to live, play and grow. This chapter will examine in detail key elements of the plans.

CAR PARKING

The Council want to make parking safer and improve the street scene by having less on-street parking. This will help to provide larger green areas on the estate and make the streets quieter and safer for residents. The majority of the parking will be provided securely under the blocks and will only be accessible to residents of that building.

It is anticipated that parking management will be introduced to prevent unauthorised parking. Access to the podium parking will be restricted to residents only with secure access at the entrance. Before the regeneration begins, the Council will work with the residents to determine the exact form of parking management for the majority of the (on-street) parking spaces, which will likely include:

- New Residents' Parking permit scheme
- On-street waiting and loading restrictions
- Electric charging points
- Several car club spaces
- Disabled parking provided across the estate

SAFETY AND SECURITY

New blocks will have security doors to the building linked to a video door entry system operated from within each home. Residents will have fob access which can be linked to lifts and additional security doors on each floor. In addition to this there will be CCTV across the estate and lots of external lighting to make the estate feel safer.

The layout of the estate will minimise any areas that aren't overlooked and the increased number of ground floor homes will help with natural surveillance. Front gardens to ground floor homes will provide private space from the street. Controlled parking will deter non-residents from hanging around in cars and stop commuter parking.



REDEVELOPMENT PROPOSALS - KEY ELEMENTS

GREEN OPEN SPACES

Open space will be designed so that it is located along key routes through the estate and framed by new buildings to improve security and usability. The open spaces extend along the key north-south routes to create green corridors that combine recreational amenity, play, biodiversity and rainwater management.

- Generous open spaces provided on north-south and east-west routes
- Strong green pedestrian and cycle friendly links through the estate
- Increased number of secure communal gardens for use by residents only
- Significant tree planting across the estate.
- Rainwater management integrated into the landscaping
- New Civic Hub provides space for activities

PLAY SPACE

There will be play spaces throughout the new estate for children of all ages and places for adults to relax in. These new spaces will be well-overlooked and provide safe environments where children can play close to their homes. The existing multi-use games area (MUGA) next to the school will be retained on the estate.



Proposed green square



Northern Park



Market



Southern Play



Northern Park

PHASING AND DECANT STRATEGY

The project will be delivered in several stages or phases, which will be structured to minimise disruption for existing residents. Demolition of the existing blocks will be phased to allow a single move decanting process for existing residents into their new home.

The images below are the current, indicative proposals for the first four phases of the redevelopment of Joyce & Snell's. There will be further plans for the remaining blocks but this be outlined in further down the line.

The detail of exactly who moves when will be worked through individually with households but the Council have developed some principles which will guide the strategy.

DECANT PRINCIPLES



Residents will be moved into a home that meets their need



There will be a range of suitable accommodation to buy or rent on the estate



In almost all cases, residents only move once



There will be an element of choice for where you want to live within your phase i.e. floor & orientation of your home



1st phase



2nd phase



3rd phase



4th phase

1) New blocks built on the north west corner of the estate, ready for the first residents to move in from Wadham House. **Expected to start in March 2023.**

2) Demolish Wadham House once residents have moved into the new blocks and complete block D. Residents from Snell's Park, Regan and Isis move in. **Expected to start in March 2024.**

3) Demolish Snells Park, Isis House and Regan House once those residents have moved and build new block. Residents from Lanhedge Lane move in. **Expected to start March 2026.**

4) Demolish Lanhedge Lane properties once those residents have moved and build new blocks for the remainder of existing residents to move into. **Expected to start March 2027.**

OUR OFFER - COUNCIL TENANTS

If there is a Yes votes, Council Tenants will be given the option to stay on the estate or to move off site. The sections below will show how we will support you through your decision.

SECURE COUNCIL TENANTS - CHOOSING TO STAY

If Secure Council Tenants want to remain on the estate, then you'll receive a brand new, high quality home similar to those laid out in the Your Homes section of this document. The size of your new home will be determined by a Housing Needs Assessment.

Housing Needs Assessments

Post ballot, Enfield Council will be carrying out Housing Needs Assessments with each Council Tenant household to determine their needs. The results will determine what size property you will be offered on the new estate. This will cover the following areas:

- Number of occupants
- Health & well-being needs

Important offer information

- **Rent Payments:** Rent levels will align with Council rates for the borough. If you move into a new home which has more bedrooms than you currently occupy you rent will increase accordingly. If you decide to downsize then your rent will reduce.

- **Tenancies:** The Council will still be your landlord, and you will still have a secure lifetime tenancy.
- **Right to Buy:** You will retain the right to buy your new Council home. Your accrued years as a secure Council tenant will carry over and be considered when applying the relevant discount, in line with cost floor regulations
- **Under Occupation:** If you under occupy your current home and would like to downsize into a smaller new-build property that meets your needs on the estate, you will have the option to do so.
- **Downsized can receive needs +1:** if you already under occupy your current home and would like to keep a spare bedroom when moving to a new-build property on the estate, you will have the option to do so. The maximum number of spare bedrooms that can be provided is one (this is known as +1).

SECURE COUNCIL TENANTS - OPTIONS TO MOVE OFF THE ESTATE

If you want move off the estate, then the Council suggests that you arrange a one-to-one meeting with the Decant Team to discuss your options in more detail. This section will explain the basics but some of it may differ depending on your preferences and circumstances. These benefits will only apply if residents vote yes at the ballot:

STEP BY STEP GUIDANCE

1. Arrange one-to-one meeting with Enfield Council
2. Register for the Council's bidding system called Choice Based Lettings
3. Bid for properties that meet your need
4. Secure a property via Choice Based Letting System
5. Receive support from Council to help with move
6. Move into your new home

* Registering for the bidding system, does not commit you to leaving the estate - it is simply an option for you to consider.

ALTERNATIVE OPTIONS

Some residents may qualify for other housing schemes that support tenants looking to find a new home some of these are shown below. Please contact the Council directly to find out more information:

- Sheltered/Older People's Housing – (subject to meeting the relevant criteria).
- Home Swap will cease after planning permission has been approved as it has on other schemes.
- Priority for new build Council homes within the borough e.g. Meridian Water

IMPORTANT OFFER INFORMATION

- **Priority bidding:** If there is a Yes vote, then residents wanting to move off the estate will be given priority status in the Choice Bases Letting scheme. This means you are more likely to secure the properties you bid on.
- **Offer to remain continues:** Even if you look into moving off the estate, you will still be entitled to a new home on Joyce and Snell's right up to the point where you need to move out.
- **Compensation for Improvements:** You may be able to claim for qualifying improvements that you made to your current property on or after 1 April 1994.

RESIDENT LEASEHOLDERS' & FREEHOLDER OFFER

HELP WITH YOUR MOVE

If residents vote Yes to the redevelopment, then the Council will be required to purchase the properties of leaseholders and freeholders. This means that resident leaseholders and freeholders will be entitled to the following:

- 1) The market value of their existing property based on an independent valuation of your home
- 2) A Homeloss payment equal to 10% of the market value of their existing property (subject to providing satisfactory evidence that they have been a resident leaseholder for the previous 12 months)
- 3) Disturbance Compensation - this is the reimbursement of reasonable costs directly incurred in the process of selling your current home and purchasing a replacement.

Enfield Council want to ensure that the existing Joyce and Snell's community can remain on the estate. However, it will be up to you whether you remain or leave but regardless of your decision, you will be entitled to the same compensation. The information to the right outlines what you will be entitled to in both these scenarios.

OFFER PRINCIPLES



A new, high quality home



A You will not be charged any interest on the percentage of your home owned by the Council



A You will not be charged any interest on the percentage of your home owned by the Council



Our Property Acquisitions Team who will be on hand to help you through this process.

CHOOSING TO STAY - SHARED EQUITY OFFER

The Council is able to offer Shared Equity to those resident owners who wish to remain on the estate but might not be able to afford the full cost of a new build home. Shared Equity is designed to enable resident leaseholders and freeholders to purchase a share of a new build property on the new development.

The share of the new build property that the leaseholder does not own is held by the Council and recorded as a percentage of the equity.

Requirements

- You must be able to purchase a minimum of 25% of the value of the new property.
- The amount you raise must include all equity from your current home and a mortgage to replace an existing one (where you are able to).
- It could (if you choose) include the home loss payment you receive when we buy your existing property.

Important offer information

- Exceptions Panel: Where a Lessee or Freeholder can't purchase more than 25% of the value, then an Exceptions Panel will meet to decide how you can be assisted to move property.

GET IN TOUCH WITH OUR SPECIALIST TEAM

You can discuss what this means for you with our Property Acquisitions Team by calling **0208 379 4828** or by emailing **propertyacquisitions@enfield.gov.uk**

CHOOSING TO LEAVE - SUPPORT WITH YOUR MOVE

The Council want the existing community to remain on the estate but are committed to helping those who want to leave. Below outlines the support you will receive:

- 1) **Compensation** - you will get a disturbance compensation (as outlined on p24) that will cover the reasonable costs of moving into your new home.
- 2) **Officer support** - you will receive specialist support from our Property Acquisitions Team. They will help you through identifying and purchasing your new homes.

*Please note - that it will be up to you to find a new property but the team will guide you throughout the process

HOUSING ASSOCIATION TENANTS OFFER

If residents vote yes in the ballot, Housing Association residents will have the same rights to stay on the estate in a brand-new home as council tenants do. We will work with your landlord to either provide you with a new home that will continue to be owned by your current landlord or we will buy your home and offer you a secure council tenancy.



CONTACT US

If you have any questions or would like to get in touch with the project team, please email us at joyceandsnells@enfield.gov.uk or call **0203 821 1950**.

View the current plans for the estate and latest news at www.joyceandsnells.co.uk





www.joyceandsnells.co.uk



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London Borough of Enfield**Cabinet****15 September 2021**

Subject: Revenue Monitoring 2021/22: Quarter 1 (June 2021)**Cabinet Member: Cllr. Maguire****Executive Director: Fay Hammond****Key Decision: 5334**

Purpose of Report

1. This Report sets out the Council's revenue budget monitoring position based on information to the end of June 2021. The report sets out the position and despite the impact of Covid-19 demonstrates that the Council has maintained progress 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 a balanced position. However, this does require the use of the £3.0m corporate contingency. Executive Directors continue to work with Cabinet Members to robustly manage the underlying budget position and implement savings, whilst managing, mitigating and minimising the Covid-19 financial impact, in order to reduce the call on the corporate contingency. The impact of Covid-19 on expenditure and loss of income is expected to be fully funded from Government grants. This is set out in Appendix B; the report is set out as follows:
 - i. Paragraphs 30 to 83 provide the underlying position in the General Fund as at Quarter 1 of a balance position after the flexible use of capital receipts are of £1.7m are applied.
 - ii. Paragraphs 84 to 115 provides an update on the Covid-19 financial impact of £32.6m. It should be noted that this figure is the gross expenditure regardless of funding received. This includes for example the NHS hospital discharge expenditure, Infection control grant, new grants allocated this year and balances carried forward from 2020/21. The Government's response in terms of additional funding is highlighted in paragraph 22 to 23.
3. The impact of Covid-19 continues to be assessed by forecasting the additional expenditure, loss of income and impact on the savings programme, the total forecast is £32.6m. This includes expenditure

incurred within Adult Social Care relating to hospital discharge programme and is funded via the NHS.

4. The forecasted position includes £32.6m of Government funding. This has been in the form of £10.5m support grant which has supplemented the Council's response. At the same time the Government has extended the support to help manage the loss of sales and fees and charges income for the first quarter of the year. Alongside the £10.5m support grant, the Government has made further specific ring-fenced funding available and these total £17.8m.
5. The budget includes a contingency of £3.0m which was set to manage unforeseen circumstances and given the latest forecast position will be required to maintain a balanced position with the current forecasts. Executive Directors continue to work to manage the current position and reduce any pressures in order to minimise the call on the corporate contingency. The Pressure Challenge Boards will review the most significant pressure areas in order to provide corporate challenge as well as generating additional options to mitigate the pressures not only for this financial year but for future years also.
6. The Quarter 1 forecast is that of a balance position with departmental pressures met with the corporate contingency and the financial impact of Covid-19 expected to be sufficiently funded by Government grants. This forecast does still require the planned use of reserves of £1.927m to support the overall budget as set out in the Budget Report 2021/22.
7. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £3.940m. With the £8.049m deficit brought forward from 2020/21, the cumulative forecast deficit at year end is £11.989m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
8. The report provides an update on the 2020/21 outturn and 2021/22 forecast position for the level of reserves.
9. The Council remains in a financially challenging position for 2021/22. Due to the work ensuring financial resilience and sustainability the underlying budget is in good health. However, there is significant risk and uncertainty due to the ongoing pandemic and these could persist beyond 2021/22 and continue into 2022/23 and indeed beyond. These are all under continuous review and there is a strong likelihood that £3m to £4m will need to be built into the Medium Term Plan initially as a one off but potentially as ongoing cost.
10. Enfield Council is actively seeking to assist families from Afghanistan to settle in the UK. An Afghanistan Resettlement programme has been proposed to support families with accommodation and support. This will come with Government funding and it is anticipated that services such as Housing and Social Care will be providing much needed support.

Proposals

11. Cabinet is recommended to;

12. Note the balanced position of the General Fund after the use of £3m contingency and £3.9m overspend in the Dedicated Schools Grant (DSG) forecasted revenue outturn position for 2021/22.
13. Note the Covid-19 impact of £32.6m which is expected to be funded by Government grants.
14. Note the progress made on the journey to setting a robust and resilient budget.
15. Request Executive Directors continue to work with Cabinet Members to robustly manage the underlying budget position and implement savings, whilst managing, mitigating and minimising the Covid-19 financial impact.
16. It is recommended that Cabinet Members note the forecast level of reserves and implications for 2021/22 and challenging financial position over the life of the MTFP.

Reason for Proposals

17. 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 2021/22.

Relevance to the Council's Corporate Plan

18. The General Fund and DSG Outturn Report sets out how the Council has best used its limited resources to deliver the Council's objectives in 2021/22. These objectives are:
 - i. Good homes in well-connected neighbourhoods
 - ii. Sustain strong and healthy communities
 - iii. Build our local economy to create a thriving place

Background

19. On the 2nd March 2021, the 2021/22 budget was set by Council. New savings of £7.7m and new income generation plans of £1.9m were agreed for 2021/22. Savings and income proposals agreed from previous years to be delivered in 2021/22 totalled £3.4m. As part of the aim to continue to place the budget in a more resilient position, in 2021/22 £29.4m of growth was included to reflect the demographic, inflationary, investment and capital financing needs.
20. The Council continues to respond to the Covid-19 crisis ensuring that the community is supported as effectively as possible in very challenging circumstances. This continues to have a financial impact but as experienced in 2020/21 and reported in the outturn, the forecast impact of £32.6m is expected to be funded by government grants.
21. The forecasted position includes £32.6m of Government funding. This has been in the form of £10.5m support grant which has supplemented the Council's response. At the same time the Government has extended the

support to help manage the loss of sales and fees and charges income for the first quarter of the year. Alongside the £10.5m support grant, the Government has made further specific ring-fenced funding available and these total £17.8m.

22. This other funding includes the Contain Outbreak Management Fund, NHS discharge programme funding from the NHS, infection control, Local Support grant, Community Testing programme and Practical Support grant.
23. The Collection Fund deficit of £16.6m is forecast to be offset by the use of the Collection Fund Equalisation Reserve, as the ongoing pressure of £5.5m will be spread over 3 years. The majority of the impact will be funded by the Taxation Income Guarantee and the COVID Relief Grants provided by Central Government.
24. The forecast for Q1 is a balanced position, however given the currently forecasted position the £3.0m use of corporate contingency is required and work will continue to minimise and mitigate forecasted pressures in order to reduce the call on the contingency.
25. The 2021/22 budget relied on a one-off use of reserves of £1.927m from the Reserves. The forecast as at Quarter 1 means that this will still be needed to draw down from reserve as planned.
26. The £32.6m 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 110 to 143 and detailed in Appendix G. It should be noted that these reflect gross expenditure incurred regardless of the funding source, e.g. the cost of hospital discharge is reimbursed by the NHS and both the expenditure and income are now reported gross.
27. This means that as at the Quarter 1 position the £10m specific Covid-19 earmarked reserve can remain on the balance sheet, which maintains the Council reserves and strengthens the Council's ability to manage the longer term effects of the pandemic moving into 2022/23.
28. The risk is that the Covid-19 pressures persist beyond 2021/22 and continue into 2022/23 and indeed beyond. These are all under continuous review and further updates will be provided in the Quarter 2 report, however there is a strong likelihood that £3m to £4m will need to be built into the Medium Term Plan initially as a one off but potentially as ongoing cost.
29. Enfield Council is actively seeking to assist families from Afghanistan to settle in the UK. An Afghanistan Resettlement programme has been proposed to support families with accommodation and support. This will come with Government funding and it is anticipated that services such as Housing and Social Care will be providing much needed support.
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 33 to 109. 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 and the Dedicated Schools Grant (DSG)

forecast outturn for 2021/22, with details of variations provided in [Appendices C](#) to F (General Fund) and [Appendix K](#) (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 L](#). Use of capital receipts to fund transformation expenditure is summarised in [Appendix H](#).

Main Considerations for the Council

31. **General Fund Quarter 1 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 adverse variance by implementing offsetting savings measures. All Executive Directors reporting adverse variance 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 1 Projected Departmental Outturn Variances 2021/22

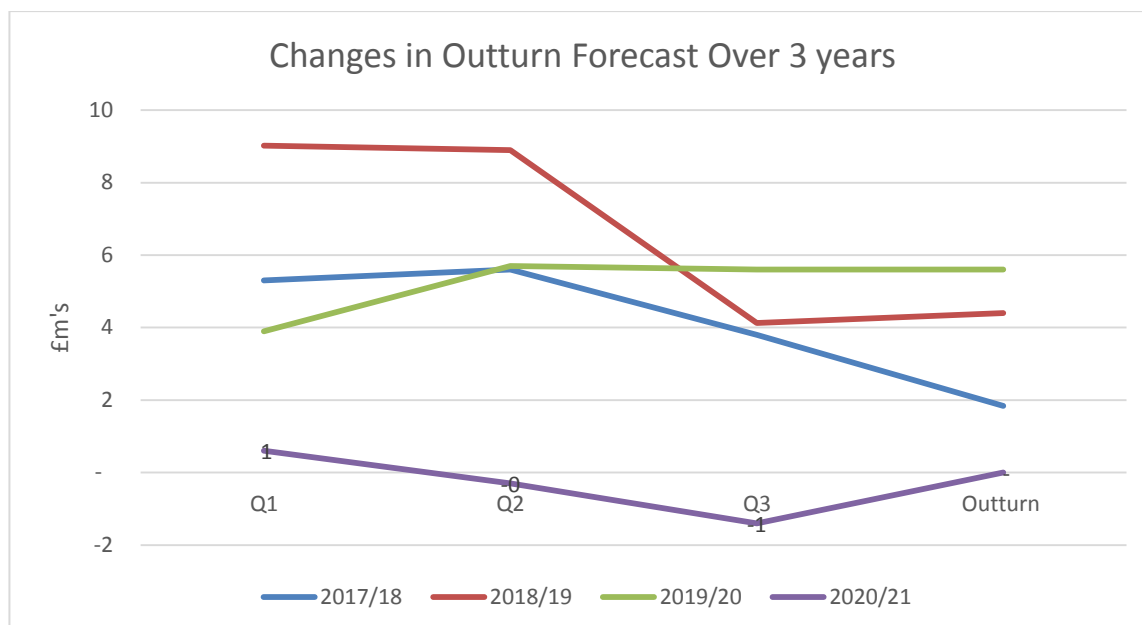
| Department | Net Budget | Total Gross Forecast Outturn Variance | Flexible use of Capital Receipts | Total Net Forecast Variance incl. Covid-19 & In Year Savings | Net Variance excl. Covid-19 & In year savings | | Covid-19 Total Impact (see Table 2) | Covid-19 Funding / Collection Fund |
|---|----------------|---------------------------------------|----------------------------------|--|---|--|-------------------------------------|------------------------------------|
| Chief Exec | 11.932 | 0.233 | (0.191) | 0.042 | 0.042 | | 0.611 | (0.611) |
| People | 127.330 | 2.015 | (0.481) | 1.534 | 1.534 | | 10.180 | (10.180) |
| Place | 29.938 | 0.051 | (0.138) | (0.087) | (0.087) | | 11.506 | (11.506) |
| Resources | 26.163 | 2.457 | (0.870) | 1.587 | 1.587 | | 5.305 | (5.305) |
| Service Net Costs | 195.363 | 4.756 | (1.680) | 3.076 | 3.076 | | 27.602 | (27.602) |
| Corporate Expenses | 64.435 | 0.000 | 0.000 | 0.000 | 0.000 | | 4.994 | (4.994) |
| Bad Debt Provisions | 0.791 | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 |
| Contingency | 3.000 | (3.000) | 0.000 | (3.000) | (3.000) | | 0.000 | 0.000 |
| Net Expenditure | 263.589 | 1.756 | (1.680) | 0.076 | 0.076 | | 32.596 | (32.596) |
| Expenditure financed by: | | | | | | | | |
| Business Rates | (94.241) | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 |
| Council Tax | (133.108) | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 |
| Other non-ring-fenced Government Grants | (31.125) | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 |
| Reserves | (5.115) | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 |
| General Fund Financing | 0.000 | 1.756 | (1.680) | 0.076 | 0.076 | | 32.596 | (32.596) |

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 | 11.932 | 0.611 | 0.000 | 0.000 | 0.611 |
| People | 127.330 | 10.180 | 0.000 | 0.000 | 10.180 |
| Place | 29.938 | 5.248 | 4.358 | 1.900 | 11.506 |
| Resources | 26.163 | 4.109 | 1.196 | 0.000 | 5.305 |
| Service Net Costs | 195.363 | 20.148 | 5.554 | 1.900 | 27.602 |
| Corporate Expenses | 64.435 | 4.994 | 0.000 | 0.000 | 4.994 |
| Bad Debt Provisions | 0.791 | 0.000 | 0.000 | 0.000 | 0.000 |
| Contingency | 3.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Net Expenditure | 263.589 | 25.142 | 5.554 | 1.900 | 32.596 |
| Expenditure financed by: | | | | | 0.000 |
| Business Rates | (94.241) | 0.000 | 0.000 | 0.000 | 0.000 |
| Council Tax | (133.108) | 0.000 | 0.000 | 0.000 | 0.000 |
| Other non-ring-fenced Government Grants | (31.125) | 0.000 | 0.000 | 0.000 | 0.000 |
| Reserves | (5.115) | 0.000 | 0.000 | 0.000 | 0.000 |
| General Fund Corporate Financing | 0.000 | 25.142 | 5.554 | 1.900 | 32.596 |

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 with the first two sessions beginning focused on Homelessness and SEN Transport. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2021/22 but also to identify whether there will be an ongoing pressure that will need to be considered in the 2022/23 budget setting process.
37. There has been a trend of improvements in budget setting and monitoring at Enfield Council over the past four 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 2020/21 was a balanced position whilst 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 the DSG

- The financial management key performance indicators set out in [Appendix A](#).
41. **Departmental Monitoring Information – Budget Pressures and Mitigating Actions (net variance, excluding Covid-19)**
 42. **Chief Executive’s** ([Appendix C](#))
 43. The Chief Executive’s department is forecasting a minor variance of £0.042m against a budget of £11.9m.
 44. **Use of Capital Receipts:**
 45. The flexible use of capital receipts forecast is the planned Communications role as detailed in the 2021/22 Budget Report and two Invest to Save items put forward as part of the Medium Term Financial Strategy to achieve future savings as detailed in Appendix H.
 46. Further details of the Chief Executive department’s outturn variations are provided in [Appendix C](#).
 47. **People** ([Appendix D](#))
 48. The department’s forecast outturn is a £1.5m adverse variance against the budget of £127.3m. The main variations are as follows:
 49. **Adult Social Care (ASC)**
 50. Adult Social Care services are forecasting an adverse variance of £1.5m which is predominantly in community based services for Older People.
 51. 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, which will end in September and is now only for four weeks (this was fully funded in 2020/21) has made this challenging. This has made trend analysis extremely difficult 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.
 52. The adverse position is also because of expected additional income that has been agreed through the MTFP is now looking unlikely to be achieved due to the Norfolk judgement and how this impact on the Council’s charging policy. The judgment in the *Norfolk* case found that there was an unjustified difference in treatment between, on the one hand, the severely disabled and, on the other hand, everyone else receiving council services covered by the Charging Policy. Local councils must consider the ruling and examine their own policies in light of the ruling.

53. **Public Health**

54. The Public Health grant is a £17.53m ring fenced grant that can only be used for public health functions. A neutral position is currently being forecast.
55. The £17.53m reflects a 1.4% increase in the grant form 2020/21, however, 0.7% of this is for PrEP (pre-exposure prophylaxis) a medicine to prevent people getting HIV. The inflationary increase is therefore 0.7%. Over 85% of spend in Public Health is for services contracted to the NHS, for which a pay increase of 3% nationally has been offered (but not accepted) without additional funding. There is also a risk that demand led sexual health services post pandemic could also result in additional pressures. Whilst this year's pressures can be absorbed this year by one off savings, the risk is without additional funding for these pressures will cause an overspend in future years.

56. **Education, Children's and Families**

57. There are only a few General Fund services in Education with a net budget of £4.7m. The cost of former employees on enhanced pension is forecast to be £0.2m favourable variance at the year end.
58. Children's and Families services are forecasting an adverse variance of £0.2m. There are variances reported across the service.
59. The Children In Need services are reporting a £0.181m adverse variance and is predominantly forecast in the Child Protection and Vulnerable children team due to temporary staff needed to cover maternity and sickness.
60. The main variances in Looked After Children relate to the impact of Court delays, where this creates pressure on in house fostering allowances budget whilst has a positive impact on the Special Guardianship allowances. A £0.300m favourable variance in former unaccompanied asylum seeking children from maximising benefits for care leavers and clients moving to their own accommodation.
61. The overspend in the Joint Service for Disabled Children is predominantly due to an increased demand in overnight breaks, commissioning and increase in Direct Payments rate.

62. **Use of Capital Receipts:**

63. The planned use of capital receipts includes the £0.2m for the Break the Cycle initiative as per the Budget Report and two further invest to save schemes to achieve savings in future years and contribute to the MTFP, these being investment in a Specialist outreach service and investment in the transition into Adult Services from Residential schools.

64. **Place** ([Appendix E](#))

65. The Place department is reporting a forecast £0.087 variance against a net budget of £29.9m. Despite the overall budget being broadly in balance there are some notable pressures that need to be highlighted. The Homelessness and Passenger Transport variances will be the focus of the

first two planned Pressure Challenge Boards that will be held to review the current actions plans and explore further options to reduce or mitigate these pressures.

66. An adverse variance continues to be forecasted in Passenger Transport Service which is reporting a £1.9m. This is a demand lead service and a key demographic item in the MTFP and the services is experiencing an increase in overall numbers and a more specific issue of an increase in the number of journeys required for single occupants and a case review of these single occupancy routes to be undertaken.
67. The pressure in Culture service was partly addressed through the MTFP for 2021/22 and the service continues to seek options for savings and ways to mitigate the pressure.
68. Whilst the Homelessness Service continues to manage challenging demand pressures, the service is now forecasting an underlying variation to budget of £1.2m. This is due to the number of tenants in Emergency Accommodation (EA) at the start of the year being far higher than anticipated when the budgets were produced, the expectation was that there should be circa 2,750 tenants at the beginning of April 2021 however there were actually 3,442. It should be noted that even though the number of tenants has reduced over the first quarter this means the cost of accommodation to the service is much higher than originally budgeted for. A plan has been formulated which will see 100 exits from EA each and every month from July 2021 onwards to bring the numbers down significantly throughout 2021/22 on top of the circa 200 families (net) which have already been moved out of Emergency Accommodation this financial year. However, even when taking account of that the service is still on course for a £4.4m overspend at the end of 2021/22, though £3.2m is currently being attributed to impact of Covid-19.
69. Parking Enforcement of £1.982m as a result of putting in place traffic enforcement and parking control measures. The parking account is a ring-fenced account which is governed by Section 55 of the Road Traffic Regulations Act which specifies the use of any income in excess of the parking operational costs; this will be utilised to contribute towards the £10.250m of concessionary travel costs incurred.
70. Meanwhile use income from Meridian Water is forecast to be a £0.5m favourable variance.
71. There are a number of smaller positive variances across the department that are all helping to mitigate the pressures and these are noted in Appendix E.
72. **Use of Capital Receipts:**
73. The planned use of capital receipts included £0.180m to establish Millfield House and theatre as an independent cultural venue which is no longer proceeding. Two new invest to save initiatives are now included, with a new Commercial and Customer manager being created in Planning and a scheme being implemented to improve the recycling rates from flats.
74. Further details are provided in [Appendix E](#).

75. **Resources (Appendix F)**

76. The Resources Department is reporting a net variance of £1.6m after the application of capital receipts against a net budget of £26.2m.
77. An overspend of £0.7m is forecast within Digital Services which is predominantly due to the need for dual running costs of the CRM/CMS system until the existing system is decommissioned at the end of the financial year and additional security related expenditure on applications, tool and remediation work.
78. Exchequer Services are reporting a favourable variance of £0.1m achieved further savings in staffing, operational costs and recharges to the pension fund.
79. The Financial Assessment service are reporting a £0.1m adverse variance which is mainly due to automation related savings that are now unlikely to be achieved this financial year as other IT related schemes require prioritisation.
80. The Income Collection team are experiencing increased customer demand requiring additional resources to manage the workload, as well as additional resource put into support Housing Benefit sign up to assist in increasing emergency accommodation client income, alongside savings associated with the payment programme that are unlikely to be delivered this year are all contributing to a £0.5m adverse variance.

81. **Use of Capital Receipts:**

82. As per the Budget Report, investment in Digital services was agreed with a current forecast of £0.160m to develop business cases for new projects as part of the portfolio's pipeline.
83. The forecast net cost of the Transformation Team is by its nature transformation project costs and are planned as described in the Budget Report 2021/22 to be funded by the flexible use of capital receipts.
84. Further details of Resources outturn variations are provided in [Appendix F](#).

85. **Corporate**

86. Other than the £3m corporate contingency all other corporate budgets are reporting a neutral position. This includes the budget for 2021/22 pay awards where a final decision remains pending. Financial modelling of possible scenarios is currently being undertaken and further updates will be provided in the Quarter 2 report.

87. **Covid-19 Impact (Appendix G)**

88. **Chief Executive's: net Resources budget is £11.9m; the total estimated additional costs of £0.6m (2.8%)**

89. The focus of Covid-19 impact has shifted in the Chief Executive's department from loss of income to expenditure in 2021/22. The more

notable areas are additional legal cover required to deal with the increase in Children's social care cases and the additional cost incurred related to the recent elections. Though it should be noted that this was partly covered by the Local Elections grant.

90. **People: Adult Social Care (ASC) and Public Health – net budget is £82.9m; the total estimated additional costs of £5.2m (Gross i.e. includes NHS Hospital discharge costs), £4.3m (Net) 5.1%**
91. The impact on Adult Social Care (ASC) continues to be additional cost. The current forecasted impact directly in the department is £1.4m. The most significant cost pressures are judged to be additional staffing costs of £0.2m for additional staffing across ASC services. Additional payments to care providers for increase costs due to additional staffing and increase costs due to rapid admission to residential and community, who otherwise might have been diverted into the community is £0.2m.
92. Additional costs of £0.4m are anticipated resulting from the cancelation of routine operations e.g. hips, knees and the long term impact this may have a care cost. Placement breakdowns in Learning Disability services are also forecast to cost an additional £0.4m.
93. Outside safe areas in care facilities are also planned at a cost of £0.2m to be funded from the Contain Outbreak Management Fund grant.
94. The NHS Hospital discharge programme is forecast to cost a further £0.9m though this is recovered from the additional Government funding that has been allocated to the NHS.
95. There has further tranches of the Infection Control grant and the Rapid testing grant totalling £2.9m which has been passported on to care providers in line with the grant conditions.
96. **People: Education – net budget is £4.7m; the total estimated additional costs are £0.120m (2.6%)**
97. Additional support staff resources are required in the SEND team to manage and deal with the backlog of cases resulting from the pandemic.
98. **People: Children's & Families – net budget is £44.3m; the total estimated additional costs of £1.4m (3.1%)**
99. The most significant costs forecast relate to the need for additional staffing resources, £0.4m for agency staff and £0.6m for fixed term posts. 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 continues as does the need for PPE. Various items are to be funded from the Contain Outbreak Management Fund and include increase in short breaks and outside safe areas to increase contact facilities.

100. **Place – net budget is £29.9m; the total estimated additional costs of £7.1m gross (23.7%)**
101. Strategic Property Services are forecasting a £0.2m loss of income due to Covid-19 from areas such staff car parking fees and filming income.
102. The current forecast net loss of income for Culture Services is £0.2m.
103. £0.4m of expenditure will funded by the Welcome Back Grant/Reopening the High Street Safely grant.
104. Temporary additional resources of £0.1m have been required in the Planning service to implement workload recovery and backlog management plan in response to the pandemic
105. Loss of income of £0.7m is expected in Traffic and Transport services as well as Commercial waste, Passenger Transport, leisure services and parks activities and engagement.
106. The most substantial loss of income continues to be experienced in the decline in Parking income, the restrictions and National Lockdowns has meant less travel undertaken and less use of car parks, resulting in a forecast loss of £2.7m.
107. Operational services such as Waste, Cemeteries and Parks have all had to incur additional expenditure during the pandemic at a cost of £0.4m
108. The Community Testing programme is forecast to cost in the region of £2m, which will be fully funded by government grant. Continuation of the Covid-19 Marshalls will cost £0.5m, Contact tracing officers £0.3m and compliance officers £0.1m will all be funded from the Contain Outbreak Management Fund.
109. The estimated Covid-19 related cost in the Housing is £3.2m, of which £1.3m is the continuation of the housing and support to protect rough sleepers, with £1.9m the impact of Covid-19 on the services ability to deliver the savings programme.

110. **Resources: net Resources budget is £37.475m; the total estimated additional costs of £9.576m (125.5%)**
111. The most significant impacts identified in Resources services relate to additional costs. £0.3m relates to additional IT requirements, £0.4m additional demand in Financial assessments and £0.5m in income collection. Additional expenditure also continues to be incurred to meet the demand in Customer operations which is being funded from the grant to support the clinically extremely vulnerable.
112. The increase in the number of discretionary housing payments resulting from Covid-19 is still to be determined and will be included in future reports.
113. There is an estimated loss of income across services in the department of £1.2m with the most significant being the recovery of court costs at £0.7m. Losses in catering and the music service continue from last year though not at the same extent, totalling £0.1m.
114. The forecast also includes expenditure of £1.8m that will be funded via the Winter Grant/Local Support scheme, self isolation payments of £0.1m

which are also funded from a specific government grant and £0.6m for the Practical Support for those self isolating.

115. Corporate

116. In 2020/21 a contribution to the London provision of coroners and mortuary services cost an additional £1.4m. Whilst there has not been a further call yet, the forecast does include a provision for this circumstance if it were required.
117. An estimate for Personal Protective Equipment has been included at £0.3m for use across all Council services excluding Adult Social Care where this is recorded separately for the purposes of the MHCLG return.
118. There is still a contingency held for unknown Covid-19 impacts which will be continued to be reviewed and where possible carried forward into 2022/23 to help manage longer term Covid-19 impact.

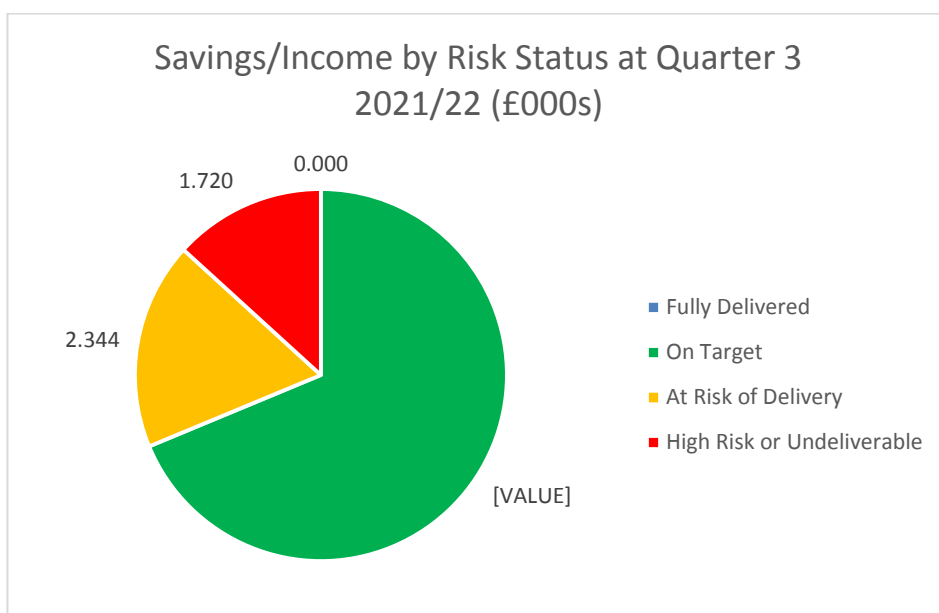
119. Collection Fund

120. The Collection Fund deficit of £16.6m is forecast to be offset by the use of the Collection Fund Equalisation Reserve, as the ongoing pressure of £5.5m will be spread over 3 years. The majority of the impact will be funded by the Taxation Income Guarantee and the COVID Relief Grants provided by Central Government.
121. The Finance and Performance Scrutiny Panel are receiving a detailed report on the Covid-19 impact on Council Tax and Business Rates on the 14th September 2021 which will include an update on the Performance for Quarter 1.
122. Further details of Covid-19 variances are provided in [Appendix G](#).

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

124. 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.
125. 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.

126. 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.
127. The Budget Report 2021/22 set out the plan for use of capital receipts this financial year. However, since the Budget report several new Invest to Save schemes have been approved and reflected in this report. The total forecasted call on capital receipts as at Quarter 1 is £1.680m as described in [Appendix H](#).
128. **Achievement of Savings ([Appendix I](#) and [Appendix J](#))**
129. 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
130. The savings include those that are new for 2021/22 plus the full year effect of previous decisions.
131. Of the £13m departmental savings, £8.9m is expected to be fully delivered at this stage.
132. However, £2.3m and £1.7m 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.
133. Chart 2: Savings/Income Risk Status 2021/22



134. Further details for each department are summarised in the charts and tables in [Appendix I and Appendix J](#).

135. Dedicated Schools Grant (DSG) (Appendix K)

136. For 2021/22 Enfield received a total Dedicated Schools Grant allocation of £373.187m (as at December 2020) and the funding is allocated across four blocks; £283.399m for the Schools Block, £2.537m for the Central Schools Services Block, £26.553m for Early Years and £60.697m for the High Needs Block.

137. In 2020/21 there was a bought forward DSG deficit of £4.482m but due to ongoing High Needs pressures there was a net in year overspend of £3.567m resulting in a cumulative outturn deficit of £8.049m which was bought forward to 2021/22.

138. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are now 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.

139. At the end of Quarter 1, there is a projected in year overspend of £3.940m, which includes the estimated Early Years clawback for 2020/21. The projected outturn position for 2021/22 is a deficit of £11.989m. The main pressures are within the High Needs Block and relate to the development of additional in borough provision, an increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools and the development of early intervention strategies.

140. 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 the outcomes have been delayed due to other pressures during the Covid-19 pandemic.

141. Earmarked Reserves (Appendix L)

142. The table below summarises the changes between the balances reported in the outturn report and what is the provisional final outturn, as well as providing the forecast position for 2021/22 based on quarter 1:

| | 2020/21 Outturn Report Balance £m | 2020/21 Provisional Final Outturn Balance £m | 2021/22 Forecast based on Q1 £m |
|-------------------------------|--|---|--|
| Risk Reserve | (20.527) | (20.923) | (19.429) |
| Covid-19 Risk Reserve 2021/22 | (10.000) | (10.000) | (10.000) |

| | | | |
|--------------------------------------|------------------|------------------|------------------|
| Covid-19 Reserve 2020/21 | 0.000 | (0.433) | 0.000 |
| Balance Sheet Management | (2.000) | (2.000) | (2.000) |
| MTFP Smoothing Reserves | (25.155) | (39.008) | (35.820) |
| Service Specific Reserves | (10.435) | (10.435) | (10.435) |
| Property | (2.101) | (2.101) | (2.101) |
| Useable Reserves Sub total | (70.218) | (84.900) | (79.785) |
| Capital Financing Reserves | (22.527) | (24.153) | (24.153) |
| S31 Reliefs Grant | (16.554) | 0.000 | 0.000 |
| Grants & Other Contributions | (15.130) | (15.182) | (10.894) |
| Insurance | (7.021) | (7.022) | (7.022) |
| General Fund Balance | (13.950) | (13.950) | (13.950) |
| Total Reserves & Balances | (145.400) | (145.207) | (135.804) |

143. 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.
144. The Risk reserve had significantly reduced over the past few years but an in year review of earmarked reserves and the final outturn position has meant that the Council has been able to replenish the risk reserve. The balance is forecast to be £19.4m at year end reflecting that the Budget was set on using £1.927m of the reserve to balance 2021/22. Given the ongoing financial uncertainty created by the pandemic and specific Covid-19 reserve was created and the balance remains at 10m.s.
145. The General Fund Balances are forecast to be held at £13.950m (on a net budget of £263m, i.e. 5.3%; 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 2021/22 considering the new risks and uncertainty brought about by Covid-19.
146. The £35m Smoothing Reserves relating to Council Tax (£133m) /Business Rates (£94m) and Housing Benefits (£260m claim per year) are currently forecast to remain stable over the course of 2021/22.
147. The £24m of Capital and Minimum Revenue Provision reserves are committed for the next five years to smooth any increased budget requirement.
148. Whilst the overall total has broadly remained the same since the publication of the Outturn report, it is worth noting a key change in the presentation of the S31 Reliefs Grant. This was shown separately in the Outturn Report, however, the balance itself is in the Collection Fund Equalisation Reserve which is one of the smoothing reserves referred to above.

149. Medium Term Financial Impact

150. The Council remains in a financially challenging position for 2021/22. Due to the work ensuring financial resilience and sustainability the underlying budget is in good health. However, there is significant risk and uncertainty due to the ongoing pandemic, a number of key financial risks facing the Council are set out below:

- The ongoing anticipated impact of Covid-19 on council tax and business rate debt; the 2021/22 includes £3.188m was needed to be applied from reserves to address the Collection Fund deficit and £1.926m from the risk reserve to balance the overall budget for 2021/22.
- The unknown impact of Covid-19 on adult social care costs, in particular, delayed operations and long Covid-19 and undetermined suppressed need such as mental health.
- One of the most significant areas of risk is the ongoing impact on Temporary Accommodation costs arising from the economic impact of Covid-19 and suppressed need.
- The risk of increasing number of children in need as families bear the sustained economic impact of Covid-19 and increased need for respite packages for families with children with disabilities.
- Ongoing impact of Covid-19 on Council fees and charges income.
- Changes in working patterns and lifestyle impacting on car park income, waste services.
- Unknown impact on businesses and residents when furlough scheme ends in September 2021.

151. These anticipated Covid-19 financial pressures are likely to impact over the medium term, however, there is no precedent to base the forecast impact and therefore, the picture remains uncertain. In addition, the ongoing uncertainty over the medium-term funding of local government and no guarantees regarding future funding for the legacy costs of Covid-19 exacerbates this position. In this context, the action taken in 2020/21 and resulting strengthened reserves will ensure Enfield is better placed to face these challenges.

152. Full details of the of the 2021/22 budget and MTFP 2021/22 to 2025/26 can be found in the Budget Report 2021/22 and Medium-Term Financial Plan 2021/22 to 2025/26 report (KD5213) which went to Cabinet on the 3rd February 2021.

153. Safeguarding Implications

154. There are no specific safeguarding implications arising out of these recommendations, other than to note the financial impact of safeguarding children and adults in the borough.

155. Public Health Implications

156. 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.

157. 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.

158. Equalities Impact of the Proposal

159. 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.

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

161. Environmental and Climate Change Considerations

162. None in the context of this report.

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

164. None in the context of this report.

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

166. The budget risks during 2021/22 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 2021/22.

167. Financial Implications

168. 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 2021/22.

169. Legal Implications

170. 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.

171. Workforce Implications

172. None in the context of this report.

173. Property Implications

174. None in the context of this report.

175. Other Implications

176. None in the context of this report.

177. Options Considered

178. Not relevant in the context of this report.

179. Conclusions

180. Despite the balanced position achieved in the 2020/21 outturn, the Council has not lost sight of the fact that it continues to face its most significant financial challenge 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 for Quarter 1 identifies some significant pressures Executive Directors and services are working to reduce these pressures through reviews and other corporate initiatives such as Pressures Challenge Boards looking at the most significant pressure areas. The Covid-19 impact continues to be monitored and it is expected that the government funding will be sufficient to meet the Covid-19 impact, although there is of course the continued uncertainty around the impact of the pandemic and the adverse impact on the additional costs and income losses currently forecast. The risk is that this will persist into 2022/23 and beyond and there is a strong likelihood that an initial £3m to £4m will need to be built into the Medium Term Financial Plan as a one off but potentially as ongoing cost.

181. The end of the 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 156% between January 2020 and June 2021 (from 7,285 to 18,675). And although the Council has been able to bolster its reserves in 2020/21, when this is taken into consideration this will need continual careful and prudent financial management to ensure the long term sustainability of the Council's finances.

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Date of report: 15th September 2021

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: Flexible Use of Capital Receipts](#)

[Appendix I: Achievement of Savings](#)

[Appendix J: Savings & Income Monitor](#)

[Appendix K: Designated Schools' Grant Variances](#)

[Appendix L: Reserves and Balances](#)

[Appendix M: Contain Outbreak Management Fund](#)

Background Papers

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






- Revenue Outturn 2020/21 – KD5325
- Initial Assessment Report of the Financial Impact of Covid-19
- 2021/22 Budget & Medium Term Financial Plan 2021-22 to 2025-26 - KD5213

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 |  | The Quarter 1 forecast outturn is a balanced position, though this does rely on the corporate contingency of £3m and management will continue to work to reduce and mitigate the pressures to reduce the call on the contingency. |
| Progress to Achieving Savings MTFP (current year) |  | Savings monitoring has identified a total of £1.7m considered a high risk rated/ undeliverable and a further £2.3m that are at risk of delivery. These are reflected in the reported overspend for Quarter 1 2021/22. |
| Income & Expenditure Position – DSG |  | The DSG forecast is a £3.9m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £11.9m and will be the first call on the 2022/23 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 is in line with expectations set out in the Council's Medium Term Financial Plan. |

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

| | £m | £m |
|---|-----------|--------------|
| Covid-19 impact | 32.596 | |
| Funding | | |
| Covid-19 Support Grant 2021/22 | 10.534 | |
| Covid-19 Support Grant c/f 2020/21 | 4.287 | |
| Sales, Fees & Charges support (estimate) | 0.425 | |
| Contain Outbreak Management 2021/22 | 2.718 | |
| Contain Outbreak Management c/f 2020/21 | 3.960 | |
| Test, Track & Trace c/f 2020/21 | 1.195 | |
| Community Testing Programme | 2.093 | |
| CEV grant c/f 2020/21 | 0.274 | |
| Reopening High Street Safely/Welcome Back | 0.384 | |
| Infection Control Tranche 1 and 2 | 2.870 | |
| NHS Hospital Discharge funding | 0.900 | |
| Substance Misuse | 0.271 | |
| Local Elections Grant | 0.104 | |
| Self Isolation Payment admin | 0.102 | |
| Winter Grant scheme/Local Support Grant | 1.861 | |
| Practical Support Grant | 0.614 | |
| Total Funding | | 32.596 |
| Gap After Funding | | 0.000 |

| Chief Executive | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|-------------------------------------|--|--------------------------------------|
| Strategy, Partnership, Engagement and Consultation Gross variance relates to Invest to save project to be funded via the flexible use of capital receipts. | 0.112 | (0.112) | 0.000 |
| Communications Gross variance relates to Invest to save project to be funded via the flexible use of capital receipts. | 0.029 | (0.029) | 0.000 |
| Human Resources Gross variance relates to Invest to save project to be funded via the flexible use of capital receipts. | 0.050 | (0.050) | 0.000 |
| Other variances | 0.042 | 0.000 | 0.042 |
| Chief Executive Total | 0.233 | (0.191) | 0.042 |

[Return to Chief Executive Narrative](#)

| People | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|---|-------------------------------------|--|--------------------------------------|
| Adult Social Care | | | |
| <p>Strategy & Resources</p> <p>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.</p> | 0.000 | 0.000 | 0.000 |
| <p>Mental Health</p> <p>The service is currently projecting a zero variance.</p> | 0.000 | 0.000 | 0.000 |
| <p>Learning Disabilities</p> <p>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.</p> | 0.334 | (0.200) | 0.134 |
| <p>Older People and Physical Disabilities (the Customer Pathway)</p> <p>This service includes the in house residential and nursing home. The service is currently projecting an overspend, in demand particularly with community based services. There has been an increase in demand, following a lower number of clients last year due to Covid-19.</p> | 1.400 | 0.000 | 1.400 |

| People | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|---|-------------------------------------|--|--------------------------------------|
| Other Minor variances | 0.000 | 0.000 | 0.000 |
| Adult Social Care Sub Total | 1.734 | (0.200) | 1.534 |
| <p>Public Health Grant</p> <p>The Departmental forecast also includes the ring fenced Public Health Grant. The Public Health grant in 2021/22 is £17.53m, this reflects an increase in the grant of grant of 1.4%, however, 0.7% of this is for PrEP (pre-exposure prophylaxis) a medicine people to prevent getting HIV. The inflation increase is therefore 0.7%. Over 85% of spend in Public Health is for services contracted to the NHS, for which a pay increase of 3% nationally has been offered (but no accepted) without additional funding. There is also a risk that demand led sexual health services post pandemic could also result in additional pressures. Whilst this year's pressures can be absorbed this year by one off savings, the risk is without additional funding for these pressures will cause an overspend in future years.</p> | 0.000 | 0.000 | 0.000 |
| Public Health Sub Total | 1.734 | (0.200) | 1.534 |
| Adult Social Care & Public Health | 1.734 | (0.200) | 1.534 |
| Education | | | |
| <p>Enhanced Pension costs</p> <p>These are the cost of former employees on enhanced pension and forecasted variance is £0.210m.</p> | (0.210) | 0.000 | (0.210) |

| People | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|-------------------------------------|--|--------------------------------------|
| Other variances | (0.009) | 0.000 | (0.009) |
| Education Sub Total | (0.219) | 0.000 | (0.219) |
| Children and Families | | | |
| Children In Need This is predominantly because of a £0.181m adverse variance forecast in the Child Protection and Vulnerable children team due to temporary staff needed to cover maternity and sickness. | 0.163 | 0.000 | 0.163 |
| Looked After Children The main variances relate to the impact of Court delays, where this creates pressure on in house fostering allowances budget whilst has a positive impact on the Special Guardianship allowances. A £0.300m favourable variance in former unaccompanied asylum seeking children from maximising benefits for care leavers and clients moving to their own accommodation. | 0.080 | (0.200) | (0.120) |
| Young People & Community Safety The favourable variance is due to the Young Londoners Fund covering projects costs. | (0.061) | 0.000 | (0.061) |
| Joint Service for Disabled Children The overspend is predominantly due to an increased demand in overnight breaks, commissioning and increase in Direct Payments rate. | 0.262 | (0.081) | 0.181 |

| People | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|-------------------------------------|--|--------------------------------------|
| Other Variances Though the cost of translation costs and the Safeguarding and quality assurance team is a £0.106m overspend, this is mitigated by favourable variance in the centre of excellence. | 0.056 | 0.000 | 0.056 |
| Children's and Families Services Sub Total | 0.500 | (0.281) | 0.219 |
| People Department Total | 2.015 | (0.481) | 1.534 |

[Return to People Narrative](#)

Appendix E

| Place | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|---|--|--|
| Planning Favourable variance in reported in Land charges income. | (0.005) | (0.070) | (0.075) |
| Highways The £0.100m variance is due a saving proposal still to be delivered. | 0.100 | 0.000 | 0.100 |
| Traffic & Transportation The forecast variance is due to additional Traffic Order income. | (0.270) | 0.000 | (0.270) |
| Sustainability Team Favourable variances due to vacant posts and operational budgets. | (0.050) | 0.000 | (0.050) |
| Parking Enforcement The forecasted variance is a result of putting in place additional traffic enforcement and parking control measures. | (1.982) | 0.000 | (1.982) |
| Regulatory Services | (0.083) | 0.000 | (0.083) |
| Health & Safety team Due to underspends in salary costs | (0.070) | 0.000 | (0.070) |
| Cemeteries | (0.100) | 0.000 | (0.100) |

| Place | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|---------------------------------|--|----------------------------------|
| Positive outturn is forecast resulting from improved burial sales. | | | |
| Waste Services Minor variance is reported on the underlying budget. The flexible use of capital receipts is to fund an invest to save scheme to improve recycling rates in flats. | 0.040 | (0.068) | (0.028) |
| Commercial Waste The underlying positive forecast is due to surpluses in the schedule 2 and housing trade waste services. | (0.132) | 0.000 | (0.132) |
| Parks Operations/Activities & Engagement This is due to favourable variances in salary costs and forecasted improved income from allotments and concessions. | (0.125) | 0.000 | (0.125) |
| Passenger Transport Service The projected over spend is mainly due:- 1) Increase in numbers - up to 1,114 in June 2021 (from 839 in 2019/20 32% and 1,002 in 20/21 11%). 2) Increased number of single occupancy routes from 77 in 2019/20 to 103 in 21/22, with an average cost of about £25k per annum. E.g. There are 3 routes costing £40k-£43k each, another 23 routes costing between £30k-£40k, another 53 routes costing between £20k-£30k and 24 routes costing between £4k-£20k. | 1.934 | 0.000 | 1.934 |

| Place | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|---------------------------------|--|----------------------------------|
| Some of the reasons are 1) Schooling available for more complex cases 2) Behavioural issues getting worse as they get older | | | |
| Strategic Property Services | (0.313) | 0.000 | (0.313) |
| Culture Services An overspend is currently forecast and the service is working on options to achieve savings and ways to mitigate the pressure.. | 0.450 | 0.000 | 0.450 |
| Meridian Water Income received in 2021/22 relating to 2020/21. This may be adjusted in the 2020/21 accounts and updated for the Q2 monitoring report. | (0.500) | 0.000 | (0.500) |
| Housing Homelessness - £4.4m overspend. This is due to the number of tenants in EA at the start of the year being far higher than anticipated when the budgets were produced, the expectation was that there should be circa 2,750 tenants at the beginning of April 2021 however there were actually 3,442. Despite the numbers reducing throughout Q1, this does mean the cost of accommodation to the service is much higher than originally budgeted for. A plan has been formulated which will see 100 exits from EA each and every month from July '21 onwards to bring the numbers down significantly throughout 2021/22 on | 1.200 | 0.000 | 1.200 |

| Place | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|--|---------------------------------|--|----------------------------------|
| top of the C.200 families (net) which have already been moved out of EA this financial year. However, even when taking account of that the service is still on course for a £3.5m overspend at the end of 21/22. | | | |
| Other variances | (0.043) | 0.000 | (0.043) |
| Place Department Total | 0.051 | (0.138) | (0.087) |

[Return to Place Narrative](#)

| Resources | Gross Forecast Variance (£m) | Flexible Use of Capital Receipts (£m) | Net Forecast Variance Q1 (£m) |
|---|---|--|--|
| <p>Digital Services</p> <p>An overspend of £0.7m is forecast within Digital Services which is predominantly due to the need for dual running costs of the CRM/CMS system until the existing system is decommissioned at the end of the financial year and additional security related expenditure on applications, tool and remediation work.</p> | 0.914 | (0.160) | 0.754 |
| <p>Customer Experience</p> <p>Exchequer Services are reporting a favourable variance of £0.1m achieved further savings in staffing, operational costs and recharges to the pension fund.</p> <p>The Financial Assessment service are reporting a £0.1m adverse variance which is mainly due to automation related savings that are now unlikely to be achieved this financial year.</p> <p>The Income Collection team are experiencing increased customer demand requiring additional resources to manage the workload, as well as additional resource put into support Housing Benefit sign up to assist in increasing emergency accommodation client income, alongside savings associated with the payment programme that are unlikely to be delivered this year are all contributing to a £0.5m adverse variance.</p> | 0.621 | 0.000 | 0.621 |

| | | | |
|---|--------------|----------------|--------------|
| Transformation The forecast overspend is transformation project costs and are planned as described in the Budget Report 2021/22 to be funded by the Flexible use of capital receipts. | 0.710 | (0.710) | 0.000 |
| Other variances | 0.212 | 0.000 | 0.212 |
| Resources Department Total | 2.457 | (0.870) | 1.587 |

[Return to Resources Narrative](#)

Appendix G

| Covid-19 Impact | Additional Expenditure | Loss of income | Impact on Savings |
|--|------------------------|----------------|-------------------|
| | £m | £m | £m |
| Chief Executive | | | |
| CEX: Life After Loss Project with CAB | 0.070 | 0.000 | 0.000 |
| CEX: Additional legal to cover C&F case work (2 lawyers and a paralegal) | 0.200 | 0.000 | 0.000 |
| CEX: Communications Officer | 0.020 | 0.000 | 0.000 |
| CEX: Communications & Marketing | 0.050 | 0.000 | 0.000 |
| CEX: Additional Elections cost | 0.256 | 0.000 | 0.000 |
| CEX: Emergency Planning | 0.015 | 0.000 | 0.000 |
| Chief Executive Total | 0.611 | 0.000 | 0.000 |
| People | | | |
| Adult Social Care | | | |
| ASC: Additional Social Workers/agency staff-MH | 0.058 | 0.000 | 0.000 |
| ASC: Additional Social Workers/agency staff-OP/PD Social workers and OTs | 0.030 | 0.000 | 0.000 |

| | | | |
|---|-------|-------|-------|
| ASC: Additional Social Workers/agency staff-Enablement staff DTA | 0.040 | 0.000 | 0.000 |
| ASC: Additional Social Workers/agency staff-LD | 0.045 | 0.000 | 0.000 |
| Specialist nursing care to providers LD/MH | 0.050 | 0.000 | 0.000 |
| Additional payments to carers to cover self isolating | 0.010 | 0.000 | 0.000 |
| ASC: Expenditure on P-cards: food, supplies, care of pets, transport. | 0.030 | 0.000 | 0.000 |
| ASC: Additional long term care purchasing costs as a result of cancelation of routine operations, hip, knee etc | 0.400 | 0.000 | 0.000 |
| 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. | 0.211 | 0.000 | 0.000 |
| ASC: Learning Disability Service – Placement breakdown | 0.350 | 0.000 | 0.000 |
| ASC: Hospital Discharge | 0.900 | 0.000 | 0.000 |
| ASC: Infection Control/Rapid Testing | 1.426 | 0.000 | 0.000 |
| ASC: Infection Control/Rapid Testing | 0.179 | 0.000 | 0.000 |
| ASC: Infection Control/Rapid Testing | 0.050 | 0.000 | 0.000 |

| | | | |
|---|--------------|--------------|--------------|
| ASC: Infection Control/Rapid Testing-2 | 0.478 | 0.000 | 0.000 |
| ASC: Infection Control/Rapid Testing-2 | 0.533 | 0.000 | 0.000 |
| ASC: Infection Control/Rapid Testing-2 | 0.205 | 0.000 | 0.000 |
| ASC: Outside Safe areas | 0.200 | 0.000 | 0.000 |
| Public Health | | | |
| Public Health: Community Food Co-ordinator | 0.028 | 0.000 | 0.000 |
| Public Health: Vaccination Bus | 0.300 | 0.000 | 0.000 |
| Public Health: Rough Sleeping Drug and Alcohol Treatment Grant | 0.271 | 0.000 | 0.000 |
| Public Health: Outreach support for rough sleepers, people living in encampments, Gypsy Roma and Traveller community. | 0.075 | 0.000 | 0.000 |
| Public Health: Testing | 1.350 | 0.000 | 0.000 |
| Public Health: Vaccination deployment | 0.700 | 0.000 | 0.000 |
| Public Health: Surge Testing | 0.750 | 0.000 | 0.000 |
| Health & Adult Social Care Total | 8.669 | 0.000 | 0.000 |
| Children's & Families | | | |
| C&F: Care placements, support packages into homes to safeguard children particularly but not exclusively children with SEND and/or severe emotional and mental health needs | 0.036 | 0.000 | 0.000 |
| C&F: Increase numbers of agency staff | 0.401 | 0.000 | 0.000 |
| C&F: Block booking placements | 0.060 | 0.000 | 0.000 |

| | | | |
|--|---------------|--------------|--------------|
| C&F: PPE for Children's Services (including Leaving care) | 0.030 | 0.000 | 0.000 |
| C&F: Other Children's related expenditure. | 0.005 | 0.000 | 0.000 |
| C&F: Increased support for care leavers, increased allowances and cost of accommodation. | 0.015 | 0.000 | 0.000 |
| C&F: 4 Social Workers, 2 CCW, 2SPCA, 2CC, 1IRO | 0.580 | 0.000 | 0.000 |
| C&F: Increased in Short Breaks (JSDC) | 0.100 | 0.000 | 0.000 |
| C&F: Play equipment (JSDC) | 0.025 | 0.000 | 0.000 |
| C&F: Our voice parent forum (JSDC) | 0.010 | 0.000 | 0.000 |
| C&F: Additional home care for children with complex medical needs (JSDC) | 0.030 | 0.000 | 0.000 |
| C&F: Outside safe areas to increase contact facilities | 0.068 | 0.000 | 0.000 |
| C&F: Youth Services | 0.025 | 0.000 | 0.000 |
| C&F: Covid-19 Reward Payments (JSDC) | 0.005 | 0.000 | 0.000 |
| Children's & Families Total | 1.390 | 0.000 | 0.000 |
| Education | | | |
| Education: SEND support staff | 0.120 | 0.000 | 0.000 |
| Education Total | 0.120 | 0.000 | 0.000 |
| People Total | 10.180 | 0.000 | 0.000 |

| Place | | | |
|--|-------|-------|-------|
| Housing: Emergency bed spaces for rough sleepers | 1.900 | 0.000 | 0.000 |
| Continuation of housing and support to protect rough sleepers from Covid-19 | 1.320 | 0.000 | 0.000 |
| Planning: Temporary resources to implement Workload recovery and backlog management as a consequence of Covid-19 | 0.131 | 0.000 | 0.000 |
| Waste, Street Scene and Parks, PTS Services additional costs due to Covid-19 | 0.205 | 0.000 | 0.000 |
| Env & Ops: Additional duties in Parks (Additional Litter Clearance) | 0.012 | 0.000 | 0.000 |
| Env & Ops: Additional duties (Additional cemetery work burials) | 0.050 | 0.000 | 0.000 |
| Working From Home e.g. PPE | 0.000 | 0.000 | 0.000 |
| Env & Ops: Mortuary and funerals (Haringey shared service) | 0.030 | 0.000 | 0.000 |
| Signs and Comms | 0.067 | 0.000 | 0.000 |
| Env & Ops: Reopening Barrowell Green | 0.070 | 0.000 | 0.000 |
| Property: Additional cleaning, hand sanitisers and materials in council buildings (FM) | 0.020 | 0.000 | 0.000 |
| Env & Ops: Community Mass Testing Programme and Mobile testing units | 2.093 | 0.000 | 0.000 |
| Env & Ops: Covid-19 Marshalls | 0.456 | 0.000 | 0.000 |

| | | | |
|--|-------|-------|-------|
| Env & Ops: Locally Supported contact tracing | 0.264 | 0.000 | 0.000 |
| Env & Ops: Covid-19 compliance officers | 0.055 | 0.000 | 0.000 |
| Env & Ops: EHOs for outbreak control and implicated premises | 0.063 | 0.000 | 0.000 |
| Vaccination Centre | 0.002 | 0.000 | 0.000 |
| PPE Waste, Street Scene and Parks, PTS Services additional costs due to Covid-19 | 0.027 | 0.000 | 0.000 |
| Reopening the High Street/Welcome Back funded projects | 0.384 | 0.000 | 0.000 |
| Loss of income from advertising on Highways | 0.000 | 0.044 | 0.000 |
| Reduction in TFL funding | 0.000 | 0.270 | 0.000 |
| Pay and display and parking enforcement income | 0.000 | 2.745 | 0.000 |
| Regulatory services e.g. trading standards, licencing, enviro crime etc | 0.000 | 0.116 | 0.000 |
| Waste services income | 0.000 | 0.028 | 0.000 |
| Loss in Commercial waste income | 0.000 | 0.112 | 0.000 |
| Parks activities such as sports pitches and events | 0.000 | 0.090 | 0.000 |
| Loss of income from Fusion contract | 0.000 | 0.353 | 0.000 |
| Passenger Transport income | 0.000 | 0.066 | 0.000 |
| Income from filming, staff car parking fees and rents | 0.000 | 0.239 | 0.000 |

| | | | |
|--|--------------|--------------|--------------|
| Community halls and youth service | 0.000 | 0.045 | 0.000 |
| Culture services | 0.000 | 0.200 | 0.000 |
| Meanwhile use from Meridian Water | 0.000 | 0.050 | 0.000 |
| Place Total | 7.148 | 4.358 | 0.000 |
| Resources | | | |
| Winter Grant | 1.861 | 0.000 | 0.000 |
| Practical Support for those Self Isolating | 0.614 | 0.000 | 0.000 |
| Customer Experience: Financial Assessments staff overtime | 0.174 | 0.000 | 0.000 |
| Customer Experience: Civica on Demand Extra staff - Benefits | 0.204 | 0.000 | 0.000 |
| Customer Experience: Additional Financial assessment staff | 0.086 | 0.000 | 0.000 |
| Customer Experience: Additional Resources in Income & Debt service post COVID recovery | 0.242 | 0.000 | 0.000 |
| Customer Experience: Inc & Debt staff time | 0.023 | 0.000 | 0.000 |
| Customer Experience: Inc & Debt agency staff | 0.042 | 0.000 | 0.000 |
| Customer Experience: Inc & Debt Civica on Demand | 0.194 | 0.000 | 0.000 |
| Digital: Overtime | 0.025 | 0.000 | 0.000 |

| | | | |
|--|--------------|--------------|--------------|
| Digital: H&S equipment such as cleaners, storage, safe disposal, collection of equipment | 0.005 | 0.000 | 0.000 |
| Digital: Changes to 4th floor/Basement layout | 0.015 | 0.000 | 0.000 |
| Digital: Additional remote working devices | 0.250 | 0.000 | 0.000 |
| Digital: Adjustments to allow people with Disability to work remotely | 0.020 | 0.000 | 0.000 |
| Customer Experience: Community Hub Lead | 0.045 | 0.000 | 0.000 |
| Customer Experience: Customer Services additional agency staff | 0.207 | 0.000 | 0.000 |
| Self Isolations Payments | 0.102 | 0.000 | 0.000 |
| Schools Catering service income | 0.000 | 0.116 | 0.000 |
| Music Service | 0.000 | 0.020 | 0.000 |
| Court cost recovery | 0.000 | 0.700 | 0.000 |
| Other Resources services loss of income e.g. recharges | 0.000 | 0.360 | 0.000 |
| Resources Total | 4.109 | 1.196 | 0.000 |
| Corporate | | | |
| Corporate: Share of increase mortuary and coroners' provision across London. | 0.729 | 0.000 | 0.000 |
| Corporate: Personal Protective Equipment across all Council services | 0.300 | 0.000 | 0.000 |

| | | | |
|---|---------------|--------------|--------------|
| Corporate: Communications with residents, banners, posters and guidance | 0.030 | 0.000 | 0.000 |
| Other miscellaneous costs | 0.100 | 0.000 | 0.000 |
| Corporate: COVID-19 Pressures Contingency | 2.762 | 0.000 | 0.000 |
| Corporate: Support for vulnerable groups and targeted community interventions - Housing | 0.600 | 0.000 | 0.000 |
| COMF Other | 0.224 | 0.000 | 0.000 |
| COMF: Prevention etc | 0.250 | 0.000 | 0.000 |
| Corporate Total | 4.994 | 0.000 | 0.000 |
| Covid-19 Total | 27.042 | 5.554 | 0.000 |

[Return to Covid-19 Narrative](#)

Use of Capital Receipts in 2021/22

Appendix H

| 2021/22 Cost of Transformation Initiatives | £m | Planned Savings and Demand Reductions |
|---|-----------|---|
| People | | |
| Children's & Families | 0.200 | Investment in year 1 of the "Break the Cycle" initiative within Children's and Families services. |
| Children's & Families | 0.081 | Specialist Outreach Service |
| Adult Social Care | 0.200 | Smooth and cost effective transition back into Enfield adult service from Residential schools |
| Chief Executive | | |
| Communications | 0.029 | Reflects transfer of Communications post from the Transformation team to the Communications team. |
| Human Resources | 0.049 | Review and align workforce structures and budgets on SAP HR and SAP Finance |
| Corporate Strategy | 0.112 | Digital Development Programme (Digital Infrastructure & Inclusion) |
| Resources | | |
| Digital Services IT | | |
| Digital Services | 0.160 | To develop business cases for new projects as part of the Portfolio's pipeline. This will start in 2020/21 with £60k forecast, however, if there are any delays to recruitment then this will carry forward to 2021/22. |
| Transformation | 0.710 | 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 |

| 2021/22 Cost of Transformation Initiatives | £m | Planned Savings and Demand Reductions |
|---|--------------|---|
| | | other resources, as required for each individual project. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments, Children’s Transformation, Build the Change, Customer Experience. |
| Place | | |
| Planning | 0.070 | Planning Commercial and Customer Manager |
| Waste | 0.068 | Recycling Improvements in Flats |
| Total to be funded from the Flexible Use of Capital Receipts 2021/22 | 1.680 | |

[Return to Capital Receipts Narrative](#)

Appendix I

Achievement of Savings and Income in MTFP

| Savings by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|-----------------------|--------------|--------------|--------------|--------------|----------------|--------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0.000 | 0.000 | 2.485 | 0.440 | (1.500) | 1.425 |
| New 2020/21 | 0.800 | 3.485 | 2.113 | 0.850 | 0.000 | 7.248 |
| Savings Total | 0.800 | 3.485 | 4.598 | 1.290 | (1.500) | 8.673 |

| Income by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|----------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0.050 | 0.100 | 1.659 | 0.140 | 0.000 | 1.949 |
| New 2020/21 | 0.000 | 0.120 | 2.255 | 0.000 | 0.000 | 2.375 |
| Income Total | 0.050 | 0.220 | 3.914 | 1.430 | 0.000 | 5.614 |

| Total Savings & Income by Department | CEx | People | Place | Resources | Corporate | Grand Total |
|--------------------------------------|--------------|--------------|--------------|--------------|----------------|---------------|
| | £m | £m | £m | £m | £m | £m |
| FYE | 0.050 | 0.100 | 4.144 | 0.580 | (1.500) | 3.374 |
| New 2020/21 | 0.800 | 3.605 | 4.368 | 0.850 | 0.000 | 9.623 |
| Total | 0.850 | 3.705 | 8.512 | 1.430 | (1.500) | 12.997 |

| Total Savings & Income by Department by Risk Status | CEx | People | Place | Resources | Corporate | Grand Total |
|---|--------------|--------------|--------------|--------------|----------------|---------------|
| | £m | £m | £m | £m | £m | £m |
| Blue | 0.000 | 0.720 | 1.363 | (0.600) | (1.500) | (0.017) |
| Green | 0.850 | 2.166 | 4.184 | 1.750 | 0.000 | 8.950 |
| Amber | 0.000 | 0.599 | 1.465 | 0.280 | 0.000 | 2.344 |
| Red | 0.000 | 0.220 | 1.500 | 0.000 | 0.000 | 1.720 |
| Total | 0.850 | 3.705 | 8.512 | 1.430 | (1.500) | 12.997 |

[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 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|---|------------|-----------------------------|
| CEX | CEX | Full Year Effects | Income | Improve our registration offer to local residents | 1.5 | (50) |
| CEX | CEX | New Savings/Income Proposals | Saving | Staff Restructures | 3.5 | (800) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|---|------------|-----------------------------|
| People | ASC | New Savings/Income Proposals | Savings | Recommissioning & Procurement | 0.0 | (190) |
| People | ASC | New Savings/Income Proposals | Savings | Independence & Wellbeing Senior Management Restructure – Staffing | 0.0 | (180) |
| People | ASC | New Savings/Income Proposals | Savings | Learning Disabilities Care Purchasing | 0.0 | (325) |
| People | ASC | New Savings/Income Proposals | Savings | Reduced cost of DOLs (Deprivation of Liberty Safeguards) | 0.0 | (25) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|---------------|---------------|------------------------------|-------------------|---|------------|-----------------------------|
| People | ASC | New Savings/Income Proposals | Savings | Use of Technology | 1.5 | (40) |
| People | C&F | New Savings/Income Proposals | Savings | Review of threshold in financial assessment of new Special Guardians | 1.5 | (80) |
| People | Education | New Savings/Income Proposals | Savings | Reduction in the Children Centre Service – Service Reduction | 1.5 | (50) |
| People | Education | New Savings/Income Proposals | Savings | Career Service Restructure – Service Reduction | 1.5 | (46) |
| People | Education | New Savings/Income Proposals | Savings | DSG Substitution - no impact on services | 2.5 | (100) |
| People | Public Health | New Savings/Income Proposals | Savings | Staff Reductions in the Commissioning Team and the Smoking Cessation Team – Service Reduction | 2.5 | (100) |
| People | ASC | New Savings/Income Proposals | Savings | Staff Reduction – Service Reduction | 3.5 | (750) |
| People | C&F | New Savings/Income Proposals | Savings | Care Leavers commissioning and benefit maximisation - Efficiency | 3.5 | (500) |
| People | C&F | New Savings/Income Proposals | Savings | Service Restructure – Service Reduction (excluding frontline staff) | 3.5 | (500) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|---|------------|-----------------------------|
| People | C&F | New Savings/Income Proposals | Savings | Children in Care – reduction | 5.0 | (210) |
| People | ASC | New Savings/Income Proposals | Savings | Maximise use of block contracts and in-house services | 7.0 | (389) |
| People | ASC | Full Year Effects | Income | Increased income through fees and charges for chargeable Adult Social Care Services | 10.0 | (100) |
| People | ASC | New Savings/Income Proposals | Income | Additional income | 10.0 | (120) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|--|------------|-----------------------------|
| Place | | Full Year Effects | Saving | Rationalisation of property estate | 0.0 | (640) |
| Place | | New Savings/Income Proposals | Saving | Bring forward operational property consolidation | 0.0 | (390) |
| Place | | Full Year Effects | Income | Reprofiled Holly Hill Bunding Income | 0.0 | 600 |
| Place | | Full Year Effects | Saving | Parking Contract Renewal | 0.0 | (35) |
| Place | | Full Year Effects | Saving | Additional LED street light savings | 0.0 | (260) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|--|------------|-----------------------------|
| Place | | Full Year Effects | Income | Waste Savings - Place element of the £2.5m over 2 years | 0.0 | (700) |
| Place | | New Savings/Income Proposals | Income | Additional income from Green Waste collection as demand for service has exceeded initial projections | 0.0 | (250) |
| Place | | New Savings/Income Proposals | Saving | Morson Road rent review | 0.0 | (200) |
| Place | | Full Year Effects | Income | Southgate Cemetery - Mausoleum and Vaulted graves sales | 0.0 | 149 |
| Place | | Full Year Effects | Income | Edmonton Cemetery Expansion - sales of mausolea and vaulted graves | 0.0 | (6) |
| Place | | New Savings/Income Proposals | Saving | Close canteen | 0.0 | (18) |
| Place | | Full Year Effects | Income | Meridian Water Meanwhile use income | 0.0 | 387 |
| Place | | New Savings/Income Proposals | Saving | Further review of property portfolio | 1.5 | (80) |
| Place | | Full Year Effects | Saving | Insource Cleaning Contract ongoing efficiencies | 1.5 | (50) |
| Place | | Full Year Effects | Income | Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery | 1.5 | (60) |
| Place | | New Savings/Income Proposals | Income | Traffic Orders | 2.5 | (125) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|--|------------|-----------------------------|
| Place | | New Savings/Income Proposals | Income | Parking charges | 2.5 | (100) |
| Place | | Full Year Effects | Income | Genotin Road Car Park Redevelopment | 2.5 | (1,579) |
| Place | | New Savings/Income Proposals | Income | Whitewebbs Lease income | 2.5 | (100) |
| Place | | Full Year Effects | Income | Inflation uplift on external clients and receipts income | 2.5 | (180) |
| Place | | New Savings/Income Proposals | Income | Planning Income - Expanding Services | 2.5 | (100) |
| Place | | New Savings/Income Proposals | Saving | Review of property portfolio | 3.0 | (50) |
| Place | | Full Year Effects | Income | Building Control Plan Drawing Service | 3.0 | (30) |
| Place | | New Savings/Income Proposals | Income | Bunding Income (one off in 2021/22) | 3.5 | (400) |
| Place | | New Savings/Income Proposals | Income | Economic Development Team | 3.5 | (400) |
| Place | | New Savings/Income Proposals | Saving | Facilities Management Review | 3.5 | (400) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|--|------------|-----------------------------|
| Place | | New Savings/Income Proposals | Income | Additional Income due to 5% increase in Fees & Charges | 3.5 | (280) |
| Place | | New Savings/Income Proposals | Income & Saving | Reduction in highways service | 3.5 | (250) |
| Place | | Full Year Effects | Income | Market Rentals for Council Properties | 4.5 | (20) |
| Place | | Full Year Effects | Income | Sub-stations rent reviews | 4.5 | (50) |
| Place | | New Savings/Income Proposals | Saving | CMFM reduction in agency staff | 5.0 | (125) |
| Place | | New Savings/Income Proposals | Saving | Reduction in Highways Services | 5.0 | (100) |
| Place | | New Savings/Income Proposals | Income | Enforcement efficiencies | 5.0 | (200) |
| Place | | Full Year Effects | Income | Increase in fee income in the planning service | 5.0 | (170) |
| Place | | New Savings/Income Proposals | Income | Planning - expand services | 5.0 | (150) |
| Place | | New Savings/Income Proposals | Saving | Reduce building maintenance | 7.0 | (500) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|--|------------|-----------------------------|
| Place | | New Savings/Income Proposals | Income | Review of Parking Permit Charges | 7.5 | (150) |
| Place | | Full Year Effects | Saving | Temporary Accommodation - Future Years | 15.0 | (1,500) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|------------------------------|-------------------|---|------------|-----------------------------|
| Resources | | Full Year Effects | Saving | Procurement saving resulting from replacing our digital customer platform | 0.0 | 600 |
| Resources | | Full Year Effects | Saving | Payments Programme - new system allowing efficiencies in Exchequer | 1.5 | (60) |
| Resources | | Full Year Effects | Saving | Application Rationalisation - ongoing reduction of other applications | 2.5 | (200) |
| Resources | | Full Year Effects | Saving | Rationalisation of telephony contracts | 2.5 | (200) |
| Resources | | Full Year Effects | Income | Digital support to the UK immigration and visa verification service | 2.5 | (140) |
| Resources | | New Savings/Income Proposals | Saving | Catering Service efficiencies | 2.5 | (200) |
| Resources | | Full Year Effects | Saving | Reducing costs associated with data storage | 3.5 | (300) |
| Resources | | New Savings/Income | Saving | Staffing efficiencies within Resources Department | 3.5 | (650) |

| Department | Directorate | FYE/New 2020/21 | Savings or Income | Title and Short Description | Risk Score | Budget Impact 2021/22 £'000 |
|------------|-------------|--------------------|-------------------------|---|---------------|--------------------------------------|
| | | Proposals | | | | |
| Resources | | Full Year Effects | Saving | On line forms and ability to upload information required to go into back office systems for revenues and benefits | 5.0 | (120) |
| Resources | | Full Year Effects | Saving | Greater automation to reduce staff resources in administering DWP notifications | 5.0 | (60) |
| Resources | | Full Year Effects | Saving | Customer Service Centre demand reduction and channel shift | 5.0 | (100) |

[Return to Achievement of Savings Narrative](#)

| Dedicated Schools Grant | Forecast Variance Q1 (£m) |
|---|-------------------------------------|
| Early Years | 1.330 |
| High Needs Block The main pressures are within the High Needs Block and relate to the development of additional in borough provision, an increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools and the development of early intervention strategies. | 3.097 |
| Other variances | (0.487) |
| DSG Total | 3.940 |

[Return to DSG Narrative](#)

Appendix L

| Reserves | Balances Reported in Outturn Report £m | Provisional Outturn 31 March 2021 £m | Forecast Transfers 2021/22 £m | Forecast Balance 31 March 2022 £m |
|--|---|---|--|--|
| General Fund | | | | |
| Risk Reserve | (20.527) | (20.923) | 1.494 | (19.429) |
| Covid-19 Reserve 2020/21 | 0.000 | (0.433) | 0.433 | 0.000 |
| Covid-19 Reserve 2021/22+ | (10.000) | (10.000) | 0.000 | (10.000) |
| Balance Sheet Management | (2.000) | (2.000) | 0.000 | (2.000) |
| Collection Fund Equalisation EM reserve | (10.542) | (24.396) | 3.188 | (21.208) |
| Housing Benefit Smoothing Reserve | (9.566) | (9.566) | 0.000 | (9.566) |
| Adult Social Care Smoothing Reserve | (3.697) | (3.697) | 0.000 | (3.697) |
| North London Waste Authority Reserve | (1.349) | (1.349) | 0.000 | (1.349) |
| Medium Term Financial Planning Smoothing Reserves | (25.155) | (39.008) | 3.188 | (35.820) |
| Salix Fund | (0.726) | (0.726) | 0.000 | (0.726) |
| MRP Equalisation | (17.138) | (18.765) | 0.000 | (18.765) |
| Interest Rate Fluctuations | (4.663) | (4.663) | 0.000 | (4.663) |
| Capital Financing Reserves | (22.527) | (24.153) | 0.000 | (24.153) |
| Service Specific Reserves | (10.435) | (10.435) | 0.000 | (10.435) |
| Property | (2.101) | (2.101) | 0.000 | (2.101) |
| S31 Relief Grant | \$(16.554) | 0.000 | 0.000 | 0.000 |
| Covid-19 Grant | (4.288) | (4.288) | 4.288 | 0.000 |
| Other Grant Reserves | (10.842) | (10.894) | 0.000 | (10.894) |

| | | | | |
|---|------------------|------------------|--------------|------------------|
| Grants & Other Contributions | (15.130) | (15.182) | 4.288 | (10.894) |
| General Fund Usable Reserves Sub Total | (124.429) | (124.235) | 9.403 | (114.832) |
| Insurance | (7.021) | (7.022) | 0.000 | (7.022) |
| General Fund Balance | (13.950) | (13.950) | 0.000 | (13.950) |
| Total General Fund Reserves and Balances | (145.400) | (145.207) | 9.403 | (135.804) |
| HRA | | | | |
| HRA Repairs Fund | (6.174) | (15.105) | 0.000 | (15.105) |
| HRA Insurance | (0.323) | (0.323) | 0.000 | (0.323) |
| Total HRA Reserves | (6.497) | (15.428) | 0.000 | (15.428) |
| HRA Balance | (4.623) | (9.893) | 0.000 | (9.893) |
| Total HRA Reserves and Balances | (11.120) | (25.321) | 0.000 | (25.321) |
| Schools | | | | |
| Schools' Balance | 0.241 | 0.242 | 0.000 | 0.242 |
| Dedicated Schools' Grant | ^8.069 | 0.000 | 0.000 | 0.000 |
| Total Schools' Reserves and Balances | 8.310 | 0.242 | 0.000 | 0.242 |

The S31 reliefs were shown as a separate item in the Outturn report. The balance is in the Collection Fund equalisation Reserve balance for the final outturn.

^ The dedicated Schools Grant deficit balance is no longer reported in the Earmarked reserves and as per accounting regulations is shown as an unusable balance in the Council Statement of Accounts.

[Return to Reserves Narrative](#)

Contain Outbreak Management Fund

Appendix M

| MHCLG Category | Expenditure Breakdown | £m's |
|--|---|--------------|
| Support for vulnerable groups and targeted community interventions | Continuation of housing and support to protect rough sleepers from Covid-19 | 1.320 |
| | Corporate: Support for vulnerable groups and targeted community interventions | 0.600 |
| | Housing: Emergency bed spaces for rough sleepers | 0.961 |
| | Public Health: Outreach support for rough sleepers, people living in encampments, Gypsy Roma and Traveller community. | 0.075 |
| Testing | Public Health: Surge Testing | 0.750 |
| | Public Health: Testing | 1.350 |
| Vaccine deployment | Public Health: Vaccination deployment | 0.700 |
| | Public Health: Vaccination Bus | 0.300 |
| | Vaccination Centre | 0.002 |
| Compliance and Enforcement: COVID-19 Secure Marshals or equivalents (including overtime) | Env & Ops: Covid-19 Marshalls | 0.456 |
| Compliance and Enforcement: Environmental Health Officers (EHOs) (including overtime) | Env & Ops: EHOs for outbreak control and implicated premises | 0.063 |
| Compliance and Enforcement: other activities and staff | CEX: Communications & Marketing | 0.050 |
| | CEX: Communications Officer | 0.020 |
| | Env & Ops: Covid-19 compliance officers | 0.055 |
| | Env & Ops: Locally Supported contact tracing | 0.264 |
| Other | C&F: Increased in Short Breaks (JSDC) | 0.100 |
| | C&F: Our voice parent forum (JSDC) | 0.010 |
| | C&F: Outside safe areas to increase contact facilities | 0.068 |
| | C&F: Play equipment (JSDC) | 0.025 |
| | COMF Other | 0.224 |
| Other: Prevention, management of local outbreaks and data intelligence, surveillance and communications. | ASC: Outside Safe areas | 0.200 |
| | C&F: Covid-19 Reward Payments (JSDC) | 0.005 |
| | COMF: Prevention etc | 0.250 |
| | PPE Waste, Street Scene and Parks, PTS Services additional costs due to Covid-19. | 0.027 |
| Total | | 7.784 |

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London Borough of Enfield**Meeting Date : Cabinet 15th September 2021**

Subject: Capital Programme Monitor First Quarter (June) 2021**Cabinet Member: Councillor Maguire****Key Decision: KD5335**

Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of June 2021) of the Council's 10 Year Capital Programme 2021/22 to 2030/31, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows that the 2021/22 forecast year end expenditure for the approved programme is projected to be £342,970k: £176,901k General Fund, £116,053k Housing Revenue Account (HRA) and £50,016k Enfield Companies. The HRA Revenue and Capital monitoring are reported in a separate report, with a single summary line include in this report.
3. The report sets out the estimated capital spending plans for 2021/22 to 2030/31 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 March 2021, Council approved the 2021/22 Capital Budget and noted the 2021/22-2030/31 10 Year Programme (KD5210). This included approval for the HRA 10 Year Capital Programme of £1.226bn.
5. The 2021/22 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 the budget envelope approved by Council. Table 3 details those projects which have obtained the relevant approval to spend and are included in the approved Capital Programme.
7. Appendix B lists the projects where individual approvals are still required.

Proposal(s)

8. It is recommended that Cabinet notes;
9. The inclusion of the following capital programmes and updated grant funding, as detailed in Tables 3 and 4. The programmes listed below, were included as

'Requested Additions' in the Council's 10 Year Capital Programme and have now been granted approval to spend:

- Alleygating (KD5103)
 - Flood Alleviation (KD5279)
 - Highways and Street Scene (KD5103)
 - Community Safety (Operational decision)
 - Energetik (KD5304)
 - IT Investment (Record of Decision)
10. Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1.646bn.
 11. Appendix B details requested additions, that are subject to further approval.
 12. Appendix C details the total revised 10 Year Capital Programme. The total budget is £2.866bn.

Relevance to the Council's Corporate Plan

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

Background

15. The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. In addition, the Capital Finance Board, maintains a strategic overview of the financial management of the capital programme and provides an additional level of scrutiny for the major projects. The Council continually strives to maximise external grants and contributions and attract new income streams to fund projects wherever possible and minimise the need to borrow.
16. This is the first report on the Capital Strategy (2021/22) and 10 Year Capital Programme (2021/22 to 2030/31). The report is at the end of the first quarter.

Impact of External Economic factors

17. Whilst the economy has reopened, actual expenditure in the first 3 months of the financial year is low, representing 5% of the forecast year end spend. However, this is a period where, traditionally spend is low as a number of programmes are in the mobilisation phase and certain programmes have not started, for example a number of school's programmes traditionally start during the summer holidays.
18. Inflationary increases, particularly construction related are forecast to impact a number of the building programmes. Increasing cost of construction is being widely reported at every level, with materials and labour all increasing in price. The demand for construction materials is increasing as governments across the world try to revive and stimulate growth following Covid19. The supply of skilled construction labour is being impacted by both Covid and Brexit related challenges.
19. Supply chain delays are also being reported, with a potential impact on delivery timetables.
20. Work is underway to understand the impact on the delivery timelines and cost of, affected programmes. Updates will be provided as part of the Q2 monitoring report. Where evidence indicates that a current year programme will cost more to deliver, options including the removal or reduction of existing approved programmes will be investigated.

Main Considerations for the Council

21. The total Capital Programme, detailing all programmes with the relevant approval to spend, is detailed in Appendix A. It shows the revised 10 Year position inclusive of carry-forwards from 2021/22.
22. The capital budget for the current financial year is summarised in Table 1 below and provides the latest position reflecting updated programme expenditure profiles as advised by programme managers.
23. It should be noted that the report includes forecasted spend on the Joyce & Snells (J&S) regeneration (General Fund) project that was included in the ten-year capital programme that was approved in March 2021. However, the scheme is currently being reengineered (including the impact in capital financing) and the revised project will be reported to Members separately. For the purpose of this report the original J&S budgets and forecast have been retained.

TABLE 1: Capital Programme with Spending Approval

| Capital Programme with Spending Approval | 2021/22 Revised Budget | Reprofiling | Growth | Virement | Reductions | 2021/22 Forecast | Actuals |
|--|------------------------|-------------|--------|----------|------------|------------------|---------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Resources | 6,150 | (130) | 255 | 150 | 0 | 6,425 | 175 |
| People | 33,917 | (18,600) | 300 | 0 | 0 | 15,617 | 765 |
| Place | 79,130 | (42,915) | 12,207 | (150) | (3,154) | 45,119 | 4,351 |
| Place-Meridian Water | 244,169 | (134,430) | 0 | 0 | 0 | 109,739 | 4,096 |

| | | | | | | | |
|--------------------------------|----------------|------------------|---------------|----------|----------------|----------------|---------------|
| General Fund | 363,367 | (196,074) | 12,762 | 0 | (3,154) | 176,901 | 9,387 |
| Energetik | 29,785 | (33,785) | 17,000 | 0 | 0 | 13,000 | 0 |
| Housing Gateway Ltd | 37,016 | 0 | 0 | 0 | 0 | 37,016 | 5,000 |
| Total General Fund | 430,168 | (229,859) | 29,762 | 0 | (3,154) | 226,917 | 14,387 |
| Place-HRA | 189,231 | (73,177) | 0 | 0 | 0 | 116,053 | 9,967 |
| Total Capital Programme | 619,398 | (303,037) | 29,762 | 0 | (3,154) | 342,970 | 24,354 |

**Virement between Resources and Place is from CPIP Hub 4 Edmonton Green to Community Hubs.*

2020/21 Revised Budget

24. The total 2021/22 Revised Budget above, is the original 2020/21 budget of £588,380k as reported in the 2021/22 Strategy Report (KD5210) plus the carry forward of £63,780k as reported in 2020/21 Outturn Report (KD5324), excluding programmes still subject to approval to spend the allocated budget envelopes.
25. Carry-forwards represent a change programme delivery timescale.

Reprofiling

26. Reprofiling of budgets are changes regarding the forecast timing of expenditure from the approved programme, between financial years, with no reported increase or decrease in budget requirement.
27. At quarter one, £303,037k is to be reprofiled from 2021/22 to future years, this represents 49% of the total revised budget.
28. Table 2 below analyses the budget reprofiling, with explanations below the table for the significant items.

TABLE 2: Budget Reprofiling

| Budget Reprofiling | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Funding Source |
|---|-----------------|---------------|----------|----------|----------|-------------------------------------|
| | £000 | £000 | £000 | £000 | £000 | |
| IT Investment | (130) | 130 | 0 | 0 | 0 | Borrowing |
| RESOURCES | (130) | 130 | 0 | 0 | 0 | |
| Mental Health and Wellbeing Centre | (2,500) | 2,500 | 0 | 0 | 0 | Grant |
| Schools' Capital Programme | (16,100) | 16,100 | 0 | 0 | 0 | Grant (ESFA) |
| PEOPLE | (18,600) | 18,600 | 0 | 0 | 0 | |
| Meridian Water | (134,430) | 134,430 | 0 | 0 | 0 | Borrowing and External Contribution |
| Montagu Industrial Estate | (11,000) | 11,000 | 0 | 0 | 0 | Borrowing |
| Town Centre Regeneration | (796) | (1,104) | 1,025 | 625 | 125 | Borrowing and Grants |
| Healthy Streets | (2,000) | 2,000 | 0 | 0 | 0 | Borrowing |
| Genotin Road (Metaswitch) | (500) | 500 | 0 | 0 | 0 | Borrowing |
| CPIP - Rural Estate | (2,554) | 2,554 | 0 | 0 | 0 | Borrowing |
| CPIP - Corporate Residential | (500) | 500 | 0 | 0 | 0 | Borrowing |
| CPIP - Park Buildings | (500) | 500 | 0 | 0 | 0 | Borrowing |
| Build the Change- CPIP - Hub 1 - Civic Centre | (2,484) | 2,484 | 0 | 0 | 0 | Borrowing |

| | | | | | | |
|---|------------------|----------------|----------------|----------------|---------------|------------------|
| Build the Change- CPIP - Hub 2 - Dugdale/Thomas Hardy | (1,443) | 1,443 | 0 | 0 | 0 | <i>Borrowing</i> |
| Reardon Court Redevelopment* | (18,000) | 6,000 | 12,000 | 0 | 0 | <i>Borrowing</i> |
| Electric Quarter | (3,137) | 3,137 | 0 | 0 | 0 | <i>Borrowing</i> |
| PLACE | (177,344) | 163,444 | 13,025 | 625 | 125 | |
| Energetik | (33,785) | (3,864) | 1,369 | 8,000 | 28,280 | <i>Borrowing</i> |
| COMPANIES | (33,785) | (3,864) | 1,369 | 8,000 | 28,280 | |
| Place – HRA | (73,177) | 81,411 | (3,475) | (4,758) | 0 | <i>Various</i> |
| HRA* | (73,177) | 81,411 | (3,475) | (4,758) | 0 | |
| TOTAL Budget Reprofiled | (303,037) | 259,721 | 10,919 | 3,867 | 28,405 | |

**HRA covered in separate HRA report*

29. Mental Health and Wellbeing Centre – The project is dependent on the identification of an appropriate site for the centre, which is unlikely to be concluded during 2021/22.
30. Schools Capital Programme (£16,100k). Following the latest Maintenance & Basic Need Grant allocations, £16,100k of the Schools' Capital Programme has been reprofiled to reflect the outlines of the proposed programme for 2021/22 and 2022/23 which has been formulated to address the most urgent condition items. Projects have been prioritised for inclusion in the Programme based mainly on technical information from condition surveys and feasibility studies.
31. Meridian Water (£134,430k). Comprises £79,506k road & rail works, phase 1 development costs for units which will be transferred to HRA £39,751k, Stonehill & Hastingwood land acquisition costs £10,700k, and other expenditure £4,000k.
32. The HIF grant of £170,000k, which is in place to support eligible expenditure including road and rail works, is expected to be fully utilised by 31st March 2024 based on current information, which is a key condition of the grant. As part of a wider review of the scheme's progress and the financial resourcing requirements, the magnitude, composition and phasing of budgets are under review and will be reported to as part of the Quarter 2 monitoring cycle.
33. Montagu Industrial Estate (£11,000k). The sum being reprofiled is required to meet potential future claims from freeholders or leaseholders in advance of the Compulsory Purchase Order resolution based on best estimates. The amount is based on the Project team's current view on the attitudes to settlement currently demonstrated by claimants. It is entirely possible that no party wishes to sell by agreement before the CPO resolution and it is also possible for claimants to come forward in greater numbers due Covid related challenges to their businesses. The position will be reviewed and updated quarterly as better information becomes available.
34. Town Centre Regeneration (£796k). The budget has been reprofiled, to allow the development of a deliverable project programme.
35. TFL Healthy Streets (£2,000k). These are budgets funded by borrowing approved to match fund the Healthy Streets Liveable neighbourhood. As at quarter one these projects are not at the stage where drawdown of Council budgets is required and therefore this funding is reprofiled to next financial year.

36. Genotin Road - Metaswitch (£500k): Budget reprofiled to meet Defects liability retention which the Council is contractually bound to pay in early 2022/23.
37. Build the Change (£3,927k)- This is split between Dugdale/Thomas Hardy House Hub (£1,443k) and Civic Centre Hub (£2,484k). Further work is expected in 2022/23 which will be supported by the reprofiled budget.
38. Corporate Property Investment programme (£3,554k)- The budgets for Rural Estate (£2,554k), Corporate Residential (£500k) and Park Buildings (£500k) are unlikely to be spent in 2021/22 mainly due to an absence of developed strategies on project selection, and internal resourcing shortages.
39. Reardon Court Redevelopment (£18,000k): Project is in preliminary stages with construction work forecast to commence in 2022/23. Project has now been transferred from the General Fund to the HRA to deliver social housing as agreed by Cabinet in July 2021 in accordance with report KD5344. The project had an original budget of £21,154k of which £18,000k has been reprofiled to future years and £3,154k being met from existing HRA capital budgets and thus the equivalent amount being reduced from the General Fund programme.
40. Electric Quarter (£3,137k). Represents budgets set aside to cover potential claims, and the cost of the library fit-out, which has been delayed in the current financial year, due to remedial works and planning issues.
41. Energetik (£33,785k) – The budget has been re-profiled to reflect the updated business plan which is also reflected in the additions below following programme network expansion business case and grant funding agreed at Council in June 2021 (KD 5304).

Approved Requested Additions

42. These are programmes within the approved 10 Year Capital Programme budget envelope, which, are still subject to further approval, to spend the budget envelope.
43. Appendix B details the Requested Additions, where the approval to spend hasn't been received.
44. Table 3 below lists the programmes which have now obtained the required approval and can commence spending.
45. Table 4 lists additions to the Capital programme since approval in March 2021.

TABLE 3: Approved Requested Additions

| Approved Requested Additions Capital Programme | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Total |
|--|------------|----------|----------|----------|----------|------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| IT Investment | 255 | 0 | 0 | 0 | 0 | 255 |
| Resources | 255 | 0 | 0 | 0 | 0 | 255 |
| Alley Gating | 80 | 0 | 0 | 0 | 0 | 80 |

| | | | | | | |
|--------------------------|---------------|----------|--------------|--------------|---------------|---------------|
| Flood Alleviation | 250 | 0 | 0 | 0 | 0 | 250 |
| Highways & Street Scene | 7,973 | 0 | 0 | 0 | 0 | 7,973 |
| Community Safety | 300 | 0 | 0 | 0 | 0 | 300 |
| Healthy Streets | 867 | 0 | 0 | 0 | 0 | 867 |
| Traffic & Transportation | 1,773 | 0 | 0 | 0 | 0 | 1,773 |
| PLACE | 11,262 | 0 | 0 | 0 | 0 | 11,262 |
| Energetik | 0 | 0 | 7,720 | 8,000 | 16,280 | 32,000 |
| COMPANIES | 0 | 0 | 7,720 | 8,000 | 16,280 | 32,000 |
| TOTAL Growth | 11,517 | 0 | 7,720 | 8,000 | 16,280 | 43,517 |

TABLE 4: Capital Programme Growth

| Additions to the Approved Capital Programme | 2021/22 | Total Growth | Funding Sources (Approval Report) |
|---|---------------|---------------|--|
| | £000 | £000 | |
| Flood Alleviation | 1,245 | 1,245 | Grants (KD4807);(KD4980); (KD5041); Record of Decision. Grants are GLA; National Lottery; Environment Agency and Forestry Commission |
| PLACE | 1,245 | 1,245 | |
| Energetik – Borrowing | 5,000 | 5,000 | Borrowing (KD5304) |
| Energetik - Grant | 12,000 | 12,000 | HNIP Grant (KD5304) |
| COMPANIES | 17,000 | 17,000 | |
| TOTAL Growth | 18,245 | 18,245 | |

46. With respect to the Flood Alleviation programme the Council has been able to secure additional grant funding over and above ,what was originally planned for 2021/22. Additional grants have been secured from the National Lottery under the Green Recovery Challenge programme (£509k); the Forestry Commission (£344k); the Environmental Agency (£40k); and the Greater London Authority (£367k).

Table 5: Capital Programme Reductions

| | 2021/22 £'000 | Future Years £'000 | Total Reduction £'000 |
|-----------------------------------|------------------|--------------------------|-----------------------------|
| Extra Care Housing: Reardon Court | (3,154) | (24,515) | (27,669) |
| PLACE | (3,154) | (24,515) | (27,669) |
| Total Reduction | (3,154) | (24,515) | (27,669) |

47. The budget for Reardon Court Redevelopment has been transferred from the General Fund to the HRA following the approval of report KD5344 by Cabinet in July 2021, that recommended the project site be utilised for the development of social housing. This transfer sees the General Fund capital programme reducing by £27,669k over the 10-year period. The budget for Reardon Court Redevelopment is included within the existing HRA 10-year capital programme.

2021/22 Forecast and Expected Outcomes

48. The 2021/22 revised Capital Programme budget (i.e. forecast) is £342,970k, as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe expected outcomes for the significant programmes.

Resources

49. IT Investment (£5,944k): This budget is currently allocated across several projects to be delivered by Transformation and ICT.
50. Key projects to be delivered during 2021/22 include replacement of the customer platform (Phase 1); continuation of the infrastructure programme to include DR/Resilience to our Network and remote working; replacement of the asset management system; implementation of the Civica CX system; and Cyber Security Systems and Training.

People

51. Schools Capital Programme (£15,140k): This programme is continually reviewed on a project-by-project basis. The strategy of expansion of school places for SEND children include the following: ongoing expansion of West Lea Special School, Winchmore 6th Form and Autistic Unit and continuing with the programme to rebuild Fern House and Waverley at Honilands.
52. The key maintenance projects involve roofing, heating and domestic hot water systems in various schools including Oakthorpe, as well as fire alarm and protection services at various schools. The forecast spend also includes professional fees and retention amounts. Individual project designs are where possible developed to contribute to the Climate Change Agenda.

Place

53. Southgate Cemetery (£368k): The mausoleum build at Southgate Cemetery is due to complete this financial year. Remaining budget is to cover outstanding contractor and project management costs.
54. Flood Alleviation (£2,051k): The two main schemes being delivered this year are
 - a. Enfield Chase Restoration Project. will create a further 30 hectares of new woodland (in addition to 30 ha planted in 2020/21) with a 3.3km long combined footpath and cycleway to improve public access to this new

nature area, this helps to meet targets in Enfield's Climate Action Plan as well as reducing flood risk downstream in Edmonton.

- b.* Albany Park River Restoration and Flood Alleviation Scheme. This project involves the naturalisation of 400 metres of river, improves the park for people and wildlife and better protects over 400 local properties from flooding. Several smaller wetlands and Sustainable Drainage (SuDS) projects around the borough will also be delivered during the financial year (including Durant's Park, Oakwood Park, Four Hills Estate and the Haselbury Neighbourhood). This will create valuable habitat for wildlife and clean Enfield's rivers as well as reducing flood risk.
55. LED Street Lighting (£600k): It forecast that the LED Street Lighting budget will be fully spent in 2021/22 and 2,600 luminaires will be installed.
56. Highways & Street Scene (£8,728k): The 2021/22 Highways and Street scene capital programme will enable over 9km (5.5miles) of roads to be resurfaced, over 6km (4 miles) of pavements to be renewed and an additional 18,000 individual smaller defective areas on the highway network to be repaired as part of Enfield's overall highway maintenance programme. Approximately 630 new street trees will be planted, some of which will replace previously removed dead and decaying trees giving a net gain of over 350 established street trees. The funding also includes several smaller bridge maintenance schemes and the development of the highest priority bridge strengthening schemes. Funding is also allocated to continue the programme of constructing sustainable drainage schemes, including the completion of the Albany Park river restoration project, rain gardens and wetlands.
57. Vehicle Replacement Programme (£2,705k): Fleet Services has an on-going programme for the procurement, management and disposal of all council owned fleet vehicles, plant and equipment. The 2021/22 budget is to procure those vehicles, plant and equipment that are scheduled for replacement and/or new vehicles required by Council services. Current requirements include the provision of new electric vehicles for the Highways and Housing maintenance, which was brought back in-house on 1st April 2021 and will be the first Council service to operate with all-electric vehicles.
58. Healthy Streets / Traffic & Transportation (£3,186k) - The Healthy Streets programme receives funding incrementally throughout the year. With ongoing uncertainty owing to Covid-19, limited funding in addition to the previous carryover amount was available. Existing experimental schemes continue, along with improvement works on Ponders End high street.
59. Meridian Water (£109,739k). Main areas of forecast expenditure include £30,000k for the design and preliminary works for road and rail works supported by the HIF grant, £32,000k master scheme expenditure and £11,000k land acquisition costs. Other expenditure includes development work for phases 1 and 2 comprising relocation of services and utilities, enabling works, planning, procurement and design works together with future phases preparatory work.
60. Corporate Condition Programme (£1,285k): Works include lifecycle maintenance and the replacement of major building elements such as heating systems, roofing systems, and other health & safety related works that are

essential for maintaining compliance. 2021/22 works also include major refurbishment projects at the Civic Centre.

61. Build the Change (£6,666k): Includes spend relating to
 - a. Hub 1- Civic Centre .This is the first phase of works, that includes refurbishment of the ground to second floors of A Block , both floors of D Block in the Civic Centre, optimisation of space usage, construction of public facing meeting rooms on the ground floor and additional office accommodation on the 2nd floor. Work will also be undertaken on other areas including the Civic Centre car park, main reception, toilets, contact centre ,archive reading room works;
 - b. Hub 2- Dugdale /Thomas Hardy House . Works are to create a Children & Family hub. Currently out to design and contract due to commence in January 2022;
 - c. Hub 4- Edmonton Green. (Works are to create a Housing Hub. Works have now commenced, due to complete by end of 2021/22.
62. Electric Quarter (£3,524k): Will cover the fit out of the library, other surplus spaces as well set aside for outstanding CPO claims.
63. Energy Decarbonisation (RE:FIT) (£3,819k): In March 2021 Enfield Council successfully bid for money from the Public Sector Decarbonisation Scheme to help deliver heat pumps, solar panels, double glazing, light and heat controls and insulation on council buildings, with a focus on the Civic, the programme will continue to progress this year.
64. Genotin Road Metaswitch (£1,111k): Budget will cover additional monitoring surveyor fees, as the construction took longer than anticipated due to Covid and payments due to Metaswitch, representing their share of cost savings against the CAT A build costs, as stipulated in the Funding agreement.
65. Land Investment (£1,500k): The anticipated land transaction has not progressed according to LBE's desired timetable. The transaction may still progress, or it may evolve into an option arrangement whereby the majority of the programme sum may not be required. Updates will be provided.
66. Montagu Industrial Estate (£5,117k): This represents a high-level estimate of claims that may come forward prior to the resolution of the CPO process. These estimates will be updated through the financial year as more accurate information becomes available.
67. Town Centre Regeneration (£2,902k): The forecasted spend will seek to deliver the following outcomes:
 - a. Angel Edmonton Good Growth Fund project. The Fore Street project is moving into the final stages of design and planning and moving to procurement of works contractors with the expectation that the majority of the capital budget allocated will be spent before the end of March 2022. This will be reviewed in greater detail for quarter 2.

- b. Enfield Town - Library Green / Fountain Island Infrastructure- Potential to build-on infrastructure being delivered via Liveable Neighbourhoods programme to support SMEs, culture and events at Library Green and Fountain Island. Further potential to increase budget via developer contributions via S106 / CIL as part of town centre development projects.
 - c. Edmonton Green Arches- Potential to work in collaboration with the re-development of Edmonton Green shopping centre to deliver a transformative business and cultural space along the arches at Edmonton Green Station. Potential to increase budget via developer contributions via S106 and CIL from local development.
68. Housing Adaptations & Assistance -Disabled Facilities Grant (£2,911k): Outstanding this grant will continue to be utilised throughout the year to support vulnerable adults to stay in their home.
69. Energetik (£13,000k):The company will continue the build of the energy centre and installation of plant (completion December 2022); installing phase 1 network to Meridian Water and within Meridian Water (completion December 2022); Design and planning submission for Oakwood Network extension; Design and planning submission for Arnos Grove Network extension; and Alma Phases 2A and 4.
70. The funding approved in May (Tranche 3) will fund the purchase, manufacture and storage of network pipes (30km); Design and planning submission for Phase 1 (extension north to Southbury Road); Phases 2, 3 and 4 (remainder of network expansion); Procurement of Phase 1 Contractors; Phase 1 Enabling Works; and Phase 2 Contractors.
71. Housing Gateway Ltd (£37,016k): It is anticipated that HGL will fully utilise its current year loan drawdown and deliver 25 one bed properties under the Rough Sleeping Accommodation Programme (RSAP); subject to the agreement of the GLA, a further 8 two bed RSAP properties and 45 standard properties. To date, HGL has purchased ten standard properties and 20 RSAP properties during the current financial year.

Actuals

72. The actual spend as at quarter one was £24,354k (excluding accrued staff capitalised recharges of circa £240k for Meridian Water; and rolled up interest on Meridian water debt of £3,000k, which will be processed in the coming months).
73. Staff capitalised recharges at quarter 1 are as follows, and will be reviewed n quarter 2:
- a. Resources: £500k
 - b. Place £8,500k
74. The actuals at quarter one also includes outstanding accruals estimated at £460k.

Capital Financing

75. Table 6a sets out the current financing position for the 2021/22 to 2030/31 Capital Programme

TABLE 6a: Revised financing of the capital programme

| Capital Programme Financing | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27-2030/31 | TOTAL |
|--|----------------|----------------|----------------|---------------|----------------|-----------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| External Sources- Grants & Contributions | 67,722 | 100,685 | 0 | 0 | 0 | 0 | 168,406 |
| LBE Resources- Reserves & Capital Receipts | 2,540 | 0 | 0 | 0 | 0 | 0 | 2,540 |
| Borrowing | 156,655 | 125,254 | 27,293 | 8,805 | 28,405 | 125 | 346,536 |
| Total General Fund | 226,917 | 225,939 | 27,293 | 8,805 | 28,405 | 125 | 517,483 |
| External Sources- Grants & Contributions | 6,549 | 25,845 | 24,874 | 15,658 | 25,450 | 29,839 | 128,214 |
| LBE Resources- Reserves & Capital Receipts | 65,505 | 95,981 | 47,146 | 69,359 | 66,073 | 236,936 | 580,999 |
| Borrowing | 44,000 | 76,000 | 59,000 | 0 | 6,600 | 233,956 | 419,556 |
| Total HRA | 116,053 | 197,826 | 131,020 | 85,017 | 98,123 | 500,731 | 1,128,769 |
| Total Programme | 342,970 | 423,764 | 158,312 | 93,822 | 126,528 | 500,856 | 1,646,252 |

76. Table 6b sets out the movement in financing between the approved 10-year Capital programme, approved by Council in the March Budget report (KD5210) (inclusive of the 2020/21 outturn slippage- (KD5324) and the current revised quarter one financing position for the 2021/22 to 2030/31 Capital Programme.

TABLE 6b: Movement in capital financing

| Q1 Revised Forecast- Capital Programme Funding Source: Funding Movements £'000 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27-2030/31 | TOTAL |
|--|------------------|----------------|----------------|----------------|---------------|-----------------|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| External Sources- Grants & Contributions | (74,973) | 98,106 | 0 | 0 | 0 | 0 | 23,133 |
| LBE Resources- Reserves & Capital Receipts | 105 | 0 | 0 | 0 | 0 | 0 | 105 |
| Borrowing | (128,330) | 67,689 | 2,394 | 8,625 | 28,405 | 125 | (21,091) |
| Total General Fund | (203,198) | 165,796 | 2,394 | 8,625 | 28,405 | 125 | 2,147 |
| External Sources- Grants & Contributions | (12,684) | 13,362 | 9,360 | 0 | 0 | 0 | 10,038 |
| LBE Resources- Reserves & Capital Receipts | (45,494) | 53,049 | (12,835) | (4,758) | 0 | 0 | (10,038) |
| Borrowing | (15,000) | 15,000 | 0 | 0 | 0 | 0 | (0) |
| Total HRA | (73,177) | 81,411 | (3,475) | (4,758) | 0 | 0 | 0 |

| | | | | | | | |
|------------------------|------------------|----------------|----------------|--------------|---------------|------------|--------------|
| Total Programme | (276,375) | 247,206 | (1,081) | 3,867 | 28,405 | 125 | 2,147 |
|------------------------|------------------|----------------|----------------|--------------|---------------|------------|--------------|

77. The majority of movement in financing relates to the reprofiling of capital schemes into future years and in particular between 2021/22 and 2022/23. The following programmes account for the majority of changes in 2021/22:

- a) Companies: Energetik- £16,000k
- b) People Dept: Schools Future Programme - £22,700k & Mental Health and Wellbeing Centre- £2,500k
- c) Place Dept: CPIP- £6,800k; Electric Quarter-£3,100k & Montagu Industrial Estate- £11,000k
- d) Place HRA- HRA Capital Programme- £70,100k & Reardon Court- £18,000k
- e) Place Meridian Water- £133,700k

78. Capital financing over the 10-year period when compared to the original ten-year capital programme has changed by £2,147k. Overall borrowing has decreased by a net (£21,091k) mainly due to Reardon Court Redevelopment (£27,669k) which has been removed from the General Fund Capital Programme as the project will be delivered by the HRA; and Energetik, which had an additional borrowing of £5,000k approved (KD5304).

79. Tables 7a and 7b provide a breakdown of the grants financing the current and future years of the 10-year programme.

TABLE 7a - 2021/22 analysis of Grants and external contributions

| Capital Grants 21/22 | Total | Funding Sources |
|--|---------------|--|
| | £000 | |
| PEOPLE | | |
| School Expansions | 5,038 | Education and Skills Funding Agency (ESFA) |
| Schools Maintenance | 6,888 | Education and Skills Funding Agency (ESFA) |
| Schools' Future Programme | 3,213 | Education and Skills Funding Agency (ESFA) |
| Total PEOPLE | 15,139 | |
| PLACE | | |
| Flood Alleviation | 463 | Funding from multiple External Agencies |
| Town Centre Regeneration | 1,032 | Good Growth Fund (GLA) |
| Healthy Streets | 2,657 | Transport for London |
| Meridian Water | 29,699 | Housing Infrastructure Fund |
| Energy Decarbonisation (RE:FIT) | 3,819 | SALIX |
| Housing Adaptations & Assistance (DFG) | 2,912 | Disabled Facilities Grant (BCF) |
| Total PLACE | 40,582 | |
| Companies | | |
| Energetik | 12,000 | HNIP |
| Total Companies | 12,000 | |
| Total GENERAL FUND | 67,722 | |
| Housing Revenue Account: | | |
| Development | 6,244 | Greater London Authority |

| | | |
|-----------------------------|---------------|--------------------------|
| Stock-Condition | 305 | Greater London Authority |
| Total HRA | 6,549 | |
| Total Capital Grants | 74,270 | |

Table 7b – 10-year analysis of External grants and contributions

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27-2030/31 | Total | Funding Sources |
|--|---------------|---------------|----------|----------|----------|-----------------|---------------|---|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | |
| PEOPLE | | | | | | | | |
| <u>Adult Social Care</u> | | | | | | | | |
| Mental Health and Wellbeing Centre | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 | Better Care Fund (BCF) |
| <u>Total Adult Social Care</u> | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 | |
| <u>Education</u> | | | | | | | | |
| School Expansions | 5,038 | 4,100 | 0 | 0 | 0 | 0 | 9,138 | Education and Skills Funding Agency (ESFA) |
| Schools Maintenance | 6,888 | 5,000 | 0 | 0 | 0 | 0 | 11,888 | Education and Skills Funding Agency (ESFA) |
| Schools' Future Programme | 3,213 | 9,578 | 0 | 0 | 0 | 0 | 12,791 | Education and Skills Funding Agency (ESFA) |
| <u>Total Education</u> | 15,140 | 18,678 | 0 | 0 | 0 | 0 | 33,818 | |
| Total PEOPLE | 15,140 | 21,178 | 0 | 0 | 0 | 0 | 36,318 | |
| PLACE | | | | | | | | |
| <u>Property & Economy</u> | | | | | | | | |
| Energy Decarbonisation (RE:FIT) | 3,819 | 0 | 0 | 0 | 0 | 0 | 3,819 | SALIX |
| <u>Total Property & Economy</u> | 3,819 | 0 | 0 | 0 | 0 | 0 | 3,819 | |
| <u>Environment & Operations</u> | | | | | | | | |
| Flood Alleviation | 463 | 0 | 0 | 0 | 0 | 0 | 463 | Funding from multiple External Agencies |
| Town Centre Regeneration | 1,032 | 0 | 0 | 0 | 0 | 0 | 1,032 | Good Growth Fund (GLA) |
| Healthy Streets | 2,657 | 0 | 0 | 0 | 0 | 0 | 2,657 | Transport for London |
| <u>Total Environment & Operations</u> | 4,152 | 0 | 0 | 0 | 0 | 0 | 4,152 | |
| Meridian Water | 29,699 | 79,506 | 0 | 0 | 0 | 0 | 109,205 | Housing Infrastructure Fund (GLA) & External Build to Rent and Registered |

| | | | | | | | | |
|---|---------------|----------------|---------------|---------------|---------------|---------------|----------------|---------------------------------|
| | | | | | | | | Provider Investor Contributions |
| Total Meridian Water | 29,699 | 79,506 | 0 | 0 | 0 | 0 | 109,205 | |
| Housing & Regeneration | | | | | | | | |
| Housing Adaptations & Assistance (DFG) | 2,912 | 0 | 0 | 0 | 0 | 0 | 2,912 | Disabled Facilities Grant (BCF) |
| Total Housing & Regeneration | 2,912 | 0 | 0 | 0 | 0 | 0 | 2,912 | |
| Total PLACE exc. HRA | 40,582 | 79,506 | 0 | 0 | 0 | 0 | 120,088 | |
| Companies | | | | | | | | |
| Energetik | 12,000 | 0 | 0 | 0 | 0 | 0 | 12,000 | HNIP Grant |
| Total Companies | 12,000 | 0 | 0 | 0 | 0 | 0 | 12,000 | |
| Total GENERAL FUND | 67,722 | 100,685 | 0 | 0 | 0 | 0 | 168,406 | |
| HRA | 6,549 | 25,845 | 24,874 | 15,658 | 25,450 | 29,839 | 128,214 | GLA Grant |
| Total Capital Grants | 74,270 | 126,529 | 24,874 | 15,658 | 25,450 | 29,839 | 296,620 | |

80. Table 8 summaries the current S.106 and Community Infrastructure Levy (CIL) receipts and other external contributions as at Q1 2021/22.

TABLE 8: Section 106 income as at 1st April 2021

| | S106 Balance as at Q1 (£000) | CIL Balance as at Q1 (£000) |
|--------------------------------|-------------------------------------|------------------------------------|
| Opening Balance 2021/22 | 5,577 | 5,961 |
| In-Year Receipts 2021/22 | 0 | 0 |
| Allocated – Revenue | 0 | 0 |
| Allocated – Capital | 0 | 0 |
| TOTAL s106 Balance | 5,577 | 5,961 |

81. Much of the planned S106 spending will be focused on small-scale improvement works to directly mitigate the impact of development. This includes:
- supporting supply chains, apprenticeships and local employment opportunities (through the Build Enfield programme)
 - improvements to cycle lanes and routes
 - highway and streetscape improvement schemes as part of the healthy streets' agenda
 - school expansion schemes that will serve borough-wide needs including the specialist provision.
82. CIL spending is decided on an annual basis. Spending is allocated to support infrastructure projects that are in line with the priorities set out the capital programme. An update will be provided in the quarter two report.

Other Considerations to Note

83. Reardon Court Redevelopment. In July 2021 ,Cabinet approved the appropriation of Reardon Court from the General Fund to the HRA for social housing purposes (KD5344). This report reflects the transfer from the General Fund to the HRA. Income and expenditure budgets have been incorporated into the Place-HRA tables within this report.

Public Health Implications

84. 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

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

Financial Implications

86. Financial implications are implicit in the report.

Legal Implications

87. 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

88. Property implications are implicit in the report.

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

| Capital Programme with approval to spend | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/27 - 2030/31 | TOTAL |
|---|----------------|----------------|--------------|------------|------------|-------------------|----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| RESOURCES | | | | | | | |
| Digital Data & Technology | | | | | | | |
| IT Investment | 5,944 | 269 | 0 | 0 | 0 | 0 | 6,212 |
| Total Digital Data & Technology | 5,944 | 269 | 0 | 0 | 0 | 0 | 6,212 |
| Customer Experience & Change | | | | | | | |
| Libraries | 81 | 0 | 0 | 0 | 0 | 0 | 81 |
| Community Hubs | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| Total Customer Experience & Change | 481 | 0 | 0 | 0 | 0 | 0 | 481 |
| Total RESOURCES | 6,425 | 269 | 0 | 0 | 0 | 0 | 6,694 |
| PEOPLE | | | | | | | |
| Adult Social Care | | | | | | | |
| Mental Health and Wellbeing Centre | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| Total Adult Social Care | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| Children & Family Services | | | | | | | |
| Contribution to Property (Vulnerable Family) | 150 | 0 | 0 | 0 | 0 | 0 | 150 |
| Total Children & Family Services | 150 | 0 | 0 | 0 | 0 | 0 | 150 |
| Education | | | | | | | |
| School Expansions | 5,038 | 4,100 | 0 | 0 | 0 | 0 | 9,138 |
| Schools Maintenance | 6,888 | 5,000 | 0 | 0 | 0 | 0 | 11,888 |
| Schools' Future Programme | 3,213 | 9,578 | 0 | 0 | 0 | 0 | 12,791 |
| Total Education | 15,140 | 18,678 | 0 | 0 | 0 | 0 | 33,818 |
| Strategic Commissioning | | | | | | | |
| Community Safety | 327 | 0 | 0 | 0 | 0 | 0 | 327 |
| Total Strategic Commissioning | 327 | 0 | 0 | 0 | 0 | 0 | 327 |
| Total PEOPLE | 15,617 | 21,178 | 0 | 0 | 0 | 0 | 36,796 |
| PLACE | | | | | | | |
| Environment & Operations | | | | | | | |
| Alley Gating | 106 | 0 | 0 | 0 | 0 | 0 | 106 |
| Edmonton Cemetery | 237 | 0 | 0 | 0 | 0 | 0 | 237 |
| Southgate Cemetery | 368 | 0 | 0 | 0 | 0 | 0 | 368 |
| Highways: | | | | | | 0 | |
| Flood Alleviation | 2,051 | 0 | 0 | 0 | 0 | 0 | 2,051 |
| LED Street Lighting | 600 | 0 | 0 | 0 | 0 | 0 | 600 |
| Highways & Street Scene | 8,728 | 0 | 0 | 0 | 0 | 0 | 8,728 |
| Public Realm Services: | | | | | | 0 | |
| Changes to Waste & Recycling Collections | 234 | 0 | 0 | 0 | 0 | 0 | 234 |
| Tennis Courts Works at Broomfield Park | 51 | 0 | 0 | 0 | 0 | 0 | 51 |
| Vehicle Replacement Programme | 2,705 | 0 | 0 | 0 | 0 | 0 | 2,705 |
| Traffic & Transportation: | | | | | | 0 | |
| Healthy Streets | 3,157 | 2,000 | 0 | 0 | 0 | 0 | 5,157 |
| Traffic & Transportation | 29 | 0 | 0 | 0 | 0 | 0 | 29 |
| Total Environment & Operations | 18,266 | 2,000 | 0 | 0 | 0 | 0 | 20,266 |
| Meridian Water | | | | | | | |
| Meridian Water | 85,815 | 94,678 | 0 | 0 | 0 | 0 | 180,493 |
| Meridian One | 13,591 | 39,751 | 0 | 0 | 0 | 0 | 53,342 |
| Meridian Two | 3,788 | 0 | 0 | 0 | 0 | 0 | 3,788 |
| Meridian Three | 324 | 0 | 0 | 0 | 0 | 0 | 324 |
| Meridian Three and Meridian Four (50/50) | 145 | 0 | 0 | 0 | 0 | 0 | 145 |
| Meridian Four | 6,077 | 0 | 0 | 0 | 0 | 0 | 6,077 |
| Total Meridian Water | 109,739 | 134,430 | 0 | 0 | 0 | 0 | 244,169 |
| Property & Economy | | | | | | | |
| Corporate Condition Programme | 1,285 | 0 | 0 | 0 | 0 | 0 | 1,285 |
| Corporate Property Investment Programme | 100 | 3,554 | 0 | 0 | 0 | 0 | 3,654 |
| Build the Change | 6,666 | 4,672 | 0 | 0 | 0 | 0 | 11,338 |
| Electric Quarter | 3,524 | 3,137 | 0 | 0 | 0 | 0 | 6,662 |
| Energy Decarbonisation (RE:FIT) | 3,819 | 0 | 0 | 0 | 0 | 0 | 3,819 |
| Forty Hall | 17 | 0 | 0 | 0 | 0 | 0 | 17 |
| Genotin Road (Metaswitch) | 1,111 | 500 | 0 | 0 | 0 | 0 | 1,611 |
| Land Investment | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Montagu Industrial Estate | 5,117 | 31,291 | 7,427 | 180 | 0 | 0 | 44,015 |
| Town Centre Regeneration | 2,902 | 907 | 1,025 | 625 | 125 | 125 | 5,709 |
| Vacant Property Review | 200 | 0 | 0 | 0 | 0 | 0 | 200 |
| Total Property & Economy | 26,242 | 44,062 | 8,452 | 805 | 125 | 125 | 79,810 |
| Assessment Services | | | | | | | |
| Housing Adaptations & Assistance (DFG) | 611 | 0 | 0 | 0 | 0 | 0 | 611 |

| | | | | | | | |
|--|----------------|----------------|----------------|---------------|----------------|----------------|------------------|
| Total Assessment Services | 611 | 0 | 0 | 0 | 0 | 0 | 611 |
| Total PLACE exc. HRA | 154,859 | 180,491 | 8,452 | 805 | 125 | 125 | 344,857 |
| Chief Executive (CEX) | | | | | | | |
| Energetik | 13,000 | 24,000 | 18,841 | 8,000 | 28,280 | 0 | 92,121 |
| Housing Gateway Ltd | 37,016 | 0 | 0 | 0 | 0 | 0 | 37,016 |
| Total COMPANIES | 50,016 | 24,000 | 18,841 | 8,000 | 28,280 | 0 | 129,137 |
| Total Chief Executive (CEX) | 50,016 | 24,000 | 18,841 | 8,000 | 28,280 | 0 | 129,137 |
| Total GENERAL FUND inc. COMPANIES | 226,917 | 225,939 | 27,293 | 8,805 | 28,405 | 125 | 517,483 |
| Housing Revenue Account: | | | | | | | |
| Total HRA | 116,053 | 197,826 | 131,020 | 85,017 | 98,123 | 500,731 | 1,128,769 |
| Total PLACE inc. HRA | 270,912 | 378,317 | 139,471 | 85,822 | 98,248 | 500,856 | 1,473,625 |
| APPROVED CAPITAL PROGRAMME | 342,970 | 423,764 | 158,312 | 93,822 | 126,528 | 500,856 | 1,646,252 |

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

| Requested Additions in 10 Years Capital Programme | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/27 - 2030/31 | TOTAL |
|---|---------------|----------------|----------------|----------------|----------------|-------------------|------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| RESOURCES | | | | | | | |
| Digital Data & Technology | | | | | | | |
| IT Investment | 10,299 | 5,050 | 300 | 2,414 | 794 | 1,088 | 19,945 |
| Total Digital Data & Technology | 10,299 | 5,050 | 300 | 2,414 | 794 | 1,088 | 19,945 |
| Total RESOURCES | 10,299 | 5,050 | 300 | 2,414 | 794 | 1,088 | 19,945 |
| PEOPLE | | | | | | | |
| Children & Family Services | | | | | | | |
| Extensions to Foster Carers' Homes | 270 | 210 | 210 | 210 | 210 | 630 | 1,740 |
| Total Children & Family Services | 270 | 210 | 210 | 210 | 210 | 630 | 1,740 |
| Education | | | | | | | |
| School Expansions | 0 | 0 | 3,000 | 3,000 | 3,000 | 12,000 | 21,000 |
| Schools Maintenance | 0 | 0 | 5,000 | 5,000 | 5,000 | 20,000 | 35,000 |
| Total Education | 0 | 0 | 8,000 | 8,000 | 8,000 | 32,000 | 56,000 |
| Strategic Commissioning | | | | | | | |
| Community Safety | 0 | 300 | 150 | 150 | 150 | 750 | 1,500 |
| Total Strategic Commissioning | 0 | 300 | 150 | 150 | 150 | 750 | 1,500 |
| Total PEOPLE | 270 | 510 | 8,360 | 8,360 | 8,360 | 33,380 | 59,240 |
| PLACE | | | | | | | |
| Environment & Operations | | | | | | | |
| Alley Gating | 0 | 80 | 80 | 80 | 80 | 400 | 720 |
| Crematorium (New Development) | 805 | 5,330 | 3,965 | 0 | 0 | 0 | 10,100 |
| Highways: | | | | | | | |
| Flood Alleviation | 0 | 250 | 250 | 250 | 250 | 1,250 | 2,250 |
| Highways & Street Scene | 0 | 7,311 | 7,667 | 9,040 | 8,432 | 39,049 | 71,499 |
| Public Realm Services: | | | | | | | |
| Workshops for External Commercialisation | 0 | 250 | 250 | 0 | 0 | 0 | 500 |
| Growth of Trade Waste Service | 250 | 250 | 250 | 250 | 0 | 0 | 1,000 |
| Vehicle Replacement Programme | 2,541 | 2,054 | 1,913 | 1,862 | 7,746 | 8,216 | 24,332 |
| Traffic & Transportation: | | | | | | | |
| Healthy Streets | 377 | 5,750 | 5,750 | 6,250 | 4,250 | 11,000 | 33,377 |
| Traffic & Transportation | 488 | 2,275 | 2,275 | 2,275 | 2,275 | 11,375 | 20,963 |
| Total Environment & Operations | 4,461 | 23,550 | 22,400 | 20,007 | 23,033 | 71,290 | 164,741 |
| Meridian Water | | | | | | | |
| Meridian Water | 0 | 63,534 | 26,672 | 25,826 | 28,942 | 127,024 | 271,998 |
| Meridian Water Four | 0 | 16,210 | 83,011 | 73,725 | 73,725 | 72,341 | 319,011 |
| Total Meridian Water | 0 | 79,744 | 109,683 | 99,551 | 102,667 | 199,365 | 591,010 |
| Property & Economy | | | | | | | |
| Corporate Condition Programme | 2,650 | 2,809 | 2,978 | 3,156 | 3,346 | 11,290 | 26,228 |
| Build the Change | 0 | 14,461 | 6,724 | 6,895 | 0 | 0 | 28,079 |
| Vacant Property Review | 200 | 200 | 200 | 200 | 0 | 0 | 800 |
| Total Property & Economy | 2,850 | 17,470 | 9,901 | 10,251 | 3,346 | 11,290 | 55,108 |
| Assessment Services | | | | | | | |
| Joyce and Snells – Indicative | 1,364 | 4,416 | 4,507 | 4,974 | 5,547 | 114,250 | 135,058 |
| Housing Adaptations & Assistance (DFG) | 2,001 | 2,001 | 2,001 | 2,001 | 2,001 | 10,005 | 20,010 |
| Total Assessment Services | 3,365 | 6,417 | 6,508 | 6,975 | 7,548 | 124,255 | 155,068 |
| Total PLACE | 10,676 | 127,180 | 148,492 | 136,784 | 136,594 | 406,200 | 965,926 |
| Companies | | | | | | | |
| Housing Gateway Ltd | 0 | 26,140 | 30,703 | 0 | 0 | 0 | 56,843 |
| Total COMPANIES | 0 | 26,140 | 30,703 | 0 | 0 | 0 | 56,843 |
| Total (GF) REQUESTED ADDITIONS | 21,245 | 158,880 | 187,855 | 147,559 | 145,747 | 440,668 | 1,101,954 |
| Housing Revenue Account: | | | | | | | |
| Total HRA | 0 | 0 | 0 | 0 | 0 | 117,900 | 117,900 |
| Total PLACE inc. HRA | 0 | 0 | 0 | 0 | 0 | 117,900 | 117,900 |
| Requested Addition CAPITAL PROGRAMME | 21,245 | 158,880 | 187,855 | 147,559 | 145,747 | 558,568 | 1,219,854 |

APPENDIX C – TOTAL 10-YEAR CAPITAL PROGRAMME BUDGET

| 10-Year Capital Programme | 2021/2022 | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/27 -2030/31 | TOTAL |
|---|----------------|----------------|----------------|---------------|----------------|---------------------|----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| RESOURCES | | | | | | | |
| Digital Data & Technology | | | | | | | |
| IT Investment | 16,243 | 5,319 | 300 | 2,414 | 794 | 1,088 | 26,157 |
| Total Digital Data & Technology | 16,243 | 5,319 | 300 | 2,414 | 794 | 1,088 | 26,157 |
| Customer Experience & Change | | | | | | | |
| Libraries | 81 | 0 | 0 | 0 | 0 | 0 | 81 |
| Community Hubs | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| Total Customer Experience & Change | 481 | 0 | 0 | 0 | 0 | 0 | 481 |
| Total RESOURCES | 16,724 | 5,319 | 300 | 2,414 | 794 | 1,088 | 26,639 |
| PEOPLE | | | | | | | |
| Adult Social Care | | | | | | | |
| Mental Health and Wellbeing Centre | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| Total Adult Social Care | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| Children & Family Services | | | | | | | |
| Contribution to Property (Vulnerable Family) | 150 | 0 | 0 | 0 | 0 | 0 | 150 |
| Extensions to Foster Carers' Homes | 270 | 210 | 210 | 210 | 210 | 630 | 1,740 |
| Total Children & Family Services | 420 | 210 | 210 | 210 | 210 | 630 | 1,890 |
| Education | | | | | | | |
| School Expansions | 5,038 | 4,100 | 3,000 | 3,000 | 3,000 | 12,000 | 30,138 |
| Schools Maintenance | 6,888 | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 46,888 |
| Schools' Future Programme | 3,213 | 9,578 | 0 | 0 | 0 | 0 | 12,791 |
| Total Education | 15,140 | 18,678 | 8,000 | 8,000 | 8,000 | 32,000 | 89,818 |
| Strategic Commissioning | | | | | | | |
| Community Safety | 327 | 300 | 150 | 150 | 150 | 750 | 1,827 |
| Total Strategic Commissioning | 327 | 300 | 150 | 150 | 150 | 750 | 1,827 |
| Total PEOPLE | 15,887 | 21,688 | 8,360 | 8,360 | 8,360 | 33,380 | 96,036 |
| PLACE | | | | | | | |
| Environment & Operations | | | | | | | |
| Alley Gating | 106 | 80 | 80 | 80 | 80 | 400 | 826 |
| Edmonton Cemetery | 237 | 0 | 0 | 0 | 0 | 0 | 237 |
| Southgate Cemetery | 368 | 0 | 0 | 0 | 0 | 0 | 368 |
| Crematorium (New Development) | 805 | 5,330 | 3,965 | 0 | 0 | 0 | 10,100 |
| Highways: | | | | | | 0 | |
| Flood Alleviation | 2,051 | 250 | 250 | 250 | 250 | 1,250 | 4,301 |
| LED Street Lighting | 600 | 0 | 0 | 0 | 0 | 0 | 600 |
| Highways & Street Scene | 8,728 | 7,311 | 7,667 | 9,040 | 8,432 | 39,049 | 80,227 |
| Public Realm Services: | | | | | | 0 | |
| Changes to Waste & Recycling Collections | 234 | 0 | 0 | 0 | 0 | 0 | 234 |
| Workshops for External Commercialisation | 0 | 250 | 250 | 0 | 0 | 0 | 500 |
| Growth of Trade Waste Service | 250 | 250 | 250 | 250 | 0 | 0 | 1,000 |
| Tennis Courts Works at Broomfield Park | 51 | 0 | 0 | 0 | 0 | 0 | 51 |
| Vehicle Replacement Programme | 5,246 | 2,054 | 1,913 | 1,862 | 7,746 | 8,216 | 27,037 |
| Traffic & Transportation: | | | | | | 0 | |
| Healthy Streets | 3,534 | 7,750 | 5,750 | 6,250 | 4,250 | 11,000 | 38,534 |
| Traffic & Transportation | 517 | 2,275 | 2,275 | 2,275 | 2,275 | 11,375 | 20,992 |
| Total Environment & Operations | 22,727 | 25,550 | 22,400 | 20,007 | 23,033 | 71,290 | 185,007 |
| Meridian Water | | | | | | | |
| Meridian Water | 85,815 | 158,212 | 26,672 | 25,826 | 28,942 | 127,024 | 452,491 |
| Meridian One | 13,591 | 39,751 | 0 | 0 | 0 | 0 | 53,342 |
| Meridian Two | 3,788 | 0 | 0 | 0 | 0 | 0 | 3,788 |
| Meridian Three | 324 | 0 | 0 | 0 | 0 | 0 | 324 |
| Meridian Three and Meridian Four (50/50) | 145 | 0 | 0 | 0 | 0 | 0 | 145 |
| Meridian Four | 6,077 | 16,210 | 83,011 | 73,725 | 73,725 | 72,341 | 325,088 |
| Total Meridian Water | 109,739 | 214,174 | 109,683 | 99,551 | 102,667 | 199,365 | 835,179 |
| Property & Economy | | | | | | | |
| Corporate Condition Programme | 3,935 | 2,809 | 2,978 | 3,156 | 3,346 | 11,290 | 27,513 |
| Corporate Property Investment Programme | 100 | 3,554 | 0 | 0 | 0 | 0 | 3,654 |
| Build The Change | 6,666 | 19,133 | 6,724 | 6,895 | 0 | 0 | 39,418 |
| Electric Quarter | 3,524 | 3,137 | 0 | 0 | 0 | 0 | 6,662 |
| Energy Decarbonisation (RE:FIT) | 3,819 | 0 | 0 | 0 | 0 | 0 | 3,819 |
| Forty Hall | 17 | 0 | 0 | 0 | 0 | 0 | 17 |
| Genotin Road (Metaswitch) | 1,111 | 500 | 0 | 0 | 0 | 0 | 1,611 |
| Land Investment | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Montagu Industrial Estate | 5,117 | 31,291 | 7,427 | 180 | 0 | 0 | 44,015 |
| Town Centre Regeneration | 2,902 | 907 | 1,025 | 625 | 125 | 125 | 5,709 |
| Vacant Property Review | 400 | 200 | 200 | 200 | 0 | 0 | 1,000 |
| Total Property & Economy | 29,092 | 61,531 | 18,353 | 11,056 | 3,471 | 11,415 | 134,918 |
| Housing & Regeneration | | | | | | | |
| Assessment Services: | | | | | | | |

| | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Joyce and Snells - Indicative | 1,364 | 4,416 | 4,507 | 4,974 | 5,547 | 114,250 | 135,058 |
| Housing Adaptations & Assistance (DFG) | 2,612 | 2,001 | 2,001 | 2,001 | 2,001 | 10,005 | 20,621 |
| Total Assessment Services | 3,976 | 6,417 | 6,508 | 6,975 | 7,548 | 124,255 | 155,679 |
| Total PLACE exc. HRA | 165,535 | 307,672 | 156,944 | 137,589 | 136,719 | 406,325 | 1,310,783 |
| Total GENERAL FUND exc. COMPANIES | 198,146 | 334,679 | 165,604 | 148,364 | 145,872 | 440,793 | 1,433,457 |
| Companies: | | | | | | | |
| Energetik | 13,000 | 24,000 | 18,841 | 8,000 | 28,280 | 0 | 92,121 |
| Housing Gateway Ltd | 37,016 | 26,140 | 30,703 | 0 | 0 | 0 | 93,859 |
| Total COMPANIES | 50,016 | 50,140 | 49,544 | 8,000 | 28,280 | 0 | 185,980 |
| Total Chief Executive (CEX) | 50,016 | 50,140 | 49,544 | 8,000 | 28,280 | 0 | 185,980 |
| Total GENERAL FUND inc. COMPANIES | 248,162 | 384,819 | 215,148 | 156,364 | 174,152 | 440,793 | 1,619,437 |
| Housing Revenue Account: | | | | | | | |
| Total HRA | 116,053 | 197,826 | 131,020 | 85,017 | 98,123 | 618,631 | 1,246,669 |
| Total PLACE inc. HRA | 281,588 | 505,497 | 287,964 | 222,606 | 234,842 | 1,024,956 | 2,557,452 |
| TOTAL CAPITAL PROGRAMME BUDGET | 364,215 | 582,644 | 346,167 | 241,380 | 272,276 | 1,059,424 | 2,866,106 |

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Date of report: 6th September 2021

Appendices

Background Papers

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

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London Borough of Enfield**Meeting Date: Cabinet 15th September 2021**

Subject: HRA Revenue and Capital Programme Monitor Quarter 1**Cabinet Member: Councillor Maguire****Key Decision: KD**

Purpose of Report

1. To inform Cabinet of the current forecast outturn position of the HRA, covering both revenue and capital expenditure associated with delivering the Council's Housing service. In the light of the Social Housing White paper, and the need to prepare for an enhanced regulatory environment, this report and those in the future will consider service standards and performance in key areas alongside the financial position. In this way Cabinet can have oversight – not just of spend against budget, but the way resources are deployed to meet the expected standards of a council housing landlord as well as the Council's strategic priorities for this service.
2. The overall forecast monitoring position is based on information known as at the end of June 2021. There are a number of factors which mean the forecasts are likely to change in the future including the impact of building cost inflation and the outcome of the current work on the Housing development and Investment programmes. The year-end forecasts are reviewed and updated through the financial year, with updates to Cabinet at the end of September (Q2) and November

Revenue Budget

3. This report sets out the Council's forecast 2021/22 revenue budget monitoring position based on information to the end of June 2021. The report sets out the position with, and without, the impact of Covid-19.
4. The Housing Revenue Account is forecasting a £0.032m underspend against the approved revenue budget at Q1 but is subject to revision following the review over the next period and in light of in year pressures identified.
5. The report provides an update on the forecast position for the level of HRA reserves as at the end of financial year 2021/22.

Capital Programme

6. The report also informs Cabinet on the current position (as at the end of June 2021) of the HRA's 10 Year Capital Programme 2021/22 to 2030/31, considering the latest information available for all capital schemes including the funding arrangements.
7. The report shows the 2021/22 forecast expenditure for the approved programme is projected to be £116.05m.

8. The report sets out the estimated capital spending plans for 2021/22 to 2030/31 including the proposed arrangements for funding.
9. Council approved the 2021/22 HRA Capital Budget and noted the 2021/22-2030/31 10-Year Programme (2nd March 2021, KD5212). This included approval for the HRA 10-year Capital Programme of £1,226.07m.
10. The report notes the budget pressures on Exeter Road phases 1-3 and Upton & Raynham schemes (approved under KD5286 (phase 1 only) and KD5217), for additional place making costs and because of market conditions as set out from paragraph 57.

Proposals

11. To note the Housing Revenue Account (HRA) forecast outturn position for 2021/22 for both revenue and capital.
12. To note the revenue Covid-19 impact of £0.408m.
13. To approve the procurement of a single contractor for Exeter Road and Upton & Raynham to administer the investment/placemaking and development works, with final budget approval at award of tender stage.
14. To note that the funding of the additional costs to deliver Upton and Rainham & Exeter Road Phase 2 and 3, as detailed in paragraph 65 of the report, will be finalised and reported as part of the Q2 Monitoring report

Relevance to the Council's Corporate Plan

15. The overarching aim of the Capital Programme is to provide a framework within which the Council's investment plans can be delivered.
16. The strategy for Council Housing is set out in the Housing and Good Growth Strategy which supports the Corporate Plan 2018 to 2022. The objectives are to:
 - Deliver good homes in well-connected neighbourhoods
 - Sustain strong and healthy communities
 - Build our local economy to create a thriving place
17. The Corporate plan also identifies 3 guiding principles, which underpin these objectives and 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

18. 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.

Main Considerations for the Council

19. This period has seen a range of issues that have had, and will continue to have, an impact on the strategy, priorities and outcomes for the service. This report is therefore proposing in-year measures as well as flagging up issues which will need to be considered and are likely to have an impact on the HRA business plan going forward.
20. Following Cabinet approval to the consultation on enhanced arrangements for Resident Engagement it is anticipated that additional investment will be required in this area to support the active participation and involvement of residents in the service. This activity can also help to build the confidence of residents and enhance skills for those who wish to get into the jobs market or to increase their opportunities for progression. These costs will be proposed in the 2022/23 budget.
21. A review of the Anti-Social Behaviour service has commenced to ensure we are compliant with the regulatory standards in this area and are responding effectively to the issues which can blight the lives of residents. With the community policing service contract coming to an end in March 2022 – a material investment of £1m will be required to review and plan for the model going forward.
22. Investment in technology, including to provide data assurance is required. Whist Civica is programmed for go live this financial year, investment is required in the asset management systems and data storage systems for building safety information and the costs for this will be considered in the business plan review this year.
23. In the light of the changing living patterns of residents which has seen an increase in rubbish and fly tipping and reflecting the priority to improve the look and feel of estates a revised service programme which includes window cleaning, increased frequency of grass cutting and bulky waste collection on estates, collection of fly tipping and enforcement action. Although contained within budget this and future financial years the additional costs for this enhanced service may be incorporated into a review of service charges depending on resident feedback following consultation next financial year.

Revenue Forecast Outturn

24. The HRA 2021/22 year end forecast at Quarter 1 is a £0.440m underspend against the approved budget. However, due to pressures as a result of Covid-19 the additional costs and loss of income are estimated to be £0.408m. The movements are explained below and shown in detail in Appendix A.
25. Supervision & Management (£0.130m pressure).

The Communal Services team continues to be impacted by Covid-19 this year. This front-line service is incurring additional costs for agency staff to cover caretakers who are self-isolating and is providing equipment and additional PPE to staff working in this area, with additional costs estimated at £130k.

26. Community Halls (£0.278m income shortfall)
Several community halls have re-opened following the easing of Government restrictions and are being used as nurseries and leased to the regeneration team. The demand for halls has been low and the service estimates a shortfall in income of £0.278m against budget of £0.393m.
27. Bad debt provision (£0.440m underspend)
A 10% provision was allocated for the potential increase in arrears due to the impact of Covid-19 however arrears have not as yet shown a significant increase. Based on current arrears a reduction in the provision of £0.440m is considered reasonable although the position will be kept under review.
28. The last 18 months has seen an insignificant impact on arrears levels, particularly in the current climate. This is due to the improvements made by the income collection team, including the introduction of 'RentSense' which has assisted in more targeted intervention work.
29. The table below shows Council tenants arrears levels for current and former tenants:

| Council Housing Tenants Arrears | Apr-21 | May-21 | Jun-21 |
|--|---------------|---------------|---------------|
| | £000's | £000's | £000's |
| Current Tenants: Total Arrears | 1,780 | 1,770 | 1,730 |
| Former Tenant: Total Arrears | 1,640 | 1,660 | 1,690 |
| Total Arrears | 3,420 | 3,440 | 3,430 |

30. On average the collection of tenant's arrears is 102.9%, compared to 102.1% last year. The indicator exceeds 100% as it reflects the collection of arrears from prior years.
31. Repairs Service
The current trend in repairs is seeing an increase in cost for materials of around 7-15%. We are working closely with our merchants to mitigate this impact on the overall budget and will continue to monitor closely.
32. Efficiency savings
The HRA Business Plan has an efficiency target of £1m to be achieved this financial year. The table below shows how these savings are expected to be achieved after considering known pressures:

| Savings | £000's |
|--|----------------|
| Interest rate on borrowing reduction – to be finalised in Business Plan update | (2,000) |
| Rent on office space - reduction in charge | tbc |
| Total Savings | (2,000) |
| Pressures | |
| Redundancy costs – final costs tbc | 70 |

| | |
|-----------------------------------|--------------|
| Additional environmental services | 1,000 |
| Total | 1,070 |
| Net Savings | (930) |

33. Further work is in progress to quantify savings and to ensure these are achieved.

Capital Programme Outturn

34. Appendix B sets out the approved ten-year capital programme inclusive of carry-forwards from 2020/21 and will be included the HRA Business Plan update.
35. The HRA capital budget for the current financial year is summarised in the table below. It provides the latest forecast position reflecting updated expenditure profiles as advised by programme managers.

Table 1

| Current Year Approved HRA Programme | 2021/22 Approved Budget | 2020/21 Outturn Adj. | 2021/22 Revised Budget | Reprofiling | 2021/22 Forecast | Actuals | Spend vs Forecast |
|---|-------------------------|----------------------|------------------------|-----------------|------------------|--------------|-------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | % |
| Asset-Led Works | 4,933 | 95 | 5,028 | (692) | 2,965 | 83 | 3% |
| Asset-Led Works: Cambridge Road West | 5,412 | 35 | 5,447 | (3,000) | 2,447 | 0 | 0% |
| Asset-Led Works: Upper Edmonton | 8,046 | (193) | 7,852 | (219) | 5,634 | 648 | 17% |
| Demand-Led Works | 280 | 41 | 321 | 0 | 321 | 17 | 5% |
| Demand-Led Works: Aids & Adaptations | 2,300 | (163) | 2,137 | (200) | 1,337 | 158 | 23% |
| Demand-Led Works: Structural Repairs | 770 | 44 | 814 | 0 | 199 | 2 | 1% |
| Fire-Led Works | 35,001 | 519 | 35,520 | (16,040) | 18,370 | 650 | 5% |
| Stock-Condition-Led Works | 27,604 | (1,897) | 25,706 | (200) | 31,203 | 2,879 | 16% |
| Investment in Stock Total | 84,345 | (1,519) | 82,827 | (20,351) | 62,476 | 4,437 | 7% |
| Development Programme: Holding code for future projects | 43,370 | 15,698 | 59,068 | (49,484) | 9,250 | 6 | 1% |
| Development Programme: Gatward/Newstead/Maldon | 4,696 | (140) | 4,556 | 0 | 4,891 | 1,328 | 25% |
| Development programme: Upton & Raynham | 9,000 | (420) | 8,580 | (5,596) | 2,985 | 20 | 1% |
| Development Programme: Reardon Court | 0 | 0 | 0 | 3,154 | 3,154 | 32 | 1% |
| Development Programme: Bury Street | 12,409 | 982 | 13,391 | 0 | 13,391 | 2,115 | 19% |
| Development Programme: Electric Qtr. | 6,683 | 508 | 7,191 | 0 | 7,191 | 18 | 0% |
| Development Programme Total | 76,158 | 16,629 | 92,787 | (51,925) | 40,862 | 3,519 | 9% |
| Estate Regeneration | 2,321 | 210 | 2,531 | (482) | 2,049 | 95 | 4% |
| Estate Regeneration: Alma Towers | 5,434 | 4,491 | 9,925 | (419) | 9,506 | 1,662 | 18% |
| Estate Regeneration: Ladderswood | 160 | 23 | 183 | 0 | 183 | 25 | 20% |
| Estate Regeneration: New Avenue | 205 | 773 | 978 | 0 | 978 | 212 | 22% |

| | | | | | | | |
|----------------------------------|----------------|---------------|----------------|-----------------|----------------|--------------|------------|
| Estate Regeneration: Small Sites | 7 | (7) | 0 | 0 | 0 | 17 | 0% |
| Estate Regeneration Total | 8,127 | 5,490 | 13,617 | (901) | 12,716 | 2,011 | 16% |
| Total | 168,630 | 20,600 | 189,230 | (73,177) | 116,053 | 9,967 | 9% |

36. Table 2 analyses the HRA budget reprofiling, with explanations below the table for significant items.

Table 2

| Reprofiling to the approved HRA Capital programme | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | Future Years |
|---|-----------------|---------------|----------------|----------------|----------|--------------|
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Asset-Led Works | (692) | (308) | 0 | 0 | 0 | 0 |
| Asset-Led Works: Cambridge Road West | (3,000) | 3,000 | 0 | 0 | 0 | 0 |
| Asset-Led Works: Upper Edmonton | (219) | 219 | 0 | 0 | 0 | 0 |
| Demand-Led Works | 0 | 0 | 0 | 0 | 0 | 0 |
| Demand-Led Works: Aids & Adaptations | (200) | 200 | 0 | 0 | 0 | 0 |
| Demand-Led Works: Structural Repairs | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire-Led Works | (16,040) | 19,440 | 0 | 0 | 0 | 0 |
| Stock-Condition-Led Works | (200) | (2,200) | 0 | 0 | 0 | 0 |
| Stock-Condition-Led Works: Boroughwide | 0 | 0 | 0 | 0 | 0 | 0 |
| Investment in Stock Total | (20,351) | 20,351 | 0 | 0 | 0 | 0 |
| Development Programme: Holding code for future projects | (49,484) | 43,504 | (15,050) | (6,599) | 0 | 0 |
| Development Programme: Gatward/Newstead/Maldon | 0 | (40) | 0 | 0 | 0 | 0 |
| Development programme: Upton & Raynham | (5,596) | 5,596 | 0 | 0 | 0 | 0 |
| Development Programme: Reardon Court | 3,154 | 12,515 | 12,000 | 0 | 0 | 0 |
| Development Programme: Bury Street | 0 | 0 | 0 | 0 | 0 | 0 |
| Development Programme: Electric Quarter | 0 | 0 | 0 | 0 | 0 | 0 |
| Development Programme Total | (51,925) | 61,574 | (3,050) | (6,599) | 0 | 0 |
| Estate Regeneration | (482) | 482 | 0 | 0 | 0 | 0 |
| Estate Regeneration: Alma Towers | (419) | (997) | (425) | 1,841 | 0 | 0 |
| Estate Regeneration: Ladderswood | 0 | 0 | 0 | 0 | 0 | 0 |
| Estate Regeneration: New Avenue | 0 | 0 | 0 | 0 | 0 | 0 |
| Estate Regeneration: Small Sites | 0 | 0 | 0 | 0 | 0 | 0 |
| Estate Regeneration Total | (901) | (515) | (425) | 1,841 | 0 | 0 |
| Total HRA Reprofiling | (73,177) | 81,411 | (3,475) | (4,758) | 0 | 0 |

Asset Led Works (£3.911m)

37. Hertford Road external works retention payment has been reprofiled into 2022/23 due to delays in the leaseholder consultation process.
38. Cambridge Road West works have had delays linked to leaseholder consultation and longer than expected lead times for building materials (up to 26 weeks for roofing). The budget has been re-profiled accordingly.

Fire-Led Works (£16.04m)

39. A number of tenders for cladding replacements were withdrawn in March to enable the scope of works to be reviewed resulting in significant delays to the works. It's at design stage and this is expected to be complete by the end of August 21. The works are due to start in Spring 2022.

Development Programme (£51.925m)

40. The planned GLA programme included the acquisition of Willoughby Lane (Meridian Water Phase 1) with the HRA budget assuming staged payments for the affordable housing. The General Fund will instead make the payments and the budget assumed in the HRA will be committed on completion of the homes, when appropriation between the General Fund and HRA takes effect. Based on the current projections, Phase 1 has sectional completions and therefore the HRA cashflow has been reprofiled (£49m) accordingly.
 41. To comply with the GLA grant programme, 219 affordable starts are expected by March 2022. This is comprised of Upton & Raynham (90 affordable) and Exeter Road (129) which have both been submitted for planning.
 42. Due to initial soft market testing showing a 10% build cost inflation, it is proposed to procure and award the total number of homes as a single contract which provides better value for money and costs efficiency. Due to the delay in planning and procuring contracts the budget has been reprofiled (£5.5m) to reflect scheme progress. The combined budget for Exeter Road (all phases) and Upton and Raynham is approximately £120m (approval for £85m) with the two-stage procurement commencing in September.
 43. In July 2021 Cabinet approved (KD 5344) to progress the Reardon Court extra care scheme within the HRA development programme. It was envisaged that this scheme would commence next year, however due to the scheme being re-designed budget has been brought forward. This budget will fund the revised design and planning application costs.
 44. the scheme will need to submit a new planning application is required. The budget has been brought forward to fund these costs.
 45. from the General Fund to the HRA. Due to the impact of Covid-19 creating uncertainty in the build programme and increasing cost exposures, the previous procurement process was terminated, and a full project review was undertaken. This concluded that the design should be developed further to address concerns about infection control, in light of the pandemic, and reduce the height and scale to better respond to the concerns raised by residents living in properties in close proximity
- Estate Regeneration (£0.901m)
46. The Alma project contractor payments have been reprofiled to reflect delays in activity on site. This has meant that payments have slipped into future years.

HRA Capital Programme: Forecast and Expected Outcomes for 2021/22

47. On the investment of existing and new homes we have experienced challenges arising from the market – cost pressures for materials which is likely to be short term and longer-term pressures on labour costs. This has necessitated a review of contracts and programmes for both investment and development. Our aim has been to sustain delivery whilst not contributing

further to an overheating of the market especially on the investment programme where some delays may see a stabilisation of material prices.

Council Housing Investment Programme

48. 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, addressing building safety risks and to reduce the need for responsive repairs.
49. Asset-Led Works (£11.046m)
The forecast spend is based upon the delivery of decency and building safety driven improvement works to schemes where blocks in close proximity have been grouped together and procured. These schemes are all live and include, Hertford Road, Upper Edmonton and Cambridge Road West.
50. Demand-Led Works (£1.85m)
This budget funds the Councils adaptations works to housing properties and also includes budget for conversion works to Dover House Surgery, which is being converted to residential, structural repairs and a cycle storage scheme.
51. Fire-Led Projects (£18.37m)
The building safety improvement projects include replacement flat entrance doors across the borough, fire suppression system (sprinklers) installation, fire / smoke alarm upgrades, communal redecorations, infrastructure replacement works such as soil stacks, and electrical submains. Projects include live works to Bliss and Purcell, Britany, Channel Islands and Walbrook House and procurement phase works to various other blocks within the Borough.
52. The Fire Safety Act 2021 is now in force, bringing with it a range of measures that will increase the costs of building safety management which will be quantified in the annual review of the HRA Business Plan and will form part of revised budgets from 2022/23. The increased staffing costs required to perform the accountable person function will be material and estimated at £800k per annum. The Housing Scrutiny Panel is scheduled to review the Council's preparedness for the new arrangements and effectiveness of the existing building safety programme.
53. Stock-Condition-Led Works (£31.2m)
This budget funds decent homes improvements works including, kitchen, bathroom, heating, electrical, roofing, windows, door replacements. The Council are currently delivering various contracts across the borough for these works. Stock led works also includes lift upgrade works which are being delivered to blocks including Burgundy, Normandy, Picardy, Dover, Jackson, Swinson and Woolmer this year.

Social Value

54. The contracts awarded 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.
55. Moving forward all Social Value outcomes will be captured via the Social Value Portal, using the Council Housing social value model and will account for 10% of the tender evaluation score.
56. Development Programme (£40.86m)
The Development Programme is targeted to deliver approximately 3,500 new affordable homes over the next 13 years, 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.
57. Current Market Conditions
Analysis from Mott Macdonald, who are the Employer's Agent and Cost Consultant on most of the Council's Building Council Homes for Londoners programme, estimate that general material prices are 10.2% higher than a year ago with prices for key construction materials such as fabricated steel, plyboard and cement up against prior year by 38.1%, 29.8% and 30% respectively.
58. The Royal Institute of Chartered Surveyors (RICS) have estimated material prices over the next year will increase by a further 10% and 64% of contractors in a recent survey indicated that labour shortages would be the limiting factor to their activity, up 22% from the first quarter of 2021. As a result, contractors are asking for longer tender periods and for 2-stage design & build. Although nationally sales value outlook is positive, values in east Enfield are starting at much lower base and growing at much slower rate.
59. In addition to the impact of current market conditions several schemes currently on site have experienced additional Covid-19/Brexit related delays, resulting from supply chain and labour shortages, of around 3 months:
- Newstead House has moved from Q1 to Q2.
 - Maldon Road from Q1 to Q3.
 - Gatward Green from Q3 to Q4.
 - Electric Quarter, which had moved to Q1 from Q4 2020/21, is now likely to complete in Q2 due to site issues not related to Covid or Brexit.
 - Bury Street West, which also suffered delays due to site contamination, will still complete in 2022/23 but in Q3 rather than Q2.

Progress against 2022 Starts

60. There are 175 starts forecast to be delivered by March 2022. This is comprised of Upton and Raynham and Exeter Road Phases 1 and 2. Phase 3 will need to commence in May 2022. Exeter Road has been submitted for planning and Upton and Raynham will follow in September. Both schemes will have regeneration and placemaking benefits but the complexities of the site and integrating with existing residential setting have resulted in increased costs. Both schemes include placemaking improvements to the existing estate such as refurbishment of two car park podiums, façade improvement to existing dwellings and creation of doorstep play areas on Exeter Road and a new car park podium, energy centre and public realm for Scott House on Upton & Raynham.

It is proposed to fund this from within the approved development capital budget, seek additional grant funding from the GLA, funding from the MHCLG estate regeneration programme and where costs are associated with the existing investment programme from the capital programme for existing homes. The market pressures as a result of Brexit and Covid-19 have also impacted on build costs and pricing for risks in the construction market. This has been reflected in the budget proposals covered within this report.

61. Following an initial unsuccessful soft market test for Exeter Road, the market was re-engaged combined with the Upton & Raynham scheme. The outcome was much higher interest in delivering the 2 schemes together with a main contract award for Exeter Road Phase 1 and a Pre-Contract Service Agreement period for Exeter Road Phases 2&3 and Upton & Raynham.
62. Budget approval has been sought for Upton and Raynham and Exeter Road phase 1. A budget has been allocated within the overall capital programme for phase 2 & 3, however, a further report to request approval to spend is required in the light of the procurement exercise outlined above.
63. The table below provides a high-level summary of the estimated increase in costs:

| Project costs | Approved budget | Proposed budget | Additional budget requirement |
|--|------------------------|------------------------|--------------------------------------|
| | £000's | £000's | £000's |
| Upton & Raynham | 42,955 | 60,614 | 17,659 |
| Exeter Road phase 1 | 15,000 | 20,689 | 5,689 |
| Exeter Road phase 2 & 3 (budget envelope - not currently approved) | 27,000 | 41,547 | 14,547 |
| Total Budget | 84,955 | 122,850 | 37,895 |

64. It should be noted that these are high level estimates and a full financial review is underway. This review will:
- capture an analysis of additional costs
 - update the change in unit numbers, if reduced understand the loss of rental income

- review grant assumptions
- review private sale and shared ownership sales income
- update hurdle rates for each scheme
- additional income sources i.e. grant outside the GLA programme

65. The table below shows a further breakdown of the estimated expenditure and income for the projects. Overall there is an:

- Increase in scheme costs of £37.8m – to be transferred from the investment programme over the next 2 years. These works are built into the current investment programme, but it may be necessary to bring forward these works, work is on-going.
- a shortfall in funding of £5.1m to be met from increased grant and HRA reserves.
- reduction of overall stock number of 27 units.
- Grant assumptions are based on £100k per unit for affordable homes and £28k per unit for shared ownership homes. Part of this grant has been secured as part of the BCHL programme with the remaining grant included within the AHP programme bid, this is yet to be secured.

| Summary - Upton & Raynham, Exeter Road 1 and Exeter Road 2&3 | Cabinet approved budget - (Exeter Rd phase 2&3 budget envelope only) | Proposed budget | Difference |
|---|--|-----------------|-----------------|
| Expenditure | £000's | £000's | £000's |
| Build costs | 84,955 | 122,850 | 37,895 |
| Total Capital Budget | 84,955 | 122,850 | 37,895 |
| Income | | | |
| GLA grant | (19,688) | (16,028) | 3,660 |
| Private sales income | (18,000) | (16,800) | 1,200 |
| Shared ownership receipts | (8,160) | (7,880) | 280 |
| S106 contribution | (1,350) | (1,380) | (30) |
| Subsidy from Investment programme/HRA reserves – subject to HRA Business Plan refresh | 0 | (37,895) | (37,895) |
| Balance – to be funded from increased GLA grant/HRA reserves | 0 | (5,110) | (5,110) |
| Total | (47,198) | (85,093) | (37,895) |
| Net Budget | 37,757 | 37,757 | 0 |

66. Once the tender process has completed, the information will be reported as part of the Q2 HRA monitoring report, including assessment against the hurdle rates.

67. It is envisaged these works will be funded from the investment programme due to their nature. Although these estate improvements already form part of this programme, it may become necessary to vire the budget from the Investment programme.

68. Bullsmoor Lane and Dendridge Close
Although MMC contractors have not been as adversely affected from current market conditions, their supply chain model rely on factory orders being placed at least 3 months in advance of start of production. This

means our 2 MMC schemes (Bullsmoor Lane and Dendridge Close) will need to meet their planning consent targets in order to have the modules manufactured on time to meet start on site deadlines.

69. Bullsmoor Lane has completed contractor procurement with the award of contract sum within existing budget. Contractors will submit planning for 31 homes in Q3, with start on site forecast in Q4 and completion by 2023/24.
70. Dendridge Close starts contractor procurement in Q2 with the expectation that contract sum will also be within budget and aims to submit planning in Q4, with start in Q1 2022/23.
71. We are contractually obligated to deliver starts through the GLA programme and longer term we are committed to the delivery of our 3,500 homes plan. In order to manage the pressures to address both priorities, we have reviewed the following:
 - Value engineering aspects of schemes to create efficiencies.
 - Seeking higher levels of grant – especially those funded through historical low grant rate programme such as Upton and Raynham.
 - Seeking funding via the S106/CIL budgets.
 - Review of procurement strategies including packaging schemes to identify cost efficiencies.
 - Review of tenure and increasing private sale.
 - Reviewing of lease based social housing models which are funded through revenue lease payments rather than capital.
72. Because of this review, and as part of the annual business planning update, we will be reviewing benchmark build costs for schemes involving wider works on existing estates. Short term we have and will continue to rephase and reprofile capital budgets.

Estate Regeneration (£12.71m)
73. 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. In line with social distancing, the capacity on site has reduced by 30% in most cases, which has impacted on construction activity. This is being closely monitored and forecasting will continue to reflect changes to spend if pace does slow down on site. A revised application was submitted for Alma which was approved by Cabinet and increases the number of units from 993 to 1050. Although there is no net effect and delivery remains within existing budgets, the cashflow profile has been adjusted to take into account the Council will be receiving replacement homes sooner than the previous construction profile. Budget has been brought forward to 2021-2022 to reflect the build programme for Phases 2a and 4.
74. Delays with the change of use application at Ladderswood have impacted on new commercial units being let and therefore there is a reduction in rental income in 2021-2022.

75. The changes to building regulations, including requirements for sprinklers and future proofing through use of appropriate cladding/materials, will increase build costs. Although developers are required to deliver compliant homes, some aspects such as future proofing may be subject to negotiation as some requirements will have to be anticipated.
76. A planning application has been submitted to increase the number of homes at New Avenue. This is subject to planning and will, if approved, fall into the new regulatory requirements.
77. Over the 30-year business plan, the estate regeneration schemes will provide rental income for the Council and help to rebalance the age and investment profile of the stock.
78. A Joyce and Snell's project report will be submitted to Cabinet 15th September 2021 requesting approval to commence procurement of contractors for phases 0 – 3 which is exclusively HRA. The report will also request Cabinet to note the results of financial modelling, results of scenario testing and the impact of the scheme on the borrowing position of Council. A significant risk is that of increasing construction costs and longer phasing programme impacted by decants, which will need to be carefully modelled and assessed as part of the overall ten-year HR Business Plan. Mitigations will have to be found in specification of works and securing maximum grant support whilst monitoring market conditions and the macro-economic environment. As per the HRA Business Plan approved 1.4% for resources, this will be committed this financial year to reinforce the team with specialised estate regeneration, procurement and programme delivery personnel to ensure the project can deliver key milestones over the next year.

Risks

79. New and emerging legislation around Building Safety, Decency standards and the Climate Action agenda, are placing significant financial pressures on the HRA 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.
80. A significant risk is that of increasing construction costs, noted below, which is expected to impact on residential contracts entered in financial year 2021/22. Mitigations will have to be found in specification of works and securing maximum grant support whilst monitoring market conditions and the macro-economic environment.
81. **Development Programme**
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.
82. Changes in grant conditions could impact the future development programme i.e. reduction in rent levels and grant receivable. Unlike its predecessor the new Affordable Homes Programme (AHP) is based on a

lower social rent and no longer has a tariff rate and each scheme is based on value for money test and grant as a % of total scheme costs. The assumption in HRA Business Plan is £150k (social rent and £50k (shared ownership) for bids submitted under the AHP programme.

83. 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.
84. The Housing Service is exploring mitigations to address these risks which include:
- engaging with GLA to maximise grant support
 - reviewing phasing of construction to minimise the impacts of increased construction costs
 - exploring innovations in construction technology (like modern methods of construction “MMC”) to take advantage of cost savings without compromising quality and tenants’ safety.

Financing the Capital Programme

85. Table 3 sets out the financing position for the 2021/22 to 2030/31:

Table 3

| HRA Capital Financing | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | Future Years | Total |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Grants & External Contributions | 6,549 | 25,845 | 24,874 | 15,658 | 63,737 | 136,662 |
| Capital Receipts | 31,085 | 46,678 | 6,213 | 7,234 | 16,156 | 107,366 |
| Major Works Allowance | 11,067 | 11,257 | 11,474 | 5,103 | 90,572 | 129,473 |
| Earmarked Reserves | 23,352 | 38,046 | 29,459 | 57,022 | 305,733 | 453,612 |
| Borrowing | 44,000 | 76,000 | 59,000 | 0 | 240,556 | 419,556 |
| Total | 116,053 | 197,826 | 131,020 | 85,017 | 716,754 | 1,246,669 |

Grants Summary

86. The table below provides a summary of the grant assumptions over the next 5 years:

| Grant | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---------------------------------|--------------|---------------|---------------|---------------|---------------|
| | £000's | £000's | £000's | £000's | £000's |
| GLA Grant | 6,549 | 25,845 | 24,874 | 15,658 | 25,450 |
| Local Authority Delivery Scheme | 305 | 0 | 0 | 0 | 0 |
| Total Grant | 6,854 | 25,845 | 24,874 | 15,658 | 25,450 |

87. The Council is currently delivering a number of large housing schemes and through the AHP have been successful in securing funding. In April, Enfield submitted a bid as part of the AHP 21-26 programme to secure further funding to support future new build and regeneration projects, we are

awaiting results from this bidding process and the grant assumptions above haven't been confirmed by the GLA as yet.

88. Enfield Council have been successful in the bidding application for Phase 1B of the Local Authority Delivery scheme and received confirmation from Department for Business, Energy and Industrial Strategy (BEIS) in February 2021 that the application has successfully met the assessment criteria for funding to provide energy efficiency upgrades to low-income homes which amounts to £305,000 worth of funding. This funding will support the installation of External Wall Insulation in 61 Council properties.

Earmarked Reserves

89. The level of HRA earmarked reserves is shown below and have remained stable:

| Reserves | Balance at 1 st April 2021 | Forecast Transfers 2021/22 | Forecast Balance 31st March 2022 |
|--|---|----------------------------------|--|
| | £000's | £000's | £000's |
| HRA Repairs Fund | (15,104) | 0 | (15,104) |
| HRA Insurance | (323) | 0 | (323) |
| HRA Balance | (4,623) | (7,048) | (11,671) |
| Total HRA Reserves and Balances | (20,050) | (7,048) | (27,098) |

Public Health Implications

90. 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.
91. 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.
92. 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.

Equalities Impact of the Proposal

93. 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.
94. Financial reporting and planning are important in ensuring resources are used to deliver equitable services to all members of the community.

Environmental and Climate Change Considerations

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

Financial Implications

96. Financial implications are implicit in the report.

Legal Implications

97. 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.
98. 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.

Property Implications

99. Property implications are implicit in the body of the report.

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Date of report

Appendices

Background Papers

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

Appendix A

| Council Housing Revenue Monitor | 2021-22 Original Budget | Approved Variations | 2021-22 Latest Budget | Spend to date | Projected Outturn at Year End | Variance excluding Covid impact | Variance including Covid impact |
|--|-------------------------|---------------------|-----------------------|---------------|-------------------------------|---------------------------------|---------------------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Supervision and Management (General) *Housing Development & Estate Renewals *Director Housing Management *Tenancy and Estate Management *Income Collection *Re-Housing *Home Ownership & RTB's *Communications | 15,495 | 0 | 15,495 | 1,836 | 15,495 | 0 | 0 |
| Supervision and Management (Special) *Grounds Maintenance *Energy *Communal Services *Sheltered Housing *Concierge & CCTV | 7,088 | 0 | 7,088 | 2,051 | 7,218 | 0 | 130 |
| Repairs Admin *Housing Prof Services *Technical Services | 1,655 | 0 | 1,655 | 396 | 1,655 | 0 | 0 |
| Repairs Base *Responsive & Planned | 11,198 | 0 | 11,198 | 2,903 | 11,198 | 0 | 0 |
| Rates - Council Tax on Estate Renewals | 614 | 0 | 614 | 0 | 614 | 0 | 0 |
| Rates - Business Rates & Council Tax | 62 | 0 | 62 | 0 | 62 | 0 | 0 |
| HRA Surplus (to fund Capital) | 7,016 | 0 | 7,016 | 0 | 7,016 | 0 | 0 |
| Bad Debt Provision | 858 | 0 | 858 | 0 | 418 | (440) | 0 |
| Capital Financing | 23,412 | 0 | 23,412 | 0 | 23,412 | 0 | 0 |
| Rents Dwellings | (58,871) | 0 | (58,871) | (4,639) | (58,871) | 0 | 0 |
| Rents Non Dwellings (Shops/Garages/Community Halls) | (3,266) | 0 | (3,266) | (1,087) | (2,988) | 0 | 278 |
| Interest on HRA Balances + RTB mortgages | (380) | 0 | (380) | 0 | (380) | 0 | 0 |
| Corporate & Democratic Core | 134 | 0 | 134 | 0 | 134 | 0 | 0 |
| Leaseholders Service Charges | (5,016) | 0 | (5,016) | (1,414) | (5,016) | 0 | 0 |
| Total Cash Limit | 0 | 0 | 0 | 46 | (32) | (440) | 408 |

Appendix B

| HRA 10 year Capital Programme | 2021/22 Budget | 2022/23 Budget | 2023/24 Budget | 2024/25 Budget | 2025/26 Budget | Future Years | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Asset-Led Works | 2,965 | 2,505 | 0 | 0 | 0 | 0 | 5,470 |
| Asset-Led Works: Cambridge Road West | 2,447 | 3,000 | 0 | 0 | 0 | 0 | 5,447 |
| Asset-Led Works: Upper Edmonton | 5,634 | 219 | 0 | 0 | 0 | 0 | 5,852 |
| Demand-Led Works | 321 | 250 | 250 | 0 | 0 | 0 | 821 |
| Demand-Led Works: Aids & Adaptations | 1,337 | 1,700 | 1,500 | 0 | 0 | 0 | 4,537 |
| Demand-Led Works: Structural Repairs | 199 | 800 | 600 | 0 | 0 | 0 | 1,599 |
| Fire-Led Works | 18,370 | 29,101 | 1,969 | 0 | 0 | 0 | 49,440 |
| Stock-Condition-Led Works | 31,203 | 26,974 | 26,950 | 14,933 | 14,539 | 56,656 | 171,255 |
| Stock-Condition-Led Works: Boroughwide | 0 | 0 | 0 | 0 | 0 | 13,039 | 13,039 |
| Investment in Stock Total | 62,476 | 64,549 | 31,269 | 14,933 | 14,539 | 69,695 | 257,461 |
| Development Programme: Holding code for future projects | 9,250 | 87,650 | 72,336 | 67,370 | 82,829 | 548,878 | 868,312 |
| Development Programme: Gatward/Newstead & Maldon | 4,891 | 110 | 0 | 0 | 0 | 0 | 5,001 |
| Development Programme: Upton & Raynham | 2,985 | 28,096 | 13,500 | 0 | 0 | 0 | 44,580 |
| Development Programme: Reardon Court | 3,154 | 12,515 | 12,000 | 0 | 0 | 0 | 27,669 |
| Development Programme: Bury Street | 13,391 | 2,608 | 238 | 0 | 0 | 0 | 16,236 |
| Development Programme: Electric Quarter | 7,191 | 0 | 0 | 0 | 0 | 0 | 7,191 |
| Development Programme Total | 40,862 | 130,978 | 98,073 | 67,370 | 82,829 | 548,878 | 968,990 |
| Estate Regeneration | 2,049 | 482 | 0 | 0 | 0 | 0 | 2,531 |
| Estate Regeneration: Alma Towers | 9,506 | 1,362 | 1,362 | 2,399 | 646 | 59 | 15,333 |
| Estate Regeneration: Ladderswood | 183 | 250 | 110 | 110 | 110 | 0 | 763 |
| Estate Regeneration: New Avenue | 978 | 205 | 205 | 204 | 0 | 0 | 1,592 |
| Estate Regeneration: Small Sites | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Estate Regeneration Total | 12,716 | 2,299 | 1,677 | 2,713 | 756 | 59 | 20,219 |
| Total | 116,053 | 197,826 | 131,020 | 85,017 | 98,123 | 618,631 | 1,246,669 |

London Borough of Enfield**Cabinet Meeting 15th September 2021**

Subject: Parkview House Residential Care Home
Direct Contract Award

Cabinet Member: Cllr Alev Cazimoglu

Executive Director: of People Tony Theodoulou

Key Decision: 5331

Purpose of Report

- 1 Parkview House is a residential dementia care home situated in Edmonton and benefits from good shopping, open space and transport facilities. Care services are currently provided under a block contract between the Council and Sanctuary Housing Association (SHA). A subsidiary organisation, Sanctuary Care provides the day to day care to the residents living within the home. The Council currently holds nomination rights for 41 of the 45 beds within the home. Enfield Council owns the freehold land at the Parkview site whilst Sanctuary Housing Association has a 150-year lease on the residential care building, which was itself designed and built by Sanctuary Housing Association.
- 2 The main client group is "older adults" who are unable to live independently in the community due to their high care needs and/or dementia. The number of people who have dementia has been steadily increasing in the borough over the last few ten years and this increase is set to continue. Dementia care homes are a difficult market sector experiencing increased demand and continued upward cost pressure.
- 3 This report seeks to directly award a 2+2+2-year care and support contract for Residential Care Services to Sanctuary Housing Association. The award will provide vulnerable residents continued access to vital care services at a good value price per bed.

Proposal

- 4 That a Cabinet endorses and agrees to the formal approval to directly award a 2+2+2-year care and support contract for Residential Care Services to Sanctuary Housing Association. Commencing on 1st October 2021 until 30th September 2023 (with the option to extend for 2 years to 30th September 2025 plus a further 2 years to 30th September 2027). The award will provide vulnerable residents with continued access to vital care services at a good value price per bed as detailed in the Part 2 Appendix.

- 5 That Cabinet agrees to delegate the formal approval of the 2+2-year extensions periods of the contract, subject to satisfactory performance, to the statutory Director of Health & Adult Social Care in consultation with the Cabinet member for Health and Adult Social Care.
- 6 That Cabinet agree a waiver of Contract Procedure Rules to enable the direct award of contract to Sanctuary Housing Association.
- 7 That Cabinet agrees to delegate to the Director of Adult Social Care (ASC) to finalise and agree the terms of the contract with Sanctuary Housing Association in consultation with the Director of Law and Governance.

Reason for Proposal

- 8 The existing contractual arrangement is due to expire 30th September 2021 with a one-year extension clause ending 30th September 2022. As there has been a number of changes brought about by pandemic it was agreed not to implement the one-year extension and to include the negotiated changes within a new contractual arrangement
- 9 Many of the residents have lived at Parkview House Residential Care Home for more than 10 years and see Parkview House as their home. They have high care and support needs and Sanctuary Care have meet their care needs to a consistently high-quality standard.
- 10 Parkview care home is regulated by the Care Quality Commission and has a current rating of "Good Overall".
- 11 In the provision of care and support services at the home Sanctuary Care have achieved the following outcomes for residents,
 - **Feeling Safe & Secure:** Sanctuary Care delivers a hands-on approach of care and support by having the right number of staff on duty ensuring there is always staff available day and night regardless of the assessed care needs of residents. Their rota includes night staff that are shared across all residents and day staff that provide and meet all planned and unplanned care needs. The staff team also answer emergency call alarms within the home and ensures a timely and professional response.
 - **Being Healthy, Clean & Comfortable:** Sanctuary Care have supported residents to be as healthy and well as they can, and be clean and comfortable in the delivery of their care at all times;
 - **Treated with Dignity & Respect in a Person-Centred Way:** Monitoring information demonstrates that Sanctuary Care always treat residents with dignity in a way that respects their individual social, cultural, ethnic and religious needs and this has been at the centre of planning, choosing, managing and financing the care & support that's right for individual residents;

- **Having Company & Contact and Feeling Engaged:** Residents are facilitated to have as much company & contact with others as they feel they need and are facilitated to take part in activities and interests that are important to them

Relevance to the Council's Corporate Plan

IMPACT ON COUNCIL PRIORITIES

12 Good homes in well-connected neighbourhood.

Parkview House is situated in a central location in the borough. It has good transport links and is on the doorstep of a picturesque park and near several shops making it a good location for residents to feel part of their community

Sustain strong and Healthy Communities

The services provided protect those most in need by continuing to deliver care and support services and safeguarding vulnerable people.

To Build our local economy to create a thriving place

Services will support resident to take more responsibility and play a greater role in developing services that are meaningful to them

Background:

- 13 Sanctuary Care became the care provider at Parkview House in August 2013 following a Cabinet decision KD3558. Sanctuary Care is a Subsidiary organisation of Sanctuary Housing Association. The contract is with Sanctuary Housing Association. It was subsequently proposed and agreed that Sanctuary Care continue to provide services under a new 3-year block contract from August 2016 to August 2019 (Key Decision 4312). In 2019 Sanctuary Housing Association was awarded a 2-year contract under Key decision 4869. This contract is due to expire in September 2021.
- 14 The main client group is "older adults" who are unable to live independently in the community. The number of people who have dementia have steadily been increasing over the last few two years. The home is situated in Edmonton and benefits from good shopping, open space and transport facilities.
- 15 Sanctuary Care performance is monitored on a quarterly basis by the Enfield's Quality Assurance and Contracts Team and in the past year, there have been no concerns with the service provider and the last

quarterly monitoring visit also confirmed this. Residents and their families are generally pleased with their service and the support provided by Sanctuary Care. Sanctuary Care have worked in partnership with the authority for delivering the service and have been flexible in meeting the council's requirements. They have a current rating of Good with the Care Quality Commission

- 16 Within this difficult environment the Council continues to work with Sanctuary Care to establish efficiencies whilst maintaining quality care provision.
- 17 Enfield Council owns the freehold of the Parkview House site under which Sanctuary Care's parent organisation SHA pay a yearly ground rent of £4,000 on a 150-year lease, which commenced 13th March 1992. SHA have full responsibility for repairs and maintenance of the building and grounds.

Main Considerations for the Council

- 18 The current care homes market

Latest Local Government Association figures are projecting a funding gap in social care of £5.8bn by 2025 and trading conditions in the care homes sector continue to be particularly difficult.
- 19 Upward cost pressures are evident through utility costs, minimum & living wage tariffs, rising demographics, increasingly complex needs and judicial review findings. Diminishing local authority budgets overall drive financial efficiency strategies which reduce the overall funds available to purchase care at present and predicted future levels.
- 20 There is generally a lack of dementia care beds in the borough, this is also reflected nationally with local authorities competing for affordable bed placements. Retaining this local resource is paramount for Enfield's increasing number of dementia care cases.
- 21 The contract will include scope for the parties to agree variations to the contract in respect of the operating model. At the appropriate time, further variations may be considered. Currently the Council is moving to increase its block bed number purchased from 41 to 45 in the new contract. Any variations will be informed by an analysis of broader care home market trends and dynamics to ensure they demonstrate best value to the Council.
- 22 A continued contract with Sanctuary Housing Association will maintain consistency of service quality and provision at Parkview House and sustain current services to vulnerable residents who live there.
- 23 The home will continue to be monitored for quality on a quarterly basis; this ongoing monitoring is supported by visits from Social Workers undertaking annual reviews.

Safeguarding Implications

- 24 With onsite 24-hour care Parkview House supports vulnerable people to live safely in the community and by doing so enable them to live healthy and fulfilling lives and achieve their full potential

Public Health Implications

- 25 Familiarity and routine are extremely important for people with dementia. Avoiding the need to move this vulnerable group of residents or to change staffing arrangements were a new provider to be appointed is recommended where at all possible, particularly given the risks associated with the pandemic.

Equalities Impact of the Proposal

- 26 Corporate advice has been previously sought in regard to equalities and an agreement has been reached that an equalities impact assessment is not essential at this stage to approve this report awarding a Contract for residential care services at Parkview House. Because it is a continuation of an existing service provided by the current provider, and there are no proposed changes to the way in which residents can access the services provided.
- 27 Future projects, work stream or changes to services deriving from this decision may be subject to a separate Equalities Impact Assessment. Therefore, any projects or work stream will be assessed independently on the need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010

Environmental and Climate Change Considerations

- 28 With Enfield's ageing population and rising natural resource costs, it is essential that all residential care homes take an active role in resource efficiency and carbon reduction. This will be critical in safeguarding affordable care for vulnerable elderly people, maintaining dignity and social participation in old age and in achieving carbon, waste and energy targets.
- 29 As a residential Care provider Sanctuary Housing Association will be asked to demonstrate systems and processes to manage their impacts on the environment. They will be required to provide data to demonstrate their environmental improvements throughout the duration of the contract

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

- 30 Failure to implement effective contractual arrangements for services at Parkview House would increase the likelihood of risks to service continuity for vulnerable services users

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

- 31 There is a risk that Sanctuary's performance in terms of quality could decline however, this will be managed and monitored throughout the duration of the contract through regular meetings

Financial Implications

- 32 See Part 2 for detailed financial cost.

Legal Implications

- 33 The Council's Contract Procedure Rules require that where a contract is awarded with a value of £1 million or over (as is the case here), the provider must provide 'sufficient security' as defined in CPR Rule 7.3 (such as a performance bond or a parent company guarantee). Evidence of the form of security required, or why no security was required, must be stored and retained on the E-Tendering Portal for audit purposes. If this requirement is waived, then the Executive Director of Resources must approve the financial risk prior to any award, and the relevant Authority Report must set out the reasons and what measures are to be taken to manage the risk.
- 34 As the value of the contract is above £500k, the Key Decision procedure must be followed,
- 35 The form of contract must be approved by Legal Services on behalf of the Director of Law and Governance and must be sealed by Legal Services.

Workforce Implications

- 36 N/A

Property Implications

- 37 N/A

Procurement Implications

- 38 Any procurement must be undertaken in accordance with the Councils Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015).
- 39 The award of the contract, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.
- 40 All awarded projects must be promoted to Contracts Finder to comply with the Government's transparency requirements.

Options Considered

- 41 *Not seek a new contract:* Sanctuary Housing Association do not believe that the home is ready to entertain a 100% private fee structure and would welcome a further contract with Enfield Council and the chance to work with Council commissioners to evolve the home and its services to meet future requirements. If Enfield Council did not move towards this option, the Council would then lose access to much needed specialist provision.
- 42 As Sanctuary Group owns the care home under a long lease, officers conclude that other care providers would have little viable interest in operating from the Parkview House premises. Feedback from an earlier tender at this home as well as other tenders in this sector confirms this.
- 43 *Re-tender and seek better value by competitive procurement:* Following a previous unsuccessful tender for care services at Parkview House, providers consistently fed back that providing care services to the Council in a premise owned by another care provider would be neither welcomed nor sustainable. There would be little viable interest in a new tender.
- 44 *Sale of the Council's freehold:* Evidence suggests, without any negotiations with the tenant, the receipts that would be gained under current market conditions would not be sufficient to justify relinquishing the asset as the Council's reversion to the freehold is 123 years away creating all the value in the leasehold.
45. Extend the contract for one year under the terms of the current contract: Given the changes to the contractual arrangement in block contracting all of the 45 beds within the care home to secure much needed high quality and value for money dementia care capacity in the borough, the option to establish a new six year contract is preferred.

Conclusions

- 46 The proposal in this report is for Cabinet to endorse and agree to a direct award contract for Residential Care Services for a period of 2+2+2 years to Sanctuary Housing Association commencing on 1st October 2021 until 30th September 2023 (with the option to extend for 2 years to 30th September 2025 plus a further 2 years to 30th September 2027).
- 47 The direct contract award is recommended due to a number of factors. These include ownership of the building by Sanctuary, lack of interest in the market due to this arrangement from any other providers and the quality and value for money of the existing service. There has been historic consistent failure to secure a successful provider through the formal procurement and market testing processes. To renew the existing contractual arrangements with a willing partner is the most practical way of ensuring service continuity for vulnerable residents while also ensuring the Council has access to much-needed specialist care services for the contract period.

Report Author:

Nancie Alleyne

Date of report 19th May 2021

Appendices

Background Papers

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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London Borough of Enfield**Cabinet****Meeting Date 15th September 2021**

Subject: Section 75 Agreement: Approval of Revisions for 2021/2022
Cabinet Member: Councillor Cazimoglu
Executive Director: Tony Theodoulou

Key Decision: KD 5365

Purpose of Report

1. This report provides details of the 2021/2022 S75 funding arrangement between the London Borough of Enfield and NHS North Central London CCG and proposes that there should be no significant changes to funding arrangements agreed in 2020/21. An uplift of 5.4% has been applied to the allocation for 2021/2022 in line with the expected minimum allocation for the BCF schemes.
2. Enfield Council and NHS North Central London CCG have had a pooled budget arrangement under a Section 75 Agreement for commissioned services for adults since 2011 and for children and adult services since 2015. The current agreement has continued to work well during 2021/2021. In 2017/18 The Council and NHS North Central London CCG agreed to create a single Section 75 agreement which would bring together thirteen separate arrangements pooled funding arrangements, including the Better Care Fund (BCF) and the new improved Better Care Fund (iBCF).
3. New Guidance on the BCF scheme was issued in 2019 and recent information from Central Government has confirmed that although there will be some updates in 2021 however these will be limited. A timeline for sign off will be set out by NHS North Central London CCG with Enfield Council once the formal 2021 national guidance is available and launched by NHS England.
4. A summary of the schemes and funding is shown in the table below. The total BCF revenue, capital and iBCF funding for 2021/22 is £38.68m. Other S75 schemes which sit outside of the BCF and iBCF total £9.06m. The total included within the S75 agreement is, therefore, £47.74m.
5. Both parties are seeking to renew the Section 75 (pooled funding) Agreement again for 2021/2022. The spending plan is subject to joint agreement by NHS North Central London CCG and the Council.

Proposal(s)

6. That the arrangements for pooled funding are noted.
7. That Cabinet agrees to 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)

8. Cabinet agrees that within the financial year 2021/22 the Director for Adult Social Care can 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 is available and launched.

Reason for Proposal(s)

9. That Cabinet is informed of the requirement to deliver the Section 75 agreement and of the pooled funding arrangements which underpin it.
10. That Cabinet agrees to 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)
11. Any decisions to disinvest from any of the funded schemes must be jointly agreed by the Council and the North Central London CCG. The approach taken has been to evaluate the impact of funded schemes on demand management across health and social care and to agree any changes to funding priorities jointly which maximise positive demand management measures.

Relevance to the Council Plan

Good homes in well-connected neighbourhood

12. The delivery of comprehensive health and social care services from supporting prevention to self-care through community provision to specialist and tertiary care

Sustain strong and healthy communities

13. Achieving a higher quality of care and improved health outcomes and overall well-being for the communities of Enfield
14. Target specific health inequalities and focus resources where it is most needed
15. The creation of new, and expansion of initiatives and work to develop responses to health and social care issues and approaches that are cascaded through networks in the communities

Build our local economy to create a thriving place

16. Local People have access to meaningful health and social care services in a seamless way

Background

17. The Better Care Fund (BCF) is a Programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care

and support, and providing them integrated health and social care services, resulting in an improved experience and better quality of life.

18. The BCF encourages integration by requiring CCGs and local authorities to enter into pooled budget arrangements and to agree an integrated spending plan. BCF monies are part of a funding transfer from the NHS to Social Care to support the development of integrated approaches which enable more people to live independently in order to reduce the demand on Healthcare services. It also includes money already allocated to Councils for such things as Disabled Facilities Grants and duties under the Care Act 2014. It is a requirement that NHS North Central London CCG and the Council enter into pooled budget arrangements and jointly agree an integrated spending plan for BCF and iBCF monies.
19. Enfield Council and NHS Enfield Clinical Commissioning Group (CCG), now called NHS North Central London CCG, have had pooled funding arrangements under a Section 75 Agreement for commissioned services for adults since 2011 and for some commissioned services for children since 2015. The existing Section 75 contains 13 separate schedules. The 2021/22 Section 75 agreement will have 14 separate schedules.

Main Considerations for the Council

20. Both parties are seeking to renew and continue the Section 75 Agreement in order to further support the transformation and integration of health, social care and children's services in Enfield.
21. The inclusion of some Children's commissioned services into the agreement is in line with national guidance which supports the further development of joint working and the integration of children's services. The Children's and Families Act 2014 requires Local Authorities to take the lead in making arrangements in insuring co-operation between agencies to improve the well-being of children in the authority's area. All relevant partners (including NHS North Central London CCG) have a duty to co-operate with these arrangements. Going forward, the changing landscape of health and social care reinforces the importance of effective partnership arrangements and the integration of children's services.
22. The schemes within the Better Care Fund are discussed at the Joint Health and Social Care Commissioning Board and approved by the Director of Health and Adult Social Care and the Director of Integration (Enfield), NHS North Central London CCG.
23. The schemes are then monitored by the Better Care Fund delivery group, who in turn report up to the Better Care Fund Executive and the Health and Wellbeing Board. There is also a quarterly return to NHS England which evaluates delivery against jointly agreed priorities.
24. A Section 75 Partnership Agreement for commissioned services offers the following opportunities:
 - Improved integrated commissioning and service delivery that can consider the requirements of health, social care and children's services
 - Development of shared local priorities for service provision and the alignment of funding to deliver these

- An evidence-based approach to commissioning which incorporates joint assessment of needs
 - Development of a shared vision for services to deliver more cohesive and comprehensive outcomes
 - Development of joint performance indicators, monitoring processes and key strategic information such as baselines and tracking systems
 - Easier identification of gaps in provision
 - Reduced bureaucracy
 - Better use of resources to deliver improved value for money
 - Production of joined up commissioning priorities, service specifications and care pathways for all service areas.
25. The NHS North Central London CCG is invoiced on a quarterly basis in arrears after the agreement has been signed and agreed.
26. Monthly meetings have been arranged between managers at the NHS North Central London CCG and Enfield Council to discuss and finalise any small amendments to the funding.
27. Due to the recent merging of the local CCGs into NHS North Central London CCG future dates and governance arrangements for sign off are yet to be agreed. A timeline for sign off will be set out by NHS North Central London CCG with Enfield Council once the formal 2020 national guidance is available and launched by NHS England.
28. Spend from the Better Care Fund and improved Better Care Fund has been utilised to meet increased demand and cost for services across health and social care and to deliver some stability within existing service provision following a significant period of austerity and much reduced central government funding across the health and social care system. This funding enables the health and social care system, therefore, to continue to deliver services which meet statutory requirements. It has also been used to fund new service developments which prevent escalation of need/crisis and admission to hospital and which facilitate timely hospital discharge.

30. Pending the final decisions from both parties; on the next page is a proposed set of summary schedules.

| BCF Schemes | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|-----------------------------|--------------------------|------------------------------|-------------------|
| | | | |
| Integrated care schemes | 9,695,093 | 1,352,369 | 11,047,462 |
| MH schemes | 1,357,877 | 38,894 | 1,396,770 |
| Safeguarding schemes | 73,780 | 421,157 | 494,937 |
| Long Term condition schemes | 0 | 869,495 | 869,495 |
| Children schemes | 405,790 | 0 | 405,790 |
| Carers schemes | | 543,393 | 543,393 |
| Third sector schemes | 297,228 | | 297,228 |
| Infrastructure schemes | | 111,123 | 111,123 |
| Care Act schemes | | 815,644 | 815,644 |
| Protection of ASC | | 7,587,983 | 7,587,983 |
| Total | 11,829,767 | 11,740,059 | 23,569,826 |

| IBCF | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|-------------------------------|--------------------------|------------------------------|--------------------|
| ASC IBCF and Winter Pressures | | 11,380,800 | 11,380,800 |
| Total | 0 | £11,380,800 | £11,380,800 |

| Capital | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|--|--------------------------|------------------------------|------------------|
| Capital: DFG, Share Care Record, Equipment & MH Resource Centre. | | 3,735,926 | 3,735,926 |
| TOTAL | 0 | 3,735,926 | 3,735,926 |

| Section 75 Specific Schemes | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|---|--------------------------|------------------------------|----------------|
| Mental Capacity Act and Deprivation of Liberty Safeguards | 47,830 | 851,560 | 899,391 |
| Integrated Community Equipment Service | 419,806 | 1,042,640 | 1,462,446 |
| Adult CHC Equipment | 541,830 | 0 | 541,830 |
| Integrated Learning Disability Service | 2,054,870 | 3,229,930 | 5,284,800 |

| | | | |
|--|------------------|------------------|------------------|
| Psychologists-Adults LD | 248,974 | 0 | 248,974 |
| Voluntary and Community Sector Contracts | 15,155 | 15,000 | 30,155 |
| YOU (for Youth Offending Unit) Therapeutic Interventions | 68,262 | 83,892 | 152,154 |
| YOU- Psychologist .6 (.4 + .2) | 31,678 | 15,839 | 47,517 |
| VSC Mental health forum and mental health training | 5,000 | 30,000 | 35,000 |
| EPS 0.5 MH in Schools Team | 42,453 | 0 | 42,453 |
| EPS 0.3 WTE EPS/SEWS Incredible Years & creche | 16,981 | 0 | 16,981 |
| EP 0.2 Neurodevelopment in CAMHS | 16,981 | 0 | 16,981 |
| STAY Project (PBS intervention for young people) | 122,000 | 24,960 | 146,960 |
| TCAP (Transforming Care Partnership) | 132,097 | 0 | 132,097 |
| TOTAL | 3,763,918 | 5,293,821 | 9,057,739 |

| | | | |
|--------------------|-------------------|-------------------|-------------------|
| Grand Total | 15,593,685 | 32,150,606 | 47,744,291 |
|--------------------|-------------------|-------------------|-------------------|

Safeguarding Implications

31. The pooled budget and working arrangement facilitate a co-ordinated response to gaps in service provision. Enfield 2021/22 Better Care Fund plan is to improve the care outcomes for older people, people with learning disabilities and/or autism and children and young people.
32. Comprehensive, efficient, effective and high-quality services have been developed that delivers a full range of physical, emotional and mental health needs that support children and young people as well as support to vulnerable adults requiring preventative, early intervention, health and social care services.

Public Health Implications

33. Continuing to pool budgets between LBE and the NCL CCG will enable further close working and synergies between the NHS and LBE and therefore help improve the health of the population in Enfield going forward.

Marek Zmroczek-Sterenber Thu 15/07/2021 11:56

Equalities Impact of the Proposal

34. Equalities Impact Assessments will be carried out for each of the service areas within the Section 75 Agreement where necessary.

Environmental and Climate Change Considerations

35. N/A

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

36. If not agreed, The Council will not be able to deliver projects demonstrated within Point 30.

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

37. The available resources at both authorities are reviewed and existing capacity levels cannot be maintained. This has been mitigated by specifying the contributions to pooled funds as agreed as part of the budget setting processes at both organisations and including the agreed processes for managing an over-spend and under-spend within the pool.

Financial Implications

38. The costs of the various parts of the Section 75 agreement are detailed above.
39. All of the individual BCF schemes, excluding the capital DFG grant have been increased by 5.4%. This is the increase expected to NHS North Central London (Enfield) CCG from the Department of Health and Social Care in line with the minimum allocation. We will invoice North London Central CCG for £11.74m for the Council led schemes.
40. The DFG capital of £3.92m, is the same in 2021/22 as it was in 2020/21. This has been paid directly to us.
41. The iBCF grant is to be used only for the purposes of meeting adult social care needs and reducing pressures on the NHS. This grant will again be paid to the Council directly. The grant in 2021/22 has not been increased from last year and remains at £11.38m.
42. The specific Section 75, schemes have still to finalised with NHS North Central London CCG. Some of these fund NHS posts and the increase of these will be in line with the NHS pay settlement, which is to be agreed. The schemes are commissioned by the Council and the CCG. The Council will invoice the North London Central CCG for their led schemes.
43. All funding is applied to specific cost codes within People Department. Budget holders monitor the spend and progress on their individual schemes as part of the budget monitoring process. In additional there are BCF delivery and Executive Board meetings, where the progress and spend of individual schemes is discussed and minuted.

Legal Implications

(Legal Implications provided by SM on 230721 based on a report circulated on 14 July 2021 14:53).

44. Section 75 of National Health Services Act 2006 allows partnering and funding arrangements to be set up between a local authority and an NHS body in England.
45. Section 75 enables Enfield Council to enter into arrangements to pool funds and integrate prescribed functions with NHS bodies (Including clinical commissioning groups) if such arrangements are likely to lead to an improvement in the way in which those functions are exercised. Section 75 partnering agreements allows for integrated provision and lead commissioning flexibilities.

46. In addition to the above specific powers, Enfield council also has the following general powers:
47. Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.
48. A general power of competence is contained in section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles.
49. If the existing S 75 Agreement allows for it to be extended in accordance with its own terms then such extension shall need to operate in accordance with those terms. Where the existing S 75 Agreement does not allow for such extension, a new S 75 Agreement shall need to be entered into. Assistance from legal services should be sought in either case to ensure that formal contractual formalities are complied with resulting in the council and CCG being subject to a written, binding S 75 Agreement for the purposes required in this report.
50. The Council must ensure adequate budgetary provision in order to service the proposed Section 75 arrangement.
51. Once entered into, any subsequent amendments to the Section 75 Agreement that may be made, must be in accordance with the terms of the Section 75 Agreement.

Workforce Implications

52. There are no specific workforce implications arising from this report. If posts are created using pooled budget arrangements these will be the subject of separate reports for which workforce implications will be provided.

Property Implications

53. N/A

Other Implications – Procurement Implications

54. N/A

Options Considered

55. The pooled budget arrangement has been an effective way of for the Commissioning Clinical Group and the Council to pull resource together to support some of the most vulnerable people in the community. A collaborative approach to meeting both organisations strategic goals has delivered the desired outcomes.
56. NHS England guidance requires the pooling of the Better Care Fund to be via a Section 75 Agreement.

Conclusions

57. That Cabinet agree the revised S75 Agreement for 2021/22.

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26th July 2021 (5th draft)

Appendices

None

Background Papers

None

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London Borough of Enfield**Cabinet****MeetingDate 15th September 2021**

Subject: Corporate Condition Programme (CCP) for 2021/22 and 2022/23**Cabinet Member: Cllr Maguire****Executive Director: Sarah Cary, Place****Key Decision: Yes**

Purpose of Report

1. To secure Cabinet approval for the continuation of the annual Corporate Condition Programmes (CCP) for 2021/22 and 2022/23.

Proposal(s)

2. That Cabinet approves the allocation of capital funding for the Corporate Condition Programmes (CCP) of £2.650m for 2021/22 and £2.809m for 2022/23 in line with the Council Capital Strategy.
3. To delegate authority to the Cabinet Member for Finance and Procurement to approve variations to the proposed schemes within the Corporate Condition Programme (CCP) allocation for 2021/22 and 2022/23.

Reason for Proposal(s)

4. The Council's Strategic Asset Management Plan (SAMP) describes the approach to the management of the Council's property assets, including a set of core principles. Those principles include achieving 100% compliance and managing the portfolio to reduce expenditure and increase income.
5. The Corporate Condition Programme (CCP) addresses major repair works to the corporate property portfolio. The CCP does not cover schools, or housing maintenance, which are subject to different funding streams. The CCP (formerly known as the Building Improvement Programme / BIP) has been a regular programme for many years. The CCP comprises works that the Council is contractually obligated to carry out; works to address health and safety and other compliance risks and major repairs to ensure buildings remain operational and fit for purpose.

Relevance to the Council Plan

6. **Good Homes In Well Connected Neighbourhoods** – The Corporate Condition Programme (CCP) will invest in operational buildings based on prioritised condition criteria, unless there is a good economic, compliance or environmental argument to incorporate lower priorities. The aim is to prevent building failure and to ensure services to the public are not interrupted.
7. **Safe, Healthy And Confident Communities** - The proposed programme contains several environmental improvements, particularly in relation to the replacement of inefficient building services plant.
8. **An Economy That Works For Everyone** – Capital investment to address poor condition, utilising local SME's to carry out works where possible, to reduce the risk that buildings fall into disrepair and improve the environment for staff and visitors.

Background

9. In July 2019 Cabinet approved 2019 a five-year Strategic Asset Management Plan (SAMP), which describes our approach to managing the Council's property assets. As part of this, a core principle is to achieve 100% compliance, alongside other principles to increase income and reduce expenditure.
10. To support the SAMP, regular capital investment is needed to remediate health and safety matters, repair defects and replace components which have reached the end of their life. This responsibility is addressed via the budget allocation in the Corporate Condition Programme (CCP).
11. The progress of the CCP for 2020/21, approved in January 2020, was delayed by the Covid-19 pandemic and resulted in a capital slippage of £508k into 2021/22. Those works are now complete and awaiting final accounting and payment.
12. Notable works recently completed from previous allocation of CCP include: the complete refurbishment of Church Street recreation ground pavilion, replacement of D-block windows, complete refurbishment of Broomfield Conservatory. General works include: substantial works on asbestos abatement, fire safety improvement, disabled access and general lifecycle replacement.

Main Considerations for the Council

13. The impact of the Covid-19 pandemic on the capacity of the Council's works contractors and their materials supply chains delayed the completion of the CCP 2020/21 and caused real uncertainty to the quantum of CCP works that could be delivered during 2021/22 so the presentation of this report was delayed until officers had the confidence that any new CCP request can be delivered.
14. As a consequence, this report seeks approval of the CCP for both 2021/22 and 2022/23 annual budget allocations.

15. The annual CCP works programme is prepared from building condition survey information that objectively informs the prioritization of all works. However, building condition can often change suddenly and without notice, creating emergency maintenance requirements that are best managed by re-prioritizing the works programme. Officers will consider the Council's contractual obligations and health and safety risks when re-prioritizing the works with the approval of the Cabinet Member for Finance and Procurement, to ensure that condition priorities are met and the budget allocation is not exceeded.
16. Lifecycle replacement works present significant opportunities to reduce the environmental impact of the Council's buildings by replacing failed or life expired elements with modern equivalents that have increased energy and environmental performance. Examples include: increasing the thermal insulation of the building envelop (roofs and glazing), increasing the efficiency of heat sources, installation of decarbonisation systems.
17. This decision will enable the Council to assertively plan the Corporate Condition Programme for the following 18-months and regain all of the progress lost to the Covid-19 pandemic, thereby assuring the highest building condition from the allocated resources.
18. Refer to the Appendix for the proposed list of CCP projects for the 2021/22 and 2022/23.

Safeguarding Implications

19. *There are no safeguarding implications of this proposal.*

Public Health Implications

20. *Capital investment to address poor building condition will reduce the health risk of buildings for staff and visitors. A notable risk is This should also be taken as an opportunity to improve the sustainability of buildings so encouraging active travel (for example cycle parking) and improvements such as insulation.*

Equalities Impact of the Proposal

21. *There are no direct equalities impacts of this proposal so an equalities impact assessment is not relevant. However, it should be noted that the Council has a duty under the Equality Act 2010 to pay due regard to the needs of the protected characteristic groups, including ensuring the accessibility of Council buildings to staff, visitors and the public, and that the Corporate Condition Programme includes improvement works that increases accessibility to meet the requirements of the Act where previously it may not have.*

Environmental and Climate Change Considerations

22. The operational use of Council corporate buildings accounted for approximately 49% of Scope 1 and 2 carbon emissions in 2019/20. The level of emissions from a building is dependent on its performance requirements,

its size and the selection of the technologies used. Effective routine preventative maintenance can reduce emissions by addressing related issues, including in respect of fabric degradation.

23. The Corporate Condition Programme (CCP) provides for the timely replacement of building elements at the end of their design lifespan. It also provides an opportunity, in combination with Salix (interest-free financing scheme for funding energy efficiency measures) and the Public Sector Decarbonisation Scheme (PSDS; a grant scheme to fund heat decarbonisation measures) to make viable schemes that improve the environmental performance of our buildings that would otherwise not proceed.

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

24. The Corporate Condition Programme helps ensure operational continuity, prevent major failure of buildings and reduce the total maintenance costs over time;
25. As detailed under "Legal Implications", should relevant statutory functions not be complied with, there is an increased possibility of legal action with associated financial penalties and/or imprisonment;
26. Under-investment in capital condition works would not reduce the level of carbon emissions produced by buildings.
27. We would advise that regular review of the risk and issues assessment is planned by service, to track any developing issues or risks.

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

28. There is a risk of financial overrun on individual proposed schemes where the extent of the replacement works could not be fully surveyed by condition surveys; this risk is considered very low and will be fully mitigated by using the contingency.

Financial Implications

29. The £5.459m CCP allocations will comprise the full value of the capital works inclusive of professional and technical costs that are incremental to the capital works.
30. The £5.459m allocation is part of the 10-year capital programme included within the Capital Strategy approved by Cabinet in February 2021. The funding will be wholly funded from borrowing.

| | 2021/22 | 2022/23 |
|--------------------------------------|----------------|----------------|
| Corporate Condition Programme | £2,650,000 | £2,809,000 |

Legal Implications

31. The Council, as a corporate landlord has numerous duties under common law and under statute (including Health and Safety at Work etc. Act 1974, Health and Safety Offences Act 2008, and Corporate Manslaughter and Homicide Act 2007, Occupiers liability Acts 1957 and 1984) with regards the premises that it owns and/or controls. These duties extend to all people on premises controlled by the Council whether or not, they have lawful authority to be on those premises.
32. A well planned, executed and funded maintenance programme will assist the Council to demonstrate that it takes seriously its obligations as an organisation in control of premises and may assist it to defend any legal action taken as a result of any incident occurring on premises within its control. Section 120 of the Local Government Act 1972 permits the Council to acquire land for the purposes of performing its functions and s111 of the Local Government Act 1972 permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The funding of a Capital Condition Programme would be within its powers.
33. The council can exercise the general power of competence under section 1(1) of the Localism Act 2011 ('the LA 2011') to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. This general power includes the power to enter into contracts. All contracts entered into must be set up in accordance with the council's constitution, the council's contract procedure rules and where relevant in accordance with the Public Contracts Regulations 2015 (as amended).
34. The Council must ensure that any contracts for the repairs and maintenance are in a form approved by the Director of Law and Governance.

Workforce Implications

35. There are no workforce implications of this proposal.

Property Implications

36. Failure to undertake appropriate capital condition works can lead to loss of property value, reduced environmental performance, a building becoming unfit for purpose, Service operations being disrupted and ultimate closure on suitability or health and safety grounds.
37. The CCP reflects the objectives of the Strategic Asset Management Plan (SAMP) as the properties within the programme have been prioritised on condition survey information as well as taking into account contractual lease obligations and also corporate proposals for their future redevelopment, adaption or disposal. In that regard, no works are envisaged to be superseded or made redundant by property activity in the short to medium term.
38. Capital works to some properties (e.g. some parks properties) are not shown within the CCP programme as these works will be funded via alternative

agreed funding streams, such as Build the Change or the Corporate Property Improvement Programme (CPIP).

Other Implications

39. None.

Options Considered

40. Do nothing – this is not a sustainable option because building condition will continue to degrade and will become unsuitable or unfit for purpose and potentially unsafe to operate as well as reducing in value.

41. Do less – this is not a sustainable option as the building condition survey data shows the estimated total backlog for capital condition works on corporate properties had risen to £18m and needs to be halted and slowly reversed.

Conclusions

42. The proposals are necessary to maintain the condition of the Council's buildings, to ensure the fitness for purpose and operational continuity of the Council's buildings, to minimise the total lifecycle cost of the Council's buildings and to ensure staff productivity, engagement and wellbeing.

Report Author: James Wheeler
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07929 185629

Date of report 30th June 2021

Appendices One – confidential table of CCP works

Background Papers

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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London Borough of Enfield**Cabinet Report****Meeting Date – 15th September 2021**

Subject: Safeguarding Enfield Annual Report 2020/21**Cabinet Member: Cllr Alev Cazimoglu / Cllr Uddin**
Executive Director: Tony Theodoulou**Key Decision:**

Purpose of Report

1. The report is being presented for Cabinet to note the Safeguarding Partnership's activity to protect adults and children in 2020-21.
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 2021-22 period.
3. The report also provides Safeguarding updates on responses by agencies during 2020/21 relating to the pandemic.

Proposal(s)

4. The Safeguarding Enfield Annual Report 2020-21 is being presented to Cabinet to note, 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 tackle these issues.
5. Members should note the successes and challenges that have risen from safeguarding activity in the period 2020-21.
6. Cabinet is asked to commend the Safeguarding Enfield Annual Report 2020-21 to Council. The report will be presented at the 17th November 2021 Council meeting.

Reason for Proposal(s)

7. Noting the Annual Report at Cabinet and Council enables Enfield Council to demonstrate its commitment to safeguarding adults at risk, children and young people throughout the organisation.

Relevance to the Council Plan

Safe, healthy and Confident communities

8. The work of the Safeguarding Enfield Partnership meets the Council's priority of "Safe, healthy and confident communities".

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.

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.

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

9. 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.

10. 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)

11. 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*).

12. 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

Safeguarding Enfield Annual Report 2020/21

13. Across the Partnership, our primary responsibility is to provide a way for the local agencies to work together to safeguard those at risk, and to ensure that the arrangements in place are working effectively.

14. 2020-21 has been a busy year for the Safeguarding Enfield Partnerships and all of our partners. The impact of COVID has had a profound effect on many of our agencies, both in terms of pressures and also in terms of having to adapt to new ways of working. Despite the numerous changes and challenges, agencies across the partnership have continued to demonstrate strong commitment to the work of safeguarding Enfield residents.

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.

16. The Safeguarding Enfield partnerships have a priority on learning from experience. To facilitate this, we draw on learning from a number of different review processes (including, Safeguarding Adults Reviews, children's safeguarding Rapid Reviews and Local Child Safeguarding Practice Reviews).

The reviews from 2021/22 will be reported in next year's annual report, this will include learning from the review on forced marriage.

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

Covid-19 response

Safeguarding response during COVID-19 across the Partnership, including:

- Regular contact with care homes,
- welfare calls by our quality checkers
- analysis of concerns during lockdown, we received 3,278 safeguarding adult concerns
- Extra-ordinary Safeguarding Adults Board meeting held.

Domestic Abuse

The Domestic Abuse Hub was launched in May 2020. Over 214 calls have been received. 85 calls have been from victims.

Serious Youth Violence

We held a Partnership event in February 2021 to consult on the Public Health approach to Serious Youth Violence. Attended by over 100 delegates, including our Safeguarding Partners and schools.

Modern Slavery

127 referrals received to the Modern Slavery team; 60 awareness raising sessions to 715 delegates. Modern Slavery hotline launched.

LeDeR reviews

28 notifications received for people with learning disabilities. this is double the pre-pandemic 4-year average. 19 deaths involved COVID

Child Death

Between April 2020 and March 2021, Enfield had 21 notifications of child deaths, similar to the previous year (death of a person under 18 years of age). Of the 21 deaths, 13 were male, 8 were female.

18. Other areas of note, include:

- New Safeguarding Enfield website launched
- Training included: Substance misuse and hidden harm, PREVENT and modern slavery.
- Learning from Safeguarding Adults Review learning themes developed through action plan analysis.

19. Important areas of work for 2021-22

- Detailed data analysis work in Enfield and regionally to better understand the impact of COVID and trends around abuse for adults and children. This is being led by our Insights Activity group.
- Introduction of network of safeguarding champions through the Community Awareness Raising group.

- Multi-agency Safeguarding Children audits on professional curiosity and information sharing; children affected by domestic abuse; and serious youth violence.
- SMART Living pilot project extended to include 250 devices (Amazon Echo Shows) to connect service users with their family and friends.
- Implementing recommendations and learning from reviews in 2021/22.

Safeguarding Implications

20. 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:

21. For Enfield Council – as lead agency for adults and with joint responsibility with Police and the Clinical Commissioning Group for Childrens safeguarding, 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.

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

23. 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

24. 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.

25. 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.

26. 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

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

28. 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

29. 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

30. Publishing this report is part of our statutory duties, and not doing so would mean we would be in breach of these.

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

31. 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.

Financial Implications

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

Legal Implications

33. **Children:** 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.

34. 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.

35. 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.

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

37. **Adults:** 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.

38. 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.

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

Implications provided by I Deuchars on 26/7.

Workforce Implications

40. 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

None

Other Implications

None

Options Considered

41. Producing two annual reports (including these priorities), one for the Safeguarding Adults Board and another for the Safeguarding Children Partnership, was considered.

42. Feedback from residents is that they are more likely to engage with one report and one conversation about abuse and risk, rather than two.

Conclusions

Please note the report.

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Tel No.]

Date of report: 28th July 2021

Appendices

Background Papers

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

The Safeguarding Enfield Annual Report for 2020/21 (unformatted).

Safeguarding Enfield

Annual Report

2020-21



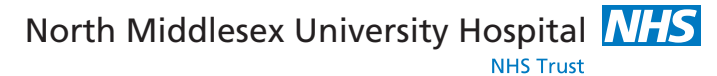
www.enfield.gov.uk/safeguardingenfield





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/childrensportal
- 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**

Our vision:

“is for a community where we can all 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.”

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Foreword from the Chair

As the Independent Chair of the Safeguarding Adults Board (SAB) and the Scrutineer of the Safeguarding Children's Partnership (SCP) I am pleased to introduce the 2020-21 Annual Report outlining the 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.

The last 12 months have presented considerable challenges, with several months spent in COVID related lockdowns. We have all had to adjust: by adopting new ways of working, complying with additional government guidance, and changing how we stay in touch with family and friends. All health providers, the local authority and the local police service, as well as several other contributing partners have needed to operate in a very unusual and hitherto unknown set of circumstances. 'Business as usual' took on a new meaning when so much was disrupted.

In this report, we present the work agencies have delivered to enable the safeguarding functions to operate as smoothly as possible. (This can be found in detail in Appendix D). This year's activities have been inextricably linked

with the local and national COVID response. The report begins with the Board's primary focus on Protecting People from Abuse, followed by a range of activities carried out to Prevent Abuse.

In addition, we also highlight some inspiring examples of the work done. These accounts illustrate the breadth of the work that has taken place across Enfield. A huge thank you to all concerned.

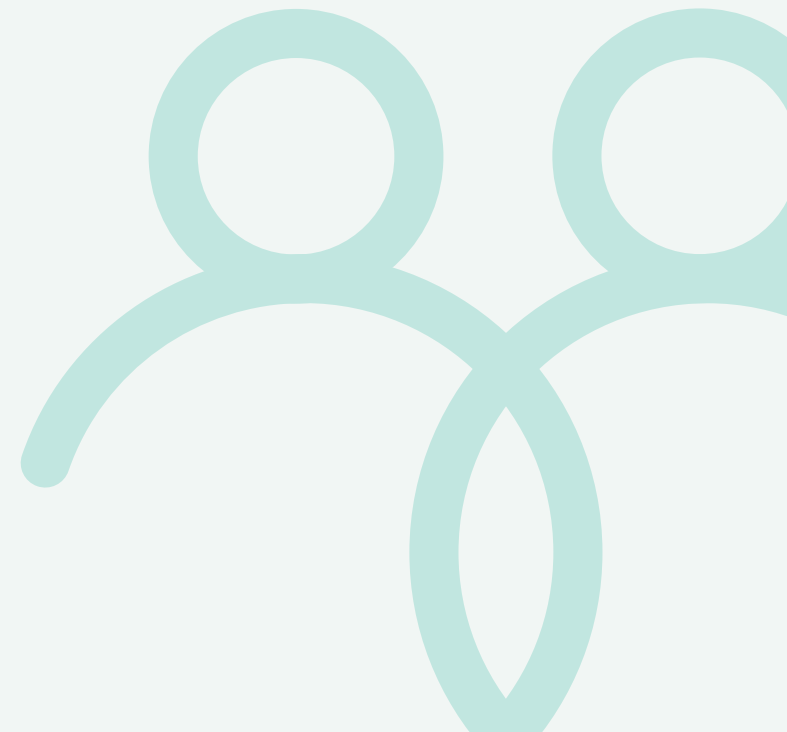
I hope you find this report informative and I want to encourage all of you readers to let us have your thoughts. Tell us what you think, what are we doing well, what do we need to improve on, how else can we communicate better across all the different communities of Enfield.

Take a look at our twitter feed [@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
Scrutineer of the Safeguarding
Children Arrangements



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 2020 to 31st March 2021. 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 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 2020-21

2020-21 has been a busy year for the Safeguarding Enfield Partnerships and all of our partners. The impact of COVID has had a profound effect on many of our agencies, both in terms of pressures and also in terms of having to adapt to new ways of working. Despite the numerous changes and challenges, agencies across the partnership have continued to demonstrate strong commitment to the work of safeguarding Enfield residents.

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.

This section presents a summary of the main pieces of work that the Enfield Safeguarding Partnership completed or oversaw in 2020-21.

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. Please see Appendix D.



+3,278 highest ever number of concerns received by Adults Multi-Agency Safeguarding Hub (MASH).

Domestic Abuse (PROTECT)

The Domestic Abuse Hub was launched in May 2020. Over 214 calls have been received. 85 calls have been from victims.



Modern Slavery (PROTECT)

127 referrals received to the Modern Slavery team; 60 awareness raising sessions to 715 delegates. Modern Slavery hotline launched.



LeDeR reviews (LEARN)

28 notifications received for people with learning disabilities. This is double the pre-pandemic 4-year average. 19 deaths involved COVID.



Serious Youth Violence (PREVENT)

We held a Partnership event in February 2021 to consult on the Public Health approach to Serious Youth Violence. Attended by over 100 delegates, include our Safeguarding Partners and schools.



Child Death (LEARN)

Between April 2020 and March 2021 Enfield had 21 notifications of child deaths, similar to the previous year (death of a person under 18 years of age). Of the 21 deaths, 13 were male, 8 were female.



Work in schools (IMPROVE)

Education department provided weekly home learning ideas for over 400 Private, Voluntary or Independents (PVI)s, schools and childminders. A new Designated Safeguarding Leads (DSL) network for school DSLs has been set up.



SMART Living (PREVENT)

Following a success proof of concept exercise, over 250 SMART Living devices were secured to develop a series of pilots around adults social care. Attended by over 100 delegates, include our Safeguarding Partners and schools.



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). This year a significant part of this work involved responding to emerging risks due to COVID-19. Here we present some of our key responses, policies, talk about our training and present some high-level data. More details information can be found in the appendices.

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:

- Managing increased number of concerns (3,278), including higher proportions of domestic abuse and neglect related cases being reported into the Adults Multi-Agency Safeguarding Hub (MASH).

- Ensuring practices around hospital admissions and reporting safeguarding concern were appropriate.
- Daily calls to care homes.
- Thousands of welfare calls, including over 2,500 to our Learning Disabilities clients.

To read more, please see Appendix A for more detailed information Safeguarding Adults data, and Appendix D for partner updates.

Safeguarding Adults Board activities

The Safeguarding Adults Board (SAB) provided assurance across a number of areas: Do Not Attempt Resuscitation orders, appropriate hospital admission in line with government guidance, work around homelessness, modern slavery and on the patterns and trends of concerns being reported. The SAB also ensured the national insights work into concerns were taken into account when considering local trends.

In 2021/22, practices around community Do Not Attempt CPR orders are being assured by a joint project between the NHS Clinical Commissioning Group and Adult Social Care, funded by the NHS Clinical Commissioning Group. GP practices are being asked to confirm their practices following concerns raised in the media and by our lay member.

Adult Multi-Agency Safeguarding Hub (MASH)

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.

| | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------------------------------|---------|---------|---------|---------|
| Concerns received by the Adults MASH | 1,616 | 2,307 | 2,326 | 3,278 |
| Concerns that led to enquiries | 741 | 656 | 356* | 1,217 |

*Only includes Statutory Section 42 (2)

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.

2020/21 saw a significant increase in safeguarding concerns. Concerns relating to self-neglect, and those occurring in people's own homes were highest. This included an increase in the proportion of domestic abuse concerns.

Enfield are part of a National Insights projects, led by the Association of Directors of Adults Social Services, to understand safeguarding concern trends since the pandemic began. Initial analysis shows that the types and numbers of concerns received in Enfield are in line with what has been experienced nationally.

Adult Multi-Agency Safeguarding Hub (MASH) Nurse

The Safeguarding Adults team have continued to maintain strong partnership working with the NCL Clinical Commissioning Group, Enfield Directorate, in the reporting period of 2020-21 with the Local Authority in the following areas:

MASH (Adults) has been fortunate to have the support of a qualified Nurse subject to funding by the Clinical Commissioning Group. The role of the MASH Nurse Assessor has been invaluable within the MASH team when working in a multi-agency context, working with: Nursing Homes, Hospitals, General Practitioners and District Nurses. A clinical perspective in scoping the points to consider when requesting an enquiry enables more focused reports which allows for better learning and therefore preventative work. This has prevented delays and duplications which can occur when social care staff assess and decide on the lines of enquiry around clinical issues.

Supporting Care providers

Our work with care providers was organised to ensure they had: access to information and support around infection control; the latest public health guidance; and could raise issues with our quality assurance team.

Ongoing support to providers

Targeted support was provided to care support workers and informal carers to embed infection control training and translate this into good working practices, for example in how to use PPE correctly and effectively to protect all those they have direct contact with. The quality

assurance team were the point of contact for care providers, and concerns and issues raised from them were considered and responded to with the Public Health team.

Communications

We were in regular, at times daily, contact with our care providers, and have developed a dedicated MyLife webpage. The webpage, which was developed in partnership with Public Health, focuses on infection control information and training.

Quality Assurance and emergency processes

Many social care providers sadly suffered significant losses of residents due to the covid virus. This meant that the pandemic reduced the demand for residential and nursing placements. This information was monitored to ensure we understood any risks around potential provider failures.

The quality checkers gathered information directly from people who use services and their friends and family to ensure their experiences during the 'lock down' period was included in our considerations and learning.

Protect people at risk

Learning

The strategic safeguarding adults team undertook learning reviews with providers that had COVID outbreaks to identify risks and develop risk mitigation strategies.

Working with people who have refused to comply with government guidance

Regular meetings took place, chaired jointly with Public Health to consider residents, and council tenants, who were not complying with COVID-19 guidance on social isolation and distancing. The meetings were multi-agency and provided a place where agencies could refer in, with a risk assessment, and appropriate local action could be taken. If the local measures were not successful, the group could refer to Public Health England.

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.

The team continued to operate over the lockdown in 2020/21, with 127 referrals being made to the team between 20th January

2020 to 31st March 2021. The team provided enough evidence to enable the Crown Prosecution Service to charge four people with modern slavery offences, relating to a case we received in the team in 2020. The trial is due to commence in Autumn 2021.

The team continue to stay busy with training and awareness raising – a crucial part of the strategy – having delivered 60 awareness training sessions to 715 delegates to a variety of teams across Enfield partnership.

In July 2020 the team worked on a large-scale operation involving over 100 Police officers and partner agencies. During this raid, the team supported the Police and eleven potential victims were taken to a reception centre and three people were arrested for various offences including Modern slavery.

Enfield Council played a pivotal role in the formation of the London Modern Slavery Leads Group which Enfield also chairs. It is supported by the London Councils and The Human Trafficking Foundation.

NHS North Central London Clinical Commissioning Group

The Designated Professionals have continued to monitor, and quality assure the North Central

London (NCL) Safeguarding Health Providers Recovery and Restoration Plans for COVID-19. This has demonstrated that there is adequate assurance of the safeguarding elements of all health providers across NCL. Ongoing borough level safeguarding assurance in the delivery of providers' recovery and restoration plans is obtained through Designated attendance at providers safeguarding committees and at local partnership meetings. Where gaps are identified, further assurance has been sought and is monitored at a local level by the relevant borough Safeguarding Adult Lead. There are no plans that required escalation.

NHS North Middlesex University Hospital (NMUH) Trust

The information in this update includes both Children and Adults Safeguarding activities:

- Executive team supported Safeguarding team to remain on site throughout and staff were not redeployed to other areas.
- North Middlesex University Hospital (NMUH) Emergency Department (ED) remained open throughout. As part of the North Central London reconfiguration of paediatric services during COVID, Inpatient services were transferred to Great Ormand Street Hospital (GOSH) during both lock down

periods. Strong links were established with GOSH safeguarding team to manage Child Protection cases and transfer back.

- During first lockdown the total numbers of referrals made remained similar despite ED attendance numbers lower.
- There has been a continued increase in the number of children and adults attending the ED department with mental ill health concerns throughout, which could be COVID related – increase in need for Tier 4 bed.
- Youth on youth violence referrals noted to reduce when schools closed.
- Solace continued to provide telephone support to all our survivors of domestic abuse.
- Throughout the lockdown we have maintained community nursing and midwifery for babies and children.
- Training figures maintained.
- Safeguarding services have continued to be provided at a consistent level. Safeguarding referrals have continued to be completed maintaining pre-lockdown figures.

To read more please see the full Partner update on page 71.

Royal Free London NHS Foundation Trust (RFLNHSFT)

The information in this update includes both Children and Adults Safeguarding activities:

- RFLNHSFT continuity plan was put in place and shared with the safeguarding partners to provide assurance that core responsibilities were being met.
- Maintained a safe staffing level within the safeguarding team even when staff volunteering in other areas.
- Ensured that midwives in the vulnerable women teams were not deployed to other areas.
- Supported safeguarding team to work remotely ensuring staff and partner agencies continue to have access to RFL NHS Foundation Trust's Safeguarding Team.
- Children and adult safeguarding training continued either virtual or face to face and training figures maintained.
- Enabling virtual access to the ward so other professionals, family members and relevant people have access to ward staff and patients when necessary.

- Adjustments in place to allow visitor to accompany or visit a person with a learning disability.
- Attendance at virtual child protection case conferences, strategy meetings and core groups.
- Provided safeguarding supervision to case holders, such as community midwives through virtual platforms which has been highly evaluated.
- Worked closely with other secondary and tertiary Health Trust to ensure inpatient services were maintained for children within North Central London.

To read more please see the full Partner update on page 71.

NHS Barnet Enfield Haringey Mental Health Trust

The information in this update includes both Children and Adults Safeguarding activities:

- Increase in online training.
- Tailor online training to the areas of increased abuse or hidden harm (cuckooing, neglect, financial abuse).

Protect people at risk

- Increase in the amount of safeguarding champions in each team.
- Meeting with teams to promote areas of abuse that require preventative work e.g. teams making lists of those vulnerable to self-neglect and implementing additional monitoring measures.
- Sexual safety measure on wards including the following increase in Sexual abuse during lockdowns and subsequent reduction in S17 leave:
 1. A3 posters for wards – (for staff and patients to raise awareness)
 2. Sexual safety Booklets
 3. Quick grab guide
 4. Temperature check postcards for wards.

Preventative work ongoing looking at effective risk management strategies to reduce incidents of sexual abuse on the wards – white board meeting: standing item on the daily agenda. i.e. daily checks of how safe a patient feels. Practical tips for ward staff – i.e. staff awareness of blind spots, environmental management. Practical tips for risk management of individual patients (e.g. if someone is very sexually disinhibited as part of their illness, what measures are staff putting in place to mitigate risks).

Themes emerging in lockdown 2020/2021

Lower numbers of safeguarding are reported during the peak of the lockdowns in the community and then a sharp rise in safeguarding referrals when lockdowns are lifted has been noted. In line with national trends, Domestic abuse, self neglect, neglect and financial abuse has increased significantly.

There is evidence that there is more “hidden harm” during lockdowns, including grooming on the internet – (radicalisation, sexual abuse). This is evident from more PREVENT referrals from the trust along with more reports of online financial scams. Police report that Cuckooing has increased during lockdowns – staff have had access to Camden and Islington lunch and learn on cuckooing and audits on the response to Cuckooing safeguarding’s have been completed along with promotion of the relevant forums to manage risk. An increase in allegations against staff (especially bank staff) has been noted. This may be because the trust has appointed a PIPOT lead who is collating data within the safeguarding team.

To read more please see the full Partner update on page 71.

CHILDREN’S

Domestic Abuse

The Domestic Abuse Hub has been operating since 1st May 2020 as a response to growing concerns about under reporting of domestic abuse during lockdown. The free-phone helpline and bespoke email are used by the referrer to access the service. The hub continues to operate from Charles Babbage with the line management from the Domestic Abuse service team manager.

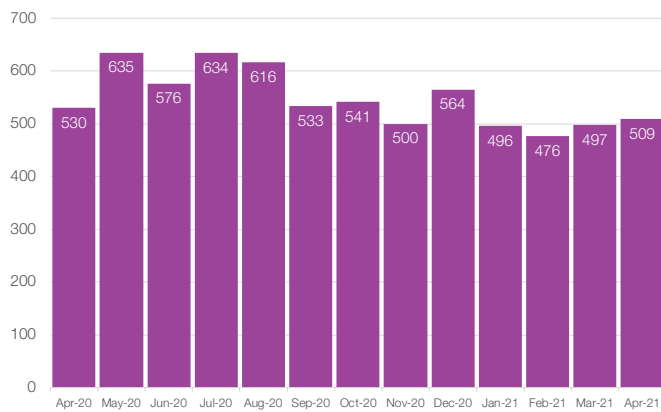
Domestic abuse incidents

In the year ending April 2021 there were 6,539 Domestic Abuse Incidents in Enfield, compared to 5,963 the previous year, an increase of 9.7%. London also experienced an increase of 5.8% over the same period. In the capital, there were 146,773 incidents recorded in 2019/20, compared with 155,262 in 2020/21

There is a decrease in the number of incidents when the lockdown restrictions eased in July with a reduction noted from August to November. The lockdown in January 2021 has not seen an increase in the number of domestic abuse incidents however the reduction is not significant enough.

Domestic abuse incidents in Enfield

| Year | 2018/19 | 2019/20 | 2020/21 |
|-----------|---------|---------|---------|
| Incidents | 5,672 | 5,963 | 6,539 |



Domestic Abuse Violence with Injury Offences

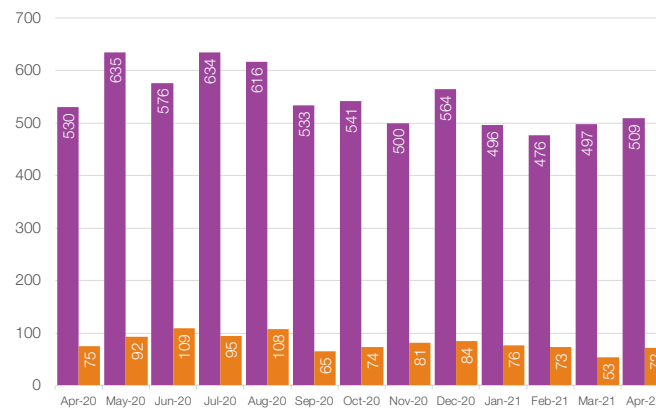
In Enfield by April 2021, there was an increase of 1.7% in the numbers of Domestic Abuse Violence with Injury offences with 984 recorded in 2020/21, compared to 968 recorded by April 2020. In London there was a small 2.7% decrease in the same period.

In Enfield, offences reached their peak in 2020/21 in June, recording 110 offences followed by a second peak of 108 offences in August 2020. January to March 2021 saw a decrease in the number of domestic abuse violence with injury offences however April

2021 has started to see an increase. This could have been attributed to the lockdown.

Domestic Abuse Violence with Injury offences

| Year | 2018/19 | 2019/20 | 2020/21 |
|-----------|---------|---------|---------|
| Incidents | 944 | 968 | 984 |



Key: ■ DA incidents ■ DA incidents with injury

Domestic Abuse Hub data

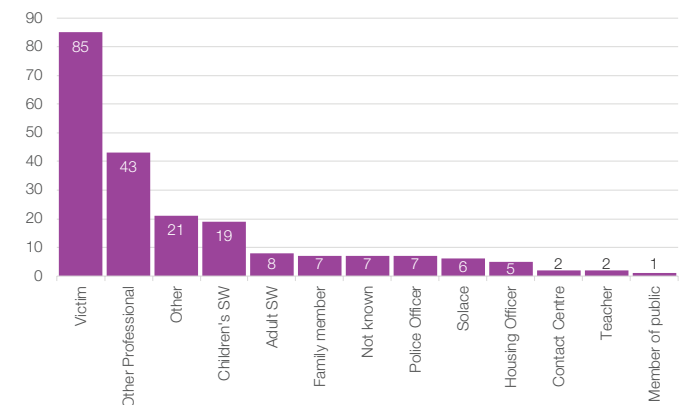
There has been a total of 214 calls received as of May 2021 since the Domestic Abuse hub was launched. The Hub continues to receive calls from professionals and victims requesting support. Since December 2020 there has been a decrease in the number of calls received. There were however more contacts received in the MASH in the same period. We have noted an increase in the complexity and severity of the

domestic abuse being reported which is going directly to the MASH for immediate intervention.

Referrers

The Domestic Abuse Hub continues to be used by victims who are experiencing domestic abuse which is positive. Since January 2021, there has been an increase in the number of professionals referring to the Domestic Abuse Hub for support and advice on behalf of the victims.

Contact referrer



Protect people at risk

Work of the team

The team undertakes structured sessions with the victims of domestic abuse as part of the work to help the victim understand the impact of domestic abuse on their child(ren). This work then informs the child in need plan for the children.

Having received Trauma Informed Practice training, the team are developing tools to undertake effective direct work with children to understand the impact of domestic abuse and early trauma on children's development.

The work with perpetrators as a driver to reduce risk of domestic violence has continued to be a priority in the Domestic Abuse team. There is a dedicated social worker in the team who undertakes risk assessments of all the perpetrators of domestic abuse to inform the social work intervention with the family.

Outcome of contact

Most calls received in the Domestic Hub have led to signposting to other agencies. The majority of the contacts were referred to MARAC 23% followed by Housing where 21% of the requests were signposted to. Having Housing in the Domestic Abuse Hub has led to timely responses to the victims' needs where housing is an issue.

| Outcome of Contact Referral (Multiples) | |
|---|----|
| Other | 9 |
| Referral to Housing | 46 |
| Referral to MARAC | 51 |
| Referral to Solace | 18 |
| Referred to Adult services | 8 |
| Referred to Children's services | 24 |
| Referred to Early Help services | 6 |
| Signposted to Children's services | 2 |
| Signposted to Housing | 7 |
| Referral to IDVA | 1 |
| Referral to Police | 1 |

Safeguarding Children

Total contacts into Children's Social Care

| | 2018/19 | 2019/20 | 2020/21 |
|----------|---------|---------|---------|
| Contacts | 29,364 | 31,427 | 30,878 |

Though there was a small decline in 2020/21, the number of contacts into Children Social Care were higher than the 2018/19 levels. The decrease in the number of contacts during 2020/21 was a result of the various lockdowns and visibility of children and young people through the year. There was a decline in referrals to the Children's MASH following the initial lock down in March 2020. The trend

was similar in January 2021 when there was another lockdown with contacts reducing significantly when schools were closed. The anticipated increase in the contact in March 2021 when schools reopened is reflected in the data. The number of contacts relating to domestic abuse or physical violence reflect a similar pattern decreasing during lockdown.

| | 2019/20 | 2020/21 |
|-------------------------|---------|---------|
| Number of MASH Contacts | 17,725 | 19,959 |

Partnership working in the Children's Multi-agency Safeguarding Hub (MASH) is strong. We launched a daily Emergency Duty Team (EDT) / MASH handover meeting which includes the police and health. This led to more robust and timely information sharing and smoother transitions with clarity on ownership and escalation. MASH Operational meetings with partners have continued to take place and they are an opportunity to enhance understanding of thresholds.

MASH threshold decision making has continued to be robust with ongoing audits reflecting good decision making. In April 2020, an audit of a dip sample of MASH cases found that threshold decision making in MASH was appropriate and proportionate. Ongoing work is being undertaken by the MASH manager to enhance practice.

Protect people at risk

Child and Family Assessments

Timeliness and quality of social work interventions remain good with over 90% assessments completed despite the challenges during the pandemic. This continues a year on year upward trend. Social workers have continued to work with children and seeking through views through direct work

Children Protection

Child Protection Investigations

| | 2018/19 | 2019/20 | 2020/21 |
|----------------|---------|---------|---------|
| Investigations | 1,307 | 1,793 | 2,078 |

An increase in Child Protection investigations (Section 47) was noted in 2020/21 (an increase from 1,793 to 2,078) which could be attributed to the pandemic as services in the community were limited and families were in crisis. 82.9% of these investigations led to Initial Child Protection Conference which evidences good threshold decision making.

Children subject to Child Protection plans

| | 2018/19 | 2019/20 | 2020/21 |
|----------|---------|---------|---------|
| Children | 296 | 203 | 257 |

The increase in the number of strategy meetings has also resulted in an increase in the

number of children on Child Protection Plans in the second quarter of 2020/21 (as indicated above) due to the severity of incidents and complexity of referrals received in Children's Social Care.

Children on the edge of care

In March 2021, there were 90 children who had been identified as being vulnerable to exploitation and 23 were discussed at MACE, which is the multi-agency group for exploitation, both in respect of Sexual Exploitation and those at risk of Criminal Exploitation.

A review of services took place focusing on bringing together teams offering support to young people at risk of exploitation and at the edge of care. This led to the merging of the Child Sexual Exploitation and the Edge of Care teams to create the Adolescent Safeguarding Teams.

The new teams are in the process of integrating a unified approach to working with families where adolescents are identified as being on the 'edge of care'. This has involved the teams applying a model of intervention which has proved successful in the early stages of it being adopted in Enfield in enabling 'edge of care' adolescents to remain in the care of their

families. The model of intervention is known as FAMILY. Social Workers in the teams agree an initial Safety Plan with families and will then work through the stages directly with the families they are working with and will bring the case to group supervision in order for the team to check on progress and agree next steps. Early indications of using this model are that this is successful in keeping families together and more work is being done to ensure that the impact is sustainable by building resilience if families.

Missing Children

| | 2018/19 | 2019/20 | 2020/21 |
|---------------------------------|------------------|------------------|-------------------|
| Missing Children | 159 | 198 | 225 |
| Missing Episodes | 489 | 502 | 561 |
| % RTH Offered | 368/489 = 75% | 301/502 = 60% | 414 /561 = 74% |
| % RTH Accepted | 133/489 = 28% | 163/502 = 32% | 236/561 = 42% |
| Of these, Looked After Children | 49 | 48 | 51 |

There were 225 children reported missing from home or care in the 12-month period covering 2020/2021. Of these, 51 children were looked after children, which makes up a quarter of the total of children who went missing. The

Protect people at risk

Missing Children Coordinators offer return home interviews to all Enfield children and young people in and out of Borough when they return from missing. The above shows an increase in the return home interviews offered since 2019/20 however for some of the young people they go missing again before a return home interview is offered hence figure showing 74%. If a return home interview is not offered, rational is recorded on the child / young person's file. There is an increase year on year on the uptake of the return home interviews by young people. A review of the services offered to vulnerable children took place and the Missing Children Coordinator is now part of a new Contextual Safeguarding Unit. The additional capacity will help young people to engage with the return home interviews.

The information from the return home interviews is shared with allocated social workers and police and forms part of risk assessment and planning for the young person. The Missing Children Coordinator also offers training to staff including foster carers, commissioned placements and partners agencies.

A new Missing from Home, Care, Education and/or Health Protocol for children was agreed in June 2020 by the Safeguarding Children

Partnership Executive Group. This can be found on our website: new.enfield.gov.uk/safeguardingenfield/policies-and-protocols/

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.

Enfield's Local Offer for its Care Leavers was updated and launched in 2020, available in different languages and accessible online through Enfield's MyLife website www.mylife.enfield.gov.uk and Enfield's Children Portal cp.childrensportal.enfield.gov.uk

Enfield Strategy for Care Leavers was launched in 2020 which compliments the Care Leavers current offer and focuses on the 6 life GOALS. The strategy includes an action plan, and its progress is reviewed by Enfield's Corporate Parenting Board.

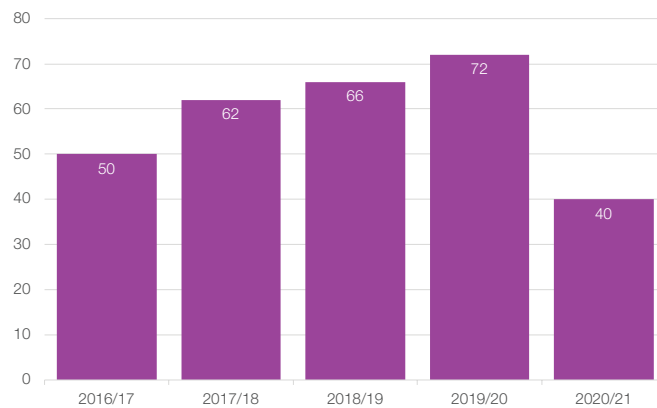
In light of the national social distancing restrictions throughout the Covid-19 pandemic, some participation activities including the annual care leavers conference and use of the care leavers hub had to be suspended and will be reinstated in 2021-2022 in line with the national guidance.

To read more about how we quality assure and monitor our semi-independent care providers please see Appendix B.

Local Authority Designated Officer (LADO) activity

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 social work qualified and experienced to fulfil this role.

Allegations



The total number of new allegations between 1st April 2020 and the 31st March 2021, which met the threshold for formal LADO involvement was 40. A further 13 cases were initially thought to meet the threshold for formal LADO involvement but did not proceed to an Allegations against Staff and Volunteers (ASV) meeting.

The number of allegations which met the threshold for formal LADO involvement had been increasing over the last 5 years – 72 for 2019/2020. The increase was gradual, indicating consistent thresholds being applied as well as a growing awareness of the role of the LADO. The decline in allegations for 2020/2021 is thought to be due to the COVID affect and specifically the partial closures to schools and early years.

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, a number of cases involve incidents whereby 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 the protocols in place. In 2020/2021, there were 67 recorded consultations compared to 220 consultations during 2019/2020. Again, the decline in the allegations for 2020/2021 is thought to be due to the COVID affect.



Protect people at risk

Training data for 2020-21

| Adults Training data | Total |
|---|-------|
| Safeguarding Adults – Awareness | 230 |
| Modern Slavery and Human Trafficking | 134 |
| Safeguarding – Adult Abuse Awareness | 82 |
| Practical Strategies for Building Resilience | 19 |
| BIA Refresher | 24 |
| DoLS Signatory Training – Legal Update | 8 |
| Liberty Protection Safeguards – with focus on MCA Overview | 22 |
| Mental Capacity Act / Deprivation of Liberty Safeguarding Awareness | 55 |
| Mental Capacity Act for Occupational Therapists | 25 |
| Mental Capacity Act Overview in house training | 4 |
| Mental Health Act and Mental Capacity Act interaction | 16 |
| Understanding the Court of Protection – HCPC Registered Staff | 7 |
| Supporting Survivors of Domestic Abuse | 18 |
| Supporting Survivors of Sexual Abuse | 22 |
| Understanding Domestic Abuse and Coercive Control | 16 |
| Making S42 Enquiries | 21 |
| Self Harm and Suicide training | 21 |
| Suicide training | 18 |
| Self-Neglect and Hoard | 23 |
| Personality Disorder | 27 |

| Children's Training data | Total |
|---|-------|
| Prevent and Radicalisation Workshop | 7 |
| Hidden Harm and Substance Misuse | 31 |
| Reducing Parental Conflict for people who work with families training | 14 |
| Reducing Parental Conflict Course for Trainers | 6 |

| Children's 3rd sector training | Total |
|----------------------------------|-------|
| Child Protection | 124 |
| Child Protection (refresher) | 17 |
| Impact of Parental Mental Health | 6 |
| Mindfulness | 5 |
| Parenting – including CP | 198 |

Enfield Social Care 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.

In September 2020, our first cohort of Social Work Apprenticeships started their journey to becoming social workers.

We piloted a different approach with our newly qualified social workers, trialling a cohort system and new readiness to practice programme.

Covid was a catalyst to adopt a different approach to delivering training. All sessions were adapted to be delivered virtually.

Trauma Informed Practice training was delivered to social workers and police colleagues, aim to make them more 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 traumatisation. The learning will help Social Workers and the police to build effective relationships that offer safety and the opportunity to build resilience.

In total there were 128 events that were attended by 1,123 people.

Enfield Children's Social Care Centre of Excellence training courses: 1st April – 31st March (not including AYSE courses or Making Research Count (MRC) Webinars)

| Course Name | Number Attended | Course Name | Number Attended |
|---|-----------------|---|-----------------|
| Firstline Team Manager Leadership Programme | 4 | Parental Mental Health and Parental Mental illness on children and Parenting Capacity | 16 |
| Trauma Informed Practice | 109 | Race, Culture and Spirituality; Implications for child care practice | 9 |
| Reducing Parental Conflict (eLearning) | 37 | Signs of Safety | 99 |
| Practical Strategies for Building Resilience | 15 | Supporting Looked After Children with SEND | 14 |
| Understanding Domestic Abuse and Coercive Control | 19 | Missing Children: A Joint Approach to Achieve Better Outcomes | 5 |
| SWET Statement Writing | 20 | Virtual Reality Training | 12 |
| Final Statement Writing for Social Workers | 24 | Working with Parental Substance Misuse | 15 |
| Using Graded Care Profile Tool | 61 | FGM | 38 |
| Supporting Children and Young People Impacted by Domestic Abuse | 23 | Prevent Training | 13 |
| Working with Men | 14 | Small Steps | 6 |
| Court Skills | 30 | Total | 596 |
| Team Around the Family Training | 13 | | |

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.

ADULTS

Preventing Abuse in Enfield's Adult Care Providers

Enfield has 188 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 2020-21, the Safeguarding Information Panel,

in addition to information sharing amongst members, received 17 referrals. The following interventions were implemented:

| Type of Activity | Total |
|---|-------|
| Provider Concerns Initial meeting held | 14 |
| Nurse Assessor visits | 11 |
| Immigration enforcement visits | 2 |
| Occupational Therapy visits | 1 |
| LBE Quality Assurance visits | 15 |
| CHAT Team visits | 0 |
| LFB safety visits | 0 |
| Quality Checker welfare calls made to family and friend contacts of service users | 241 |
| Quality Assurance 'Out of Hours' visits | 5 |

The SIP actions and interventions were adapted in line with the covid restrictions in place. Essential visits were made to care providers where risks were high and visits were made with appropriate PPE and robust testing regime in place.

To see more details on the Quality Checker calls please see page XX.

Improvements and Standards in Care homes

The covid pandemic has been a challenging time for social care providers to keep service users/residents and staff teams safe. Effective infection prevention and control measures are key to mitigating risks of cross infections.

To provide support to social carer providers in the borough an Improvement and Standards Manager was appointed and operational from the 1st of November 2020, joining the Local Authority's Strategic Safeguarding team. Using data and intelligence collected from regular calls made to social care providers, an action plan was developed to ensure targeted support and guidance was provided.

Priorities areas from the Action plan are presented below

Organisational learning process for providers that have experienced a covid-19 outbreak (2 or more staff and or service users/residents that have tested positive at any one time)

- 55 – organisational reviews completed with residential, supporting living and homecare providers
- 125 – recommendations made and implemented by 55 providers

- 100 – common themes identified and escalated

Process to audit providers IPC performance and effectiveness

- 55 unannounced visits completed
- 10 follow up visits to providers that have had a covid outbreak ongoing action

Develop partnership working with Public Health to visit providers and provide support to improve vaccination uptake where required

- 15 myth busting vaccination sessions delivered to providers plus 5 joint site visits with Public Health to talk on site any vaccine issues. – Ongoing

IPC support and advice to providers on the Provider Concerns

- 5 visits undertaken – varies from recruitment and retention, writing care and support plans, staff rotas etc – ongoing as and when required.

Pressure Ulcer Panel

Within this strong partnership of NCL CCG, Enfield Directorate has funded and provided an expert nurse in Pressure Ulcers for the Enfield Local Authority and new NCL CCG Enfield Directorate, Pressure Ulcer Panel. The Pressure Ulcer Nurse has worked with the Pressure Ulcer panel to the highest level to effect a lasting change, to begin the process of improvement in the protection of vulnerable adults open to abuse from developing pressure ulcers. The panel is an advisory panel to the Local Authority Safeguarding Adult Manager (SAM). The Local Authority are responsible for receiving and managing safeguarding concerns, causing others to undertake enquiries when necessary, ensuring the implementation of the Making Safeguarding Personal agenda. The concerns relate to the reporting pathways currently operating between Enfield health providers in the reporting of pressure ulcers for investigation to Enfield Local Authority.

Deprivation of Liberty Safeguards (DoLS)

| Item | 2018/19 | 2019/20 | 2020/21 |
|----------------------|----------------|--------------|--------------|
| Application received | 1,420 | 1,470 | 1,539 |
| Urgent | 390 (27%) | 540 (37%) | 647 (42%) |
| Standard | 1,030 (73%) | 930 (63%) | 892 (58%) |

Over the past three years, we have seen a continuous rise in Deprivation of Liberty Safeguards (DoLS) applications. This has been attributed to more care home managers and practitioners proactively seeking to safeguard vulnerable adults and an overall better understanding of the Mental Capacity Act 2005 thanks to training sessions delivered by the DoLS team.

For the financial year 2020/21, the Enfield DoLS team saw significant rise in the request for urgent applications, this was possibly linked to rise in hospital admissions due to Covid-19 cases. To put this in to perspective, out of 1,539 applications 652 applications were submitted by the Hospital.

Prevent abuse

CHILDREN'S

Prevention of youth crime and serious youth violence

Enfield Youth Offending Service

Enfield Youth Offending Service continues to see a reduction of first-time entrants. In the financial year 2020/21 there were 98 first time entrants to youth justice, which represents an increase of 15% from previous year. Our analysis indicates that the trend shift showing an increase of the first-time entrants happened in the quarter 3 with causal factors most likely to be attributed to the lockdown 1 release, re-opening of schools and additional focus by Police to suppress violence.

On a positive side, the number of children sentenced to custody was 13 in the 2020/21, which is broadly similar to the previous 2019/20 year when it was 12. There has been a reduction of remand episodes in 2020/21 by 29% (41 remands) from the previous year 2019/20 that saw 56 remand episodes. This is attributed to the high confidence of courts to the bail support package being offered by the Youth Offending Service to young people although the element of the reduced court capacity during pandemic may have had also

some impact. Whilst the latest published re-offending data has not been released, we know that we need to provide more support for young people in youth justice to reduce their re-offending. Therefore, we have developed the Youth Integrated Offender Management project in partnership with Police and Community Safety that will be launched in May 2021.

Enfield Youth Services

Throughout all pandemic lockdowns last year, Enfield Council's Youth Service has continued to positively engage with over 1200 young people via a detached and outreach youth work, supporting the Police and Community Safety to promote social distancing and compliance, enabling a softer approach to enforce the government guidance.

Despite of the pandemic's challenges to service delivery, Enfield Summer University in 2020 has been successfully delivered through a mixed model of 23 virtual courses and 70 face-to-face courses. The programme provided 1986 Summer University places in the most deprived wards of the Borough that were accessed by 604 children. This is an increase of 23.5% from previous year.

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. Whilst there were significant challenges to the launch of the programme during last year's pandemic, 5,816 young people have positively engaged with the programme.

Serious Youth Violence

Reducing serious youth violence has continued to be our priority. The levels of serious youth violence year end in March 2021 stood at 264 victims of serious youth violence, showing a reduction of 47.1% to the previous year in March 2020 when there were 499 victims recorded in Enfield. This is attributed to the effect of the pandemic as well as the continued focus and work of the North Area Violence Reduction Partnership, Community Safety, Police and wider preventative work.

Council's public health has undertaken local needs analysis as part of the public health approach to the reduction of serious youth violence, enabling a deeper understanding of risks associated with serious youth violence and evidence best practice, highlighting the importance of early help and intervention, using evidence-based practice alongside of targeted and enforcement work in Enfield.

Prevent abuse

In October 2021, new initiative Operation Alliance was launched by Police and supported by Enfield Council to pilot early help and support to young people who have been arrested and presented in the Wood Green custody as part of the wider commitment to diversion and prevention of youth crime. The Alliance partnership is currently evaluating the project and seeking funding to sustain the project.

Community Safety Partnership has continued to attract funding from the MOPAC. This has contributed to the strengthening of the targeted youth support offer in Enfield to keep young people safe through a range of commissioned services such as youth outreach to the A&E, diversionary activities such as boxing, gym sessions, employment support, serious youth violence group worker, St Giles Trust mentoring and Spark2life providing accredited learning programme for children in schools with focus on staying safe from bullying, exploitation and risky behaviour.

Serious Youth Violence event

On the 1st February 2021 the Safeguarding Children Partnership held an event on Serious Youth Violence. The event was a consultation to seek partnership views on the findings

of the Public Health needs assessment to Serious Youth Violence, and to highlight some of the work that has been taking place. The event was attended by over 100 delegates and opened by young people giving their experiences.

Raising awareness in schools about exploitation

The Covid-19 pandemic, national restrictions and school closures during 2020/2021 has meant that face-to-face raising awareness activities about child exploitation involving the Child Sexual Exploitation Prevention (CSEP) team could not be delivered as planned. These activities will be reinstated as national restrictions are eased and in line with national guidance. Despite these challenges, the CSEP team continued to work closely and collaboratively with schools through provision of advice and knowledge sharing where children/young people were identified as being at risk of exploitation.

During the year between 1st April 2020 and 31st March 2021, 181 young people were identified as either experiencing or being at significant risk of child exploitation including 14 repeat referrals. 100 were at risk of child sexual exploitation, 72 at risk of child criminal

exploitation and 9 were at risk of both. This figure is higher than the last full year analysis where 166 young people were identified in 2019-20. This is a 9% increase which suggests that there is more awareness leading to a larger number of referrals.

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

Prevent abuse

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.

New referrals to the JSDC of children 4yrs + for short breaks and family support:

- April 2017 – March 2018: 169
- April 2018 – March 2019: 180 (up 7%)
- April 2019 – March 2020: 234 (up 30%)
- April 2020 – March 2021: 150

The pandemic impacted on the number of new referrals received during the last year.

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.

Transforming Care

We increased the frequency of the multi-agency Dynamic risk register meetings to weekly to ensure that children and families most at risk were supported effectively and to ensure that there was communication across the professional network

To read more please see the update in Appendix B.

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. 6-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 2020-21, 13 private fostering cases were open to the Fostering Team, 4 less than the previous year. 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 young people from overseas returning to their country of origin. During the pandemic, a reduction in overseas students was observed compared to the previous year. At the end of 2020-21 there were 4 privately fostered children/young people in Enfield. Historically, nationally and locally, there has been low numbers reported of children and young

Prevent abuse

people in private fostering arrangements which fluctuates throughout the year.

We have an action plan in place for 2021-22 to continue to raise awareness with consortium counterparts.

Work in Schools

Over the year, our Education Department and Educational Psychology Service worked with our schools to ensure home learning could take place and provided support for parents, carers, and children.

COVID response specific work included:

- Provided weekly home learning ideas for over 400 Private, Voluntary or Independents (PVI)s, schools and childminders .
- Supported 400 schools, PVI)s and childminders on key transition points for children and young people, including providing Early Years transition for vulnerable pupils.
- Created and sent out over 4,000 Year 6/7 transition packs to all pupils in Year 6 in Enfield including for vulnerable pupils.
- The Educational Psychology Service (EPS) provided telephone support line for parents, with schools' agreement to use their statutory visit time for this purpose.

- EPS provided support for staff and headteachers during the year, including whole school wellbeing.
- EPS supported 14 schools to achieve the Sandwell Charter Mark, which supports a whole school approach to social, emotional and mental health.
- EPS and Professional Learning (PL) team set up a ten session programme of PL to support schools in their resilience and recovery work for all pupils.
- Schools' Traded Service worked with school to support food vouchers and/or food parcels to go to the most vulnerable families.
- HEARD and Nexus have put on three well attended parent workshops.

Wider work of Enfield Council Education department

- Set up a ten session Professional Learning (PL) programmes, including local, national and international expertise, re: Unconscious Bias and Anti-Racism as a response to the Black Lives Matter movement.
- A three session Governor training course re: Unconscious Bias and Anti-Racism has started as a corollary to that training.

- Set a ten session PL programme re: Digital Transformation for schools which included national expertise for online safety in both primary and secondary schools.
- A new Designated Safeguarding Leads (DSL) network for school DSLs has been set up.
- The School and Early Years Improvement Service (SEYIS) adviser visits to schools included questions about the remote learning offer. This checked that all pupils were being contacted and how schools reacted to any lack of response from a pupil or family.
- Whole service Safeguarding training took place in September 2020.
- All NQTs were able to join LA run safeguarding training within their first half term.
- Trauma Informed Practice in Schools (TIPS) was promoted via two taster sessions open to schools and all members of the Education Service.
- Nexus funded training for all schools from Pivotal education linked to restorative practice and TIPS.
- SWERRL / BSS have support vulnerable pupils in their return to school.

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 2020-21

A referral was received regarding the care and support received by a man who was the main carer for his wife. In April 2020, the referrer was advised this would not progress to a SAR.

A referral was received regarding the care and support received by a man living alone in Enfield. In November 2020, the referrer was advised this referral would be progressing to a SAR.

Safeguarding Adults Reviews in Progress

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 completed in 2021-22.

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 2021-22.

A review was agreed in December 2019, about how partners provided care and treatment to a man. The review will be reported in 2021-22.

Published Safeguarding Adults Review

During 2020/21, one SAR was published. The review for Sophie was approved in March 2021. This can be found on our website.

Key recommendations from the SAR included:

- A multi-agency (health, housing, environmental health, social care, mental health) Task and Finish Group to draw up and implement lasting improvements to practice and services aimed at safeguarding and promoting the welfare specifically of people at risk of self-neglect.
- Partner agencies should ensure their records capture the detail and rationale for actions and decisions and have processes for timely information sharing.

Learn from experience

- When children and young people move to live permanently in the UK and are known to social care, support should be given to ensure their Rights under UK legislation to be included in CYPS plans, Pathway Plans, Transition Planning etc. Likewise support to be offered in Adult Social Care via Information and Advice as per the Care Act 2014.
- Independent Reviewing Officers to ensure that transition plans are in place for all Looked After Children and Adult Social Care invited to final Looked After Children Review.
- Understanding Mental Capacity/Executive Capacity and Self-Neglect/Deliberate Self Harm to be included in future training programme.
- Review how agencies work together on risk, by the development of a shared risk management plan.

Learning Disability Learning from Lives and Deaths Programme (LeDeR)

As from the 1st April 2017, it has been an NHS priority for all deaths of children (4-17) and adults (18+) with learning disabilities to be notified to the Programme. Information on the programme is available at leder.nhs.uk/about

The programme is coordinated on a CCG level, with each CCG contributing to the national annual report.

At a Borough level, steering groups are responsible to developing action plans implementing local and national learning. Enfield has a well-established steering group including representatives of the Local Authority, Enfield CCG, Barnet Enfield and Haringey Mental Health Trust, North Middlesex University Hospital NHS Trust, Royal Free Hospital NHS Trust. The steering group reports to the Safeguarding Adults Board and NCL CCG.

Programme update

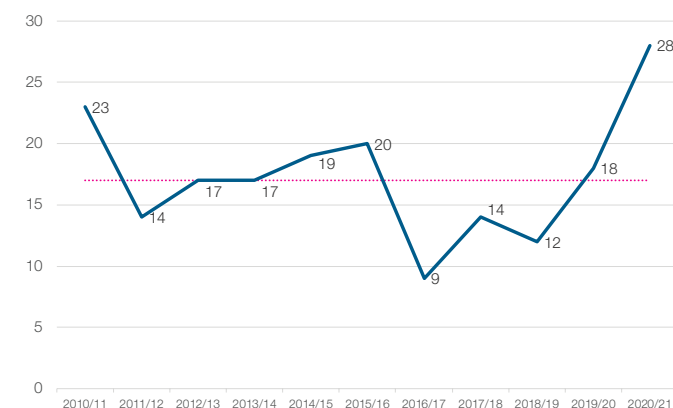
The University of Bristol had been commissioned to deliver the programme up to the end of May 2021. NHS England have decided to directly take forward the delivery of the programme, and have developed a new, more streamlined online platform and a new policy with a greater focus on delivering actions. After a brief hiatus the new systems are now running.

Data

During 2020/21, 28 notifications of death were received for people with learning disabilities who were registered with GP's in Enfield. This

is double our 4-year pre-pandemic average of 13.25 deaths per year. The previous 10 years data for adults in Enfield had shown a general reduction in mortality. During the pandemic, this trend has disappeared.

Crude Mortality Rates – Adults Eligible for Services



The Coronavirus Pandemic was, by far, the dominant factor in the deaths of people with learning disabilities in Enfield this year. Of the 26 people where information from death certificates was available:

- 19 deaths involved Covid-19
- 23 of these deaths were caused by, or contributed to by, respiratory infections.

Learn from experience

It is also notable that Covid-19 is the highest contributing factor to death to people with learning disabilities in Enfield over the last 4 years.

Between the end of March and early July, the programme requested 'Rapid Reviews' be completed, where Covid-19 was suspected to be significant. In Enfield this included 13 people. All of these people had long term health conditions. 8 people had 3 or more health conditions. This seems very significant, and it would be helpful to look at these issues nationally.

Within NCL, the proportion of notifications made by Enfield was higher than in previous years. Data on monthly notifications by Borough received from NCL at the end of June 2021 shows this was concentrated in April 2020, when Enfield notified 11 deaths. The next highest borough reported 4 deaths in that month. ONS data suggests the increase in mortality in the whole population in Enfield was higher than the other boroughs in this period. The Steering Group is undertaking a systematic review to attempt to understand the factors that led to this discrepancy.

Performance

Of the 28 notifications, 21 reviews have been completed (75%). Of the 7 remaining reviews –

- 3 were on hold for other enquiries
- 2 did not pass local quality assurance process and need further work
- 2 were received during the transition period to the new platform

There were no end of year targets this year. However, there was an expectation that all reviews notified before the end of June 2020 (that were not on hold) would be completed by 31st December 2020. Enfield achieved 100% of this target. The London average was 92%.

Due to the need for local reviewers to deliver direct support during the pandemic, NCL CCG commissioned external reviewers to complete these reviews.

Action from Learning

The significant level of respiratory deaths has led the steering group to apply for NCL Health Inequalities funding for a specific respiratory health project to:

- Implement the escalation protocol
- Partner with specialist dentistry to improve oral health
- Partner with smoking cessation services to improve access for people with learning disabilities
- Trial the App

- Support the 'My Health Matters' group to engage with partners to increase access to exercise for people with learning disabilities and improve fitness.
- Reduce obesity
- Work with providers to improve management of constipation

Other actions include:

- Work with Acute trusts to improve compliance with DNACPR guidance and improve Mental Capacity Act and Best Interest processes.
- Increase quality of Annual Health Checks and increase the number of Health Action Plans produced.
- Work with the 'My Health Matters Group' to create resources and a referral pathway for people identified as being obese or having hypertension at annual health checks.

A more complete Enfield LeDeR report will be published on the End of Life Care page on MyLife once updated to include latest NCL information.

CHILDREN'S

Local Child Safeguarding Practice Reviews during 2020/21

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 review was presented as part of the Partnership day in January 2020.

The Local Authority referred 2 cases, one of a child and another for young people, who both had tragically died to the National Child Safeguarding Practice Review Panel during 2020/21.

For the case relating to the child, the National Panel agreed with the Safeguarding Children's Partnership that the rapid review meeting and report had provided sufficient analysis and learning. A multi-agency action plan is in place and overseen by the Children's Safeguarding Partnership.

For the case relating to the young person, a Local Child Safeguarding Practice Review is underway.

NCL Child Death Overview Panel (CDOP)

The NCL Child Death Review partners held five (5) panel meetings in 2020/21. In addition, the panel arranged one (1) neonatal focussed panel with the leads from the neonatal network. The group held an extraordinary panel in January to manage a backlog of cases, some of which could not progress due to the establishment of the new system and the impact of the pandemic.

Each provider Trust in NCL now has an identified Child Death Lead Doctor in place with most moving to a Single Point of Contact administrator within the organisation. There remains a need for community Single Point of Contact to manage child deaths where the child is not taken to an A&E department. The community SPOC along with the Designated Doctor for Child Death co-ordinate the initial investigation process for community deaths.

A business case for joint funding with the five (5) Local Authority areas was agreed by the CCG which will see the establishment of a full time team to support the oversight of all Child Deaths in NCL. The business case included funding for a co-ordinated bereavement support offer for all families in NCL, as well as support and training for key workers. The key

worker role is a new statutory requirement and each family must be assigned an identified worker.

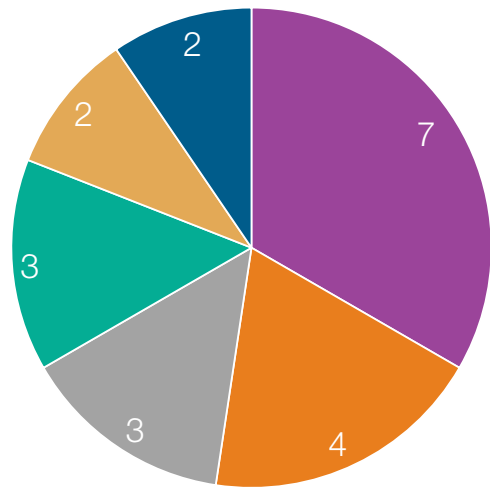
The business case also included funding for eCDOP. eCDOP is an electronic system that supports the administration process for notification of a child, gathering information and supports the Child Death Review meetings held by the hospital. In the summer of 2021, the NCL CDOP will move to one (1) eCDOP platform.

In February, 2021 the panel hosted an online training event on Sudden Unexplained Death in Infancy. The event was attended by over 120 practitioners across NCL, including colleagues from police and social care. SUDI claims the lives of 230 babies in the UK every year (Lullaby Trust, 2020). Many of these deaths could be avoided if environmental modifications are made and at-risk families are identified for additional targeted prevention support. It is the role of all health professionals caring for pregnant women and families with babies and children to discuss SUDI and modifiable risk factors. The event was positively evaluated with requests for further training to the multi-agency audience to ensure partners understand each other's roles in the responding to a SUDI.

Learn from experience

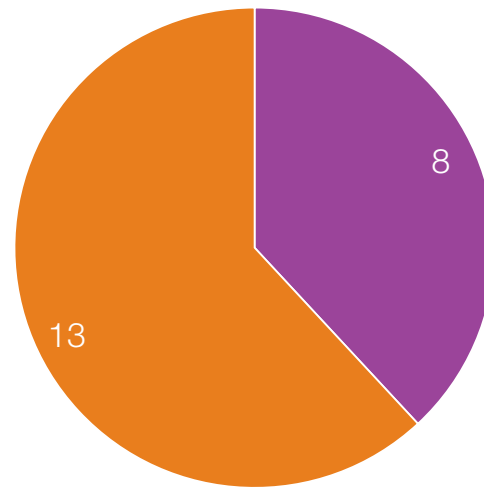
Between April 2019 and March 2020 Enfield had 21 notifications of child deaths similar to the previous year (death of a person under 18 years of age). Of the 21 deaths, 13 were male, 8 were female.

Age range



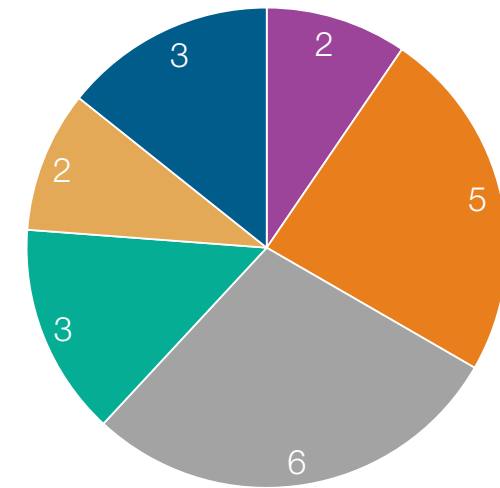
- 0-28 days
- 29-364 days
- 1-4 years
- 5-9 years
- 10-14 years
- 15-17 years

Gender



- Female
- Male

Ethnicity



- White - British
- White - Any other white background
- Black or Black British
- Asian or Asian British
- Mixed
- Other - any other ethnic group

Further detail will be included in the NCL CDOP annual report.

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 81 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.

Care Act 2014 (Adults)

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

Provider Concerns Process

Our Provider Concerns process was initiated 14 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.

Analysis of the data from the Provider Concerns process demonstrates that where the process is initiated in response to a poor CQC inspection and rating, it has consistently driven service improvements and improved CQC rating following re-inspection. Recently,

two providers with an 'inadequate' rating in one or more of the CQC domains were re-inspected and achieved a 'good' rating.

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

The most recent ratings (2020-21) are presented first, followed by 2019-18 and finally 2018-17.



Improve Services

| Row Labels | Outstanding | Good | Requires improvement | Inadequate | Registered but not yet inspected | Total |
|---|-------------|------|----------------------|------------|----------------------------------|------------|
| 2020-21 (ratings at the end of March 2021) | | | | | | |
| Community based adult social care services | 1% | 67% | 5% | 0% | 27% | 107 |
| Nursing home | 0% | 62% | 31% | 0% | 8% | 13 |
| Residential care home | 3% | 78% | 13% | 1% | 4% | 68 |
| 2019-20 (ratings at the end of March 2020) | | | | | | |
| Community based adult social care services | 1% | 64% | 11% | 0% | 23% | 90 |
| Nursing home | 0% | 67% | 33% | 0% | 0% | 12 |
| Residential care home | 2% | 79% | 8% | 4%* | 7% | 85 |
| 2018-19 (ratings at the end of March 2019) | | | | | | |
| Community based adult social care services | 1% | 64% | 12% | 1%* | 22% | 94 |
| Nursing home | 0% | 69% | 31% | 0% | 0% | 13 |
| Residential care home | 0% | 83% | 11% | 3%* | 3% | 71 |

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

Nurse Assessor

North Central London Clinical Commissioning Group 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

The Quality Checker has continued to go from strength to strength with new volunteers recruited and new work projects going forward. During the reporting period the Quality Checkers have completed the following activities.

| QC Activity conducted in 2020/21 | Number of visits calls (QC volunteers visit in pairs), reports, publications and toolkits developed and circulated |
|--|---|
| Welfare calls to residential care providers and friends and relatives of people living in residential care | Quality Checkers supported the Council and residential care providers in the borough by making contact with all providers 2x weekly to collect information on Covid-19 infection rates and to provide support with PPE. |
| Calls to people in receipt of day-care services | Quality Checkers made 65 welfare telephone calls to people who attended day centres but due to Covid were not receiving services. Quality Checkers asked questions relating to safety and wellbeing. Our feedback was shared with LBE teams in ASC. |
| Calls to friends and relatives of people living in residential care | Completed 241 calls to friends and relatives of people living in residential care to find out what providers where offering relatives to help them keep in touch with their loved ones during lockdown. To collect feedback on wellbeing of friends and relatives who were unable to visit their loved ones during lockdown. Our feedback was shared with wider LBE teams. |
| Calls to people in receipt of homecare services | Completed 209 calls to people in receipt of homecare services to collect data on wellbeing and safety during lockdown. |
| QC laptops | Quality Checkers have been provided with Council laptops to enable them to continue with Quality Checker projects, but working remotely. |
| QC volunteers piloted smart tech project equipment | Three volunteers used assistive technology equipment and gave feedback to the project. |

The ways of working were adapted in line with government guidance during the pandemic. Visits made to care providers and people that use services were suspended and volunteers were issued with laptops to be able to join 'teams' meetings and make and record calls to gather a range of feedback. Much of the work for this period has focused on the organisational learning from the pandemic. This includes from care providers and people that use services and their carers. This feedback will support the councils organisational learning project to ensure lessons are learnt and good practices are identified and embedded for future planning.

Improve Services

Person in Position of Trust (PIPOT)

PIPOT is a safeguarding adults process. It applies where there are concerns about a person's ability to work safely with adults at risk.

These concerns will generally relate to something that has happened outside of work – e.g. a racially motivated crime, domestic abuse or a child protection case. The process considers the allegation and determines whether a disclosure needs to be made to their employer or registering body.

Statutory agencies will have their own PIPOT processes in line with Safeguarding Adults Board policy. The Safeguarding Adults Board policy can be found here: [click here](#).

CHILDREN'S

Checking Enfield's Safeguarding Children arrangements

The Safeguarding Children Partnership organisations are required by law (Sec 11 Children Act 2004 and Working Together 2018) to undertake a regular assessment of the effectiveness of their arrangements to safeguard children and young people at a strategic level.

This was undertaken through a workshop on the 4th November 2020. Agencies provides responses against eight standards. The Partnership also sought feedback on steps taken to improve awareness of private fostering, and issues relating to responses around sexual abuse in the family environment.

Actions from the workshop included:

| Are there any actions required to improved effectiveness? | How will you do this? |
|--|--|
| Agency: Safeguarding Ambassadors | |
| Improve professional's knowledge of impact of not hearing the voice of children and young people | Voice of Child and Young People video |
| NCL CCG, Enfield Directorate | |
| Improve young people's awareness of rights when with health professional | Video by CCG aimed at highlighting rights when in health settings, to presented to school assemblies and on Safeguarding Enfield website |

Safeguarding Ambassadors

Weekly meetings took place with our Youth Leaders to co-produce a training programme for a role as an Enfield Safeguarding Ambassador. The training will be used to train the 2021-22 cohort of ambassadors. The Safeguarding Ambassadors met with the safeguarding Partners as part of Enfield's Section 11 audits.

During lockdowns the group met online with mixed results. When the group returned to the youth centre we were able to start planning the video on voice of children and young people; and begin the process of recruiting the next cohort of ambassadors. The first group of Safeguarding Ambassadors are helping to deliver the co-produced training.

Communication

A new website platform has been developed at: www.enfield.gov.uk/safeguardingenfield. The content is now being reviewed, with a focus on increasing the amount of multimedia/video content. Regular newsletters have been to both the adults and children's partnership, highlighting the work of the partners and key issues.

Review of Safeguarding Partnerships and annual reports of national panel

The following reports have been published over the past few months and the Children's Safeguarding Partnership's Executive and Practice Improvement groups will be reviewing the learning and using this to steer our work over the coming year.

- **Sir Alan Wood's report on the implementation of new multi-agency arrangements to safeguard children**
<https://www.gov.uk/government/publications/wood-review-of-multi-agency-safeguarding-arrangements>
- **Child Safeguarding Practice Review Panel Annual Report for 2020**
<https://www.gov.uk/government/publications/child-safeguarding-practice-review-panel-annual-report-2020>
- **An overview reports from What Works for Children's Social Care – Analysis of Safeguarding Partners' Yearly reports 2019-20**
https://whatworks-csc.org.uk/wp-content/uploads/Analysis_of_Safeguarding_Partners_yearly_reports_2019-20_Overview_report_May2021.pdf

Independent Scrutineer statement:

Since the national and local children's safeguarding arrangements were changed in the Autumn of 2019, various reports and enquiries have been published challenging annual reports to:

'move away from descriptive accounts that focus on detailing actions taken, to focus instead on setting out the evidence behind approaches and their impact.

The overarching safeguarding system must understand the 'impact' of the partnership activities and consider what improvements might be needed.

What and where is the evidence that children are kept safer?

What assurance can the communities of Enfield have in the partnership?

How is continuous learning fed back into the system?

During 2020-21 safeguarding activity did experience some COVID related disruption although all partners worked hard to minimise the extent of this and to do as much as possible to maintain good practice.

As part of the scrutiny function the partnership has brought in an external case reviewer who has produced a multi-agency audit plan, following on from the focus on neglect which has taken place over recent years. The impact here is measured and reviewed on a regular basis by the multi-agency Performance Improvement Activity Group.

The young safeguarding ambassadors group has worked with the Business Unit and produced a video which was used and watched at the Serious Youth Violence learning event in February. The impact of this activity whilst tricky to measure is likely to be more active involvement of young people. Children need to be seen and play a central role in services that should have them as their focus.

There is now a multi-agency dashboard developed by police colleagues that enables data to be interrogated by the Executive Group. The impact of this varies although a recent example looked at attendance and participation of GP's at case conferences. Whilst a relatively small cog in the overall system, GP's play an incredibly important safeguarding role and this focus was aimed at understanding the impact of some of the difficulties experienced.

Improve Services

This report is being compiled just as most of the last 16 months lockdown restrictions are being eased. Though many colleagues continue to work face-to-face with families, much of the work moved onto new technology platforms. Whilst on the whole, this been successful, there is more work needed to understand the impact of the pandemic and the various lockdowns on children, young people and families.

Positive developments during 2020-21 include a police colleague and NHS funded activities moving into the Partnership Business unit. The multi-agency responsibilities changed in late 2019, the police and health services now 'share' the safeguarding responsibilities with the local authority. Whilst this presents a considerable cultural challenge having a shared vision and staff working together is a definite improvement.

The shoots of a new culture, with each of the Safeguarding Partners accepting an equal responsibility to safeguarding are starting to emerge.

The revised terms of references, (appendix B) highlight the clearer focus in these groups. The business unit is working to create better methods of communication across the activity groups.

Overall, the children's partnership is a strong one and having risen to meet the COVID challenges I am confident this focus on impact will continue and strengthen.

Geraldine Gavin

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

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.

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|---|--|---|--|--|--|
| Safeguarding Priority 1: Prevent Abuse | | | | | |
| Engage with our community, to promote a culture where abuse and neglect are not tolerated (Children and Adults) | 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. | Impacted by Covid New website launched with improved access on devices. Improved accessibility features. | Continue work on website. Develop network of Safeguarding Champions through Community Awareness raising group. |
| Use technology and social media to engage with our community, professionals, providers and voluntary organisations (Adults and Children) | Improve website a 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. | New website developed with videos added. More work to be done. | More social media activity and work with Safeguarding Ambassadors to develop this approach. |
| Work to reduce isolation (which can increase safeguarding risks) (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 Amazon and Libraries to develop project. 10 devices used in initial trial – for staff and service users. | 250 devices secured. Pilot project to be expanded to care home. ICES and Libraries to be used as channels to deploy. Work with research organisation to evaluate approach. |

Priorities for 2020-21

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|---|--|---|--|---|--|
| 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. | A pilot scheme for Rise Mutual, a behavioural change programme for those who perpetrator domestic abuse was run between November 2020 and March 2021. This was funded by the National Probation Service, Children's' Services, Adult Social Care and the Community Safety Unit. Enfield continues to work with Alcohol Change UK on developing guidance around this important topic. Workshops were held in late 2020 and further training sessions are being developed for 2021. | Evaluation of the outcomes of this service are taking place at the moment and will determine future plans. Due to COVID-19 delaying some work on the Alcohol Change Project, this will be continuing into 2021/22. The final version of the guidance will be available shortly and the Safeguarding Adults Board will look at recommendations made. Multi-disciplinary training sessions on alcohol and addiction will also take place in the first half of 2021/22. |
| Raise awareness of exploitation of adolescents to wider partnership (Children) | Ensure Safeguarding Adolescents from Exploitation strategy action is overseen by Vulnerable Young People Activity Group. Ensure on-going awareness on website, in newsletter and through events. | Modern Slavery conference in May; London Modern Slavery conference; Modern Slavery and Adolescent Exploitation on newsletter. Specific section to be built on website. Deliver a conference for local businesses and third sector organisation by March 2020. | Feedback from Safeguarding Ambassadors, Independent Scrutineer, and attendees of events. | Serious Youth violence event highlighted the work being done to tackle issue as well as providing an overview to the Public Health approach. | Further information sharing through social media, website and newsletter working in partnership with Safeguarding Ambassadors. |

Priorities for 2020-21

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|---|--|--|--|--|---|
| Safeguarding Priority 2: Protecting Adults at Risk, Children and Young People | | | | | |
| Make sure our community knows how to recognise and report abuse (Adults and Children) | Raise awareness about our Adult abuse line, 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. | Impacted by COVID. Website launched and videos loaded. | Safeguarding Champions network to be established to take messages into community. |
| Make sure professionals are appropriately trained, 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. | Modern Slavery conference online – awareness sessions delivered to over 450 delegates across the partnership Multi-agency training programme focussing on PREVENT, Reducing Parental Conflict and Substance Misuse and Hidden Harm. | Multi-agency training plan is overseen by practice improvement group – includes: LADO, Missing children, Parental Mental Health. Pool of trainers to be developed. |
| 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. | These are on the website. | To be developed further with Safeguarding Champions and Ambassadors once the network is established. |

Priorities for 2020-21

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|--|--|---|--|--|--|
| Develop online tool to make sure everyone knows how to access or make referrals to 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. | Contact list proposed and Intranet site feasibility undertaken. | |
| Ensure there is effective multiagency analysis of data/information to understand current and emerging risks (Children and Adults) | 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. | Insights group undertaking this- focus has been on transition, CP, MH and violence data. | More analysis of Safeguarding Adults and children's data – more work to understand who is and isn't in contact with us: Ethnicity analysis More detailed work on Domestic abuse. |

Safeguarding Priority 3: Learning from experience

| | | | | | |
|--|--|---|---|--|--|
| Check that the way we are managing safeguarding is working properly (Children and 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 from partners of the actions they have taken. | Section 11 – Completed and included feedback from safeguarding ambassadors of their meetings with the Executive Safeguarding Partners. | Section 11 learning to be reviewed. SAPAT being organised with Haringey in a peer-challenge format. |
|--|--|---|---|--|--|

Priorities for 2020-21

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|---|---|---|--|--|--|
| Learn from the advice of our Service Users, Carers and Patients (Adults) | 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. | In July 2019, quality checkers produced friends and relatives feedback report from July 2020 that was shared with the NCL After Action Review. | Quality checker calls to friends and relatives to continue. |
| If things go wrong, review what happened and learn lessons (Children and Adults) | Identified in Care Act, and 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. | Three SAR action plans used to develop. | Process being reviewed. |
| Learn from the experiences of other local authority areas (Adults) | We work with our neighbouring boroughs to learn lessons together. We share our lessons from reviews and will work on checks together. | Continue to work closely with Safeguarding Adults Boards of North Central London area –Barnet, Haringey, Islington and Camden. Commitment to share spaces at SAR learning events. | Annual review and audits to identify improvements based on learning from other boroughs. | COVID impacted – much of the learning is a London level – eg. Insights work by ADASS. | Continue with regional analysis participation and share Enfield analysis approach about who hasn't contacted services during lockdown. |
| 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 adult's issues are influencing improvements. | Practice Improvement group has received feedback on 1 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. | Practice Improvement meeting considers adults and children's reviews and provides the opportunity to learn across both areas. | Joint meetings to continue. |

Priorities for 2020-21

| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|--|---|--|---|---|--|
| Safeguarding Priority 4: Supporting Services Improvements | | | | | |
| 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. | During lockdown, providers were contacted regularly to offer support. | Provider Concerns policy will be reviewed. Infection Control action plans will be developed to support all providers, learning lessons from last year. |
| 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. | Safeguarding Information Panel meetings continued through the year. | Safeguarding Information Panel meetings to continue. |
| Online space for providers (Adults) | 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. | This has been set-up on MyLife. Including information such as infection controlling, public information, and the Winter Plan. | The web space will continue to be updated in line with government guidance. |
| Consistent policies with neighbouring boroughs (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. | North Central London meetings and work have been impacted by COVID. We have shared information about assurance activities of the Safeguarding Adults Board. | Continue to work across London around the COVID analysis. Undertake SAPAT. |

Priorities for 2020-21

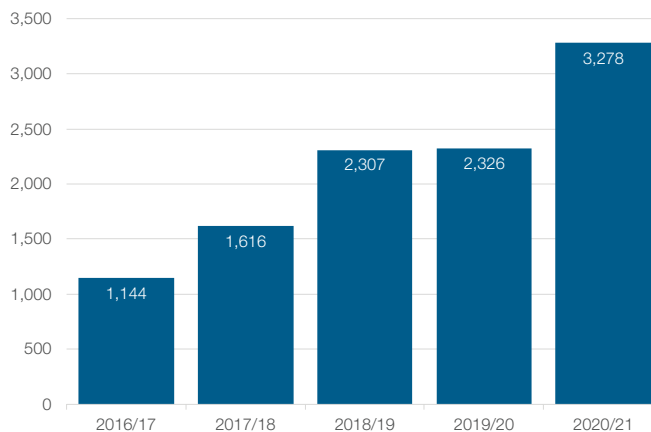
| What is our objective? | How are we going to do this? | 2020-21 Actions | How will we know | 2020-21 update | 2021-22 Actions |
|---|---|--|---|---|---|
| Ensure the voices of children and young people, as partners and scrutineers, are built into our Safeguarding Partnership work (Children) | Recruit 8 children and young people to scrutinise and develop our arrangements. | 8 young people will be providing feedback on Scrutiny of safeguarding children's arrangements (incl. Sect 11). | At least 8 young people recruited and working with us on projects (website, Section 11 audits). | 10 Safeguarding Ambassadors recruited and training programme co-produced. Ambassadors met with the Safeguarding Partners and were part of the Section 11 process. | Next cohort of Ambassadors to be recruited. Work on Voice of the Child short film as identified by in Section 11 work. |
| Ensure we have consistent effective practices across the partnership to safeguard children and young people (Children) | A multi-agency audit programme that is agreed with partners. | Planning for the 2021/22 programme and consultation on methodologies took place. | Completed audit reports; improvements in practice. | NCL CCG funding as part of Practice Improvement support. Lead who adds children's safeguarding expertise into the business unit recruited. | Methodology and programme of audits agreed. Focussing on Professional Curiosity and Information sharing; children affected by domestic abuse; serious youth violence. |
| To improve communication between workstreams and Exec and activity groups (Children and Adults) | Progress report using a project management approach. | | Better awareness of members of our partnership groups about what is happening across the whole. | Tested various systems (Pentana, MS Project). Chairs and Exec meeting organised. | System in place and working across groups. |

Appendix A: Detailed Safeguarding Adults Data

Safeguarding Adults Concerns from 2016/17 – 2020/21

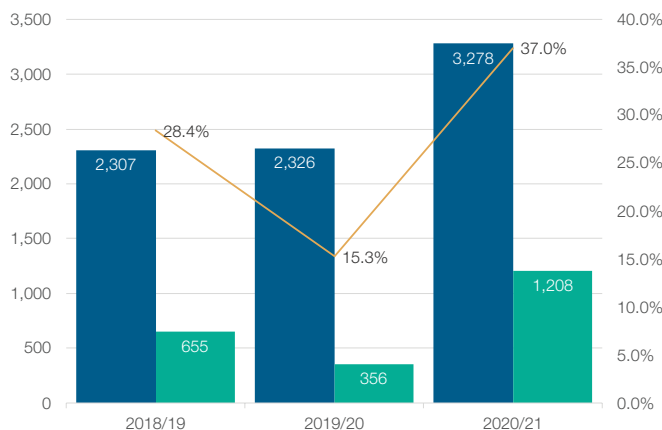
These trends are consistent with the national year on year increases in safeguarding adult concerns. In Enfield, this is due to increased awareness of concerns that should be reported into our Safeguarding Team, and the partnership working. The 2020-21 figure includes the increased concerns that were report in due to COVID-19, the increase was also noted nationally.

Safeguarding adult concerns



- Total number of Concerns in 2020/21 = 3,278 (2019/20 = 2,326; 2018/19 = 2,305)
- Of these, 1,208 went to section 42 Safeguarding Enquiries (2019/20 = 356; 2018/19 = 655)
- Conversion Rate = 37.0% (2019/20 = 15.3%; 2018/19 = 28.4%)
- The remaining 2,070 Concerns have received some form of other safeguarding/preventative measure (e.g. information and advice)

Overall Concerns and Enquiries for 2020-21



■ Concerns ■ Enquiries — Conversion rate

Appendix A: Detailed Safeguarding Adults Data

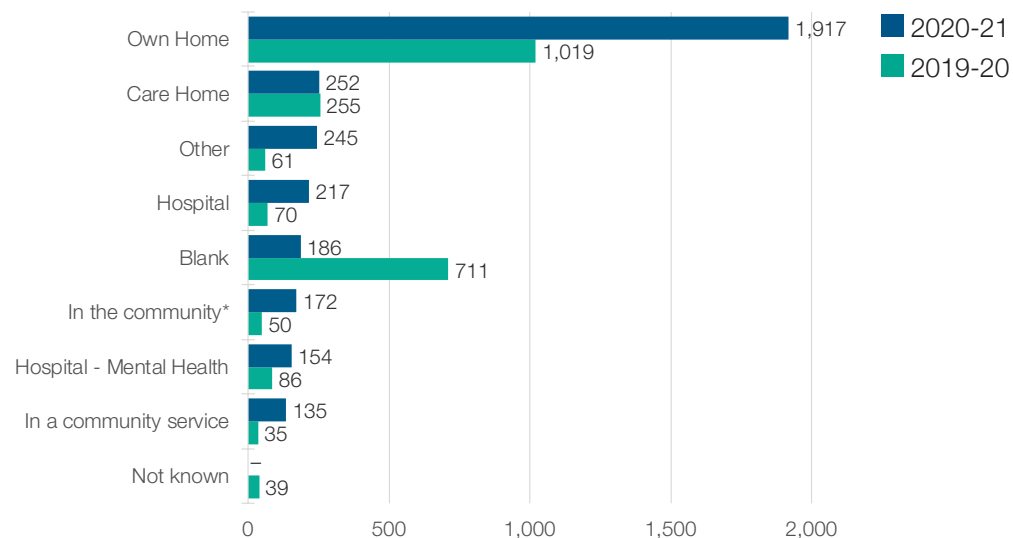
Type of Abuse in Concerns

| Type of Abuse* | 2020-21 | 2020-21 (% age) | 2019-20 (% age) | 2018-19 (% age) |
|-------------------------------------|---------|--------------------|--------------------|--------------------|
| Self-Neglect or Hoarding | 790 | 20.3 | 17.3 | 18.8 |
| Neglect and Acts of Omission | 699 | 18 | 21.7 | 22.7 |
| Physical Abuse | 543 | 14 | 11.9 | 12.3 |
| Emotional/Psychological Abuse | 535 | 13.8 | 14 | 12.7 |
| Domestic Abuse | 441 | 11.3 | 5.7 | 5.6 |
| Financial or Material Abuse | 376 | 9.7 | 10.1 | 11.1 |
| Organisational Abuse | 144 | 3.7 | 6.9 | 7.7 |
| Sexual Abuse or exploitation | 144 | 3.7 | 3 | 2.5 |
| Pressure Sores | 134 | 3.4 | 8 | 5.5 |
| Discriminatory Abuse | 26 | 0.7 | 0.2 | 0.2 |
| Modern Slavery or Human Trafficking | 21 | 0.5 | 0.4 | 0.3 |
| Hate Crime or Disability Hate Crime | 19 | 0.5 | 0.6 | 0.5 |
| Honour-based violence | 10 | 0.3 | 0.1 | 0 |
| Forced Marriage | 5 | 0.1 | 0 | 0.1 |
| Female Genital Mutilation | 2 | 0.1 | 0 | 0 |

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

Location of Abuse

| Location | 2020-21 | | 2019-20 | |
|--------------------------|--------------|-------------|--------------|-------------|
| Own Home | 1,917 | 58.5% | 1,019 | 43.8% |
| Care Home | 252 | 7.7% | 255 | 11.0% |
| Other | 245 | 7.5% | 61 | 2.6% |
| Hospital | 217 | 6.6% | 70 | 3.0% |
| Blank | 186 | 5.7% | 711 | 30.6% |
| In the community | 172 | 5.2% | 50 | 2.1% |
| Hospital – Mental Health | 154 | 4.7% | 86 | 3.7% |
| In a community service* | 135 | 4.1% | 35 | 1.5% |
| Not known | - | - | 39 | 1.7% |
| Grand Total | 3,278 | 100% | 2,326 | 100% |



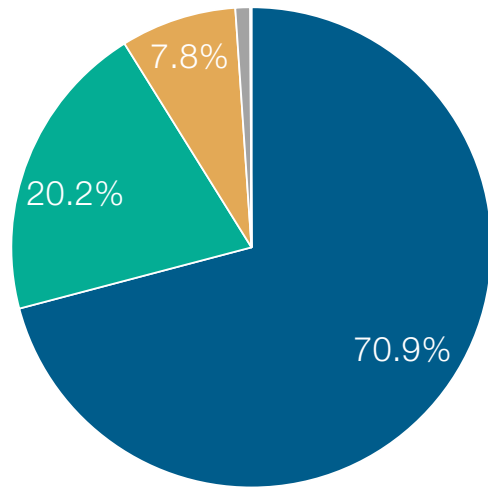
*Excluding community services

Appendix A: Detailed Safeguarding Adults Data

Risk outcomes for completed enquiries

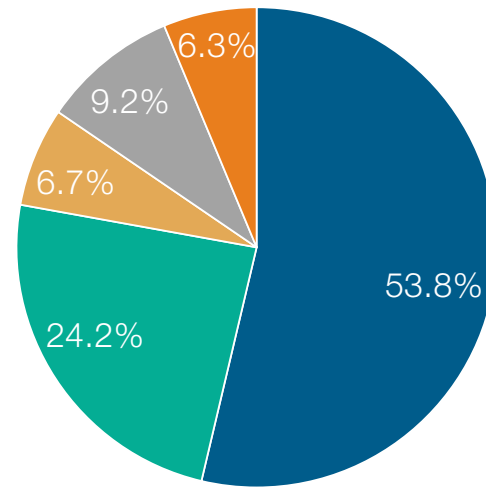
The charts below compares risk outcomes from previous years.

2020/21



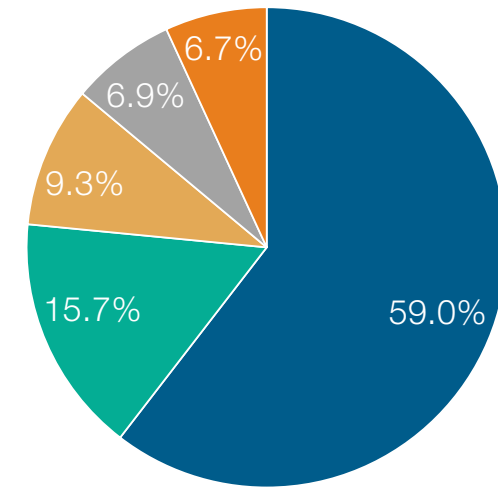
- Risk reduced
- Risk removed
- Risk remains
- Risk did not exist = 1.0%
- Not applicable = 0.1%

2019/20



- Risk reduced
- Risk removed
- Risk remains
- Risk did not exist
- Not applicable

2018/19



- Risk reduced
- Risk removed
- Risk remains
- Risk did not exist
- Not applicable

76.7% of respondents also felt safer after the enquiry had been completed. A further 17% felt partially safer (i.e. safer in some areas, but not others).

Appendix B: Detailed Children's safeguarding information

In this appendix we present more detailed information about safeguarding children and young people activity in Enfield. Included in the updates there is feedback from customers about their experiences. We've also included examples of excellent practice by an officer or team.

North Central London Clinical Commissioning Group, Enfield Directorate

Safeguarding Children

The Safeguarding Children Partnership in Enfield moved to virtual meetings in 2020/21. The Executive team met more frequently as the other sub group meetings were stepped down in the first two quarters. The CCG Designated Nurse represented the CCG along with the then Managing Director for Enfield. The executive responsibility now sits with the NCL CCG Director of Quality and Chief Nurse who attended for latter part of 2020/21.

One area of focus for the Partnership is data analysis and audit to assess multiagency work, in particular case conferences. It was noted the business support unit for the Partnership did not have sufficient children's experience to lead

on this area of work. Enfield Directorate agreed to increase the financial contribution in line with other NCL Directorates which has aided the development of this work.

The Designated Nurse and the Named GP undertook a piece of work on case conference requests and reports. This included tracking the request for information through to report submission. The Designated Nurse and Named GP had a series of practice visits after the initial restrictions were eased. The practice visits have been put on hold due to the pandemic. Some of the issues identified in the visits included NHS mail inadvertently marking the requests as Junk and the short timeframe for turnaround from requests to submission. In addition, there is inconsistency across the 5 boroughs on how GPs are supported with other CCG Directorates paying the GPs for their time to complete the reports. Results of the audit will be shared with the Exec team in June 2021.

The Designated Nurse for Safeguarding attends the Practice Improvement group which continued to meet on a regular basis in 2020/21. The Practice Improvement group is a joint safeguarding children and adult sub group which looks at areas to improve practice, learning from case reviews, including

Local Learning reviews and Safeguarding Adult reviews. Enfield Directorate commissioned a piece of work by an independent reviewer to look at recommendations from the various reviews, identify themes and develop a framework to support learning.

The CCG Designated Nurse represented the CCG at the national Serious Youth Violence summit in March 2021. Each of the three Ministerial departments were represented with the junior Ministers opening the event. There is a commitment to joint working to reduce the incidence of Serious Youth Violence. Enfield remains an area of concern and is the highest borough for incidents of Serious Youth Violence in London. The Designated Nurse attends the Oasis Youth Hadley steering group which supports a youth worker in A&E at the North Middlesex University Hospital. Support was offered virtually over the lockdown period with a notable decrease in the number of attendances to A&E.

There continues to be gaps in the Designated Doctor functions for Enfield. The interim post-holder is working at full capacity to ensure children who require Child Protection Medical Examinations and Adoption/Fostering medical examinations are seen. Therefore, the Designated Doctor for Looked After Children,

Appendix B: Detailed Children's safeguarding information

Safeguarding Children and Child Death are not being covered. The Designated Nurse for Safeguarding Children and the Designated Nurse for Looked After Children are working closely with the Safeguarding Children Partnership leads and the interim medical lead, however there continues to be an unmitigated risk. The interim medical has escalated the gaps to the Clinical Medical Lead for Enfield Community services at Barnet, Enfield and Haringey Mental Health Trust. The Trust is actively trying to recruit to the posts.

The Safeguarding Lead GP forum met on 3 occasions in 2020/21 via teams. There was an increase in GP practices represented at the forum with a plan to continue to offer a virtual platform for attendance. The focus of the sessions was on hidden harm, in particular Domestic Violence and Abuse. The Named GP for adults delivered a training session on Coercive Control and recognising the signs. The Designated Nurse for safeguarding discussed the learning from a Local Learning review on a case involving home schooling, with a focus on making every contact count. There was also a presentation from Rise Mutual on their work with perpetrators.

Examples of excellent practice by an officer or team

The Designated Nurse for Looked After Children provided exceptional support to her team and ensured children in care continued to have their health needs met. In spite of the lack of designated medical support, the Designated Nurse has worked with the Local Authority and other professionals to minimise the gaps in provision.

The Named GP for children provided front line support to NCUH A&E and Chase Farm Urgent Care during the pandemic. He worked tirelessly to treat patients at both departments. His attitude and approach to work supported numerous front line staff during this exceptionally difficult time.

Safeguarding focus during Pandemic

On the first of April, 2020 Enfield Clinical Commissioning Group (CCG) became part of the North Central London CCG. Each Directorate safeguarding lead worked collaboratively to develop a NCL wide safeguarding strategy, work plan and risk register. The CCG Designated Nurse continued to support the NCL Child Death Overview Process one day a week.

The CCG co-ordinated a webinar training session for primary care and provider leads on Domestic Violence and Abuse across NCL. There was also continued focus on the Identification and Referral to Improve safety project. During the pandemic, there was a notable decrease in the number of referrals to the service with the advocates providing virtual and telephone support. The advocates attended various forums to continue to highlight their offer of support and to offer tips on assessing risk using virtual assessments.

The NCL Designated Professionals have continued to monitor, and quality assure the NCL Safeguarding Health Providers Recovery and Restoration Plans for COVID-19. This has demonstrated that there is adequate assurance of the safeguarding elements of all health providers across NCL. Ongoing borough level safeguarding assurance in the delivery of provider's recovery and restoration plans is obtained through Designated attendance at providers safeguarding committees and at local partnership meetings. Where gaps are identified, further assurance has been sought and is monitored at a local level by the relevant borough Safeguarding Leads. There are no plans that required escalation.

Appendix B: Detailed Children's safeguarding information

The provider safeguarding teams continued to provide a high level of safeguarding support during the pandemic. In spite of exceptional circumstances, teams at BEH, NMUH and the Royal Free NHS Trusts worked incredibly hard to ensure vulnerable children were identified and referred. There has been a notable increase in the number of children requiring additional support with their mental health needs and all three Trusts have responded swiftly to get the support in place.

Domestic Abuse – Police activity

Since the inception of the North Area, Basic Command Unit (BCU) Violence Against Women and Girls (VAWG) Plan in March lots of work has been undertaken across the BCU.

- **VAWG Strategy and Tactical Plan** – written in March and buy in secured across the BCU to ensure a collaborative approach.
- **Offender Management** – A key tactic in reducing risk was tackling offender management and targeting those high harm VAWG offenders. A bespoke system for VAWG offenders has been created and shared across the Metropolitan Police Service through the central weekly dial ins chaired by Commander Alison Heydari.

Since the introduction at the beginning of April we have seen a reduction of offenders wanted for VAWG offences.

- **Partnership Approach** – VAWG leads in Haringey and Enfield have been reached out too. The Policing Plan has been explained and input provided to both Local authorities at a strategic level including VAWG steering group and Strategic board. Scanning across both boroughs has been completed to identify charities and VAWG groups to reach out and encourage awareness and reporting to Police. There are almost 100 variations of different VAWG support groups with multiple service users across the BCU.
- **Training** – In May 2021, a cohort of Public Protection officers participated in 'Train the Trainer' knowledge exchange sessions through Enfield Council – focusing on VAWG and Stalking awareness where learning can be shared with fellow professionals from across public services and health.
- **National Stalking Awareness Week – 19-23 Apr 21** – Daily stalking awareness sessions were delivered to front line officers by police, schools officers attended a number of schools to promote 'clever never goes' – formerly 'stranger danger' to promote practical personal safety skills for primary

school children without causing unnecessary fear or mistrust of strangers. The new message instead teaches children to recognise unsafe situations to reduce the risk of abduction, including by persons known to the child. A bespoke review of all outstanding stalking suspects and stalking protection orders were considered for each case. There was a central national newspaper/broadcast and social media campaign promoting the week and encouraging victims to come forward from the MPS stalking lead.

- **Intelligence** – A dedicated analyst has reviewed crime data for the previous three months of the open space hotspot data in Enfield and Haringey for offences and plotted these areas on a map – the patrolling units have been provided with this data as well as images of known offenders for sexual offences and vulnerable CSE children to ensure that robust action is taken against perpetrator's and safety measures put in place around victims.
- **Safeguarding sex workers and targeting offenders – Op Boxster** – A long-term, dedicated operation by SNT Taskforce with the responsibility of reducing offences involving sex workers, associated crime and ASB in and around N17 and N18 using

Appendix B: Detailed Children's safeguarding information

covert and overt policing tactics. The team work with various internal and external partners along with agencies to employ an array of tactics and strategies to meet operational objectives. As well as targeting those individuals responsible for soliciting, the team also provide an intelligence capability to identify any persons who may be at risk but also known offenders.

- VAWG Day of action – 13 May 2021 –** Police in uniform and plain clothes from North Area completed various activities across the BCU to highlight how we are working hard to prevent violence against women and girls, bringing offenders to justice and supporting victims, as well as engaging about the subject in a variety of ways. We targeted wanted offenders, focusing on arrest enquiries and providing extra people and resources to do so. Reassurance patrols were increased in public spaces with officers and staff taking the opportunity to engage with communities about what we're doing. This also included transport hubs such as train and underground stations and bus terminals. One male targeted by officers had carried out a random attack on a lone woman earlier in the week. He was identified by an eagle-eyed neighbourhood officer and a man-hunt launched. Following a relentless

pursuit through the week he was arrested and convicted for the assault. He awaits sentencing.

Child Protection information and evaluation

Safeguarding Children

Total contacts into Children's Social Care:

| | 2018/19 | 2019/20 | 2020/21 |
|----------|---------|---------|---------|
| Contacts | 29,364 | 31,427 | 30,878 |

Though there was a small decline in 2020/21, the number of contacts into Children Social Care were higher than the 2018/19 levels. The decrease in the number of contacts during 2020/21 was a result of the various lockdowns and visibility of children and young people through the year. There was a decline in referrals to the Children's MASH following the initial lock down in March 2020. The trend was similar in January 2021 when there was another lockdown with contacts reducing significantly when schools were closed. The anticipated increase in the contact in March 2021 when schools reopened is reflected in the data. The number of contacts relating to domestic abuse or physical violence reflect a similar pattern decreasing during lockdown.

| | 2019/20 | 2020/21 |
|-------------------------|---------|---------|
| Number of MASH Contacts | 17,725 | 19,959 |

Partnership working in the Children's Multi-agency Safeguarding Hub (MASH) is strong. We launched a daily Emergency Duty Team (EDT) / MASH handover meeting which includes the police and health. This led to more robust and timely information sharing and smoother transitions with clarity on ownership and escalation. MASH Operational meetings with partners have continued to take place and they are an opportunity to enhance understanding of thresholds.

MASH threshold decision making has continued to be robust with ongoing audits reflecting good decision making. In April 2020, an audit of a dip sample of MASH cases found that threshold decision making in MASH was appropriate and proportionate. Ongoing work is being undertaken by the MASH manager to enhance practice.

Child and Family Assessments

Timeliness and quality of social work interventions remain good with over 90% assessments completed despite the challenges during the pandemic. This continues a year on year upward trend. Social workers have

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continued to work with children and seeking through views through direct work

Children Protection

Section 47 Strategy discussions/ meetings

| | 2018/19 | 2019/20 | 2020/21 |
|----------------|---------|---------|---------|
| Investigations | 1,307 | 1,793 | 2,078 |

An increase in Section 47 strategy meetings was noted in 2020/21 (an increase from 1,793 to 2,078) which could be attributed to the pandemic as services in the community were limited and families were in crisis. 82.9% of the strategy meetings led to Initial Child Protection Conference which evidences good threshold decision making and that appropriate cases were escalated to Section 47 investigations.

Children subject to Child Protection plans

| | 2018/19 | 2019/20 | 2020/21 |
|----------|---------|---------|---------|
| Children | 296 | 203 | 257 |

The increase in the number of strategy meetings has also resulted in an increase in the number of children on Child Protection Plans in the second quarter of 2020/21 (as indicated above) due to the severity of incidents and

complexity of referrals received in Children's Social Care.

Service User feedback

In 2020/21, service user feedback was introduced across the Assessment and Intervention Teams and Child Protection and Child in Need Teams on all cases being audited. This process is being embedded and is now included in the audit moderation report.

72 service users were contacted for feedback, 45 participated. Of these 20 were children on Child Protection Plans while the rest related to children on Child in Need plans as well as those subject to child and family assessment.

Understanding

- 91.1% fully understood why social care had been involved, 4.4% mostly understood, 2.2% did not understand fully and 2.2% did not understand at all.

Respect

- 84.4% felt respected by social care workers (a lot), 8.9% quite a lot, 4.4% not a lot, 2.2% not sure.
- Two individuals who did not feel respected by social care workers had a child on a CP plan

Listening

- 73.3% felt they were listened to (a lot), 17.8% quite a lot, 4.4% not a lot, 2.2% not at all, 2.2% not sure.
- Of the three individuals who did not feel they were listened to, two had a child on a CP plan and one had a child on a CIN plan

Parental Involvement

- 73.3% felt involved with decisions that affected their child (a lot), 13.3% quite a lot, 2.2% not a lot, 4.4% did not feel involved with decisions that affected their child (not at all), 6.7% not sure.
- Of the three individuals who did not feel involved with decisions that affected their child, one had a CP plan and two had CIN plans.
- Of the three individuals who were not sure whether they felt involved, two had a child on a CIN plan and one had a child with an open referral.

Improvement

- 63% of individuals felt things had improved since social care's involvement.
- 18% of individuals felt things had remained the same since social care's improvement.

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- There were 3 families where parents did not feel the social worker made a difference for example social worker could not provide housing and in another the parents were in conflict and felt social worker sided with the other parent. Other reasons given were parents not being happy with the assessment if the outcome was not what they expected.

Joint Service 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.

Transforming Care

We increased the frequency of the multi-agency Dynamic risk register meetings to weekly to ensure that children and families most at risk were supported effectively and to ensure that there was communication across the professional network

Positive Behaviour Support (PBS)

All behaviors have a meaning.

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

The Joint Service now have 4 PBS Coaches and 9 Practitioners in the service.

PRICE training has replaced Approach as our provider of behaviour management and physical restraint training. When supporting people who are distressed there are times

when restrictive interventions are required to protect staff, the individual themselves, and others. We share PRICE training's commitment to restraint reduction and the use of person-centred, non-restrictive strategies to support children and young people with behaviours of concern. PRICE also incorporates important aspects of Trauma Informed Practice and Positive Behaviour Support.

New referrals to the JSDC of children 4yrs + for short breaks and family support:

- April 2017 – March 2018: 169
- April 2018 – March 2019: 180 (up 7%)
- April 2019 – March 2020: 234 (up 30%)
- April 2020 – March 2021: 150

The pandemic impacted on the number of new referrals received during the last year, please see data.

Requests for additional support:

- April 2017 – March 2018: 208
- April 2018 – March 2019: 295 (up 42%)
- April 2019 – March 2020: 260
- April 2020 – March 2021: 225

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Number of CWD in receipt of Short Breaks

| Scheme | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
|---|------------|------------|------------|------------|
| Short Break Grant | 166 | 196 | 210 | 224 |
| Direct payment | 60 | 77 | 95 | 103 |
| Directly commissioned Afterschool and Play scheme | 114 | 117 | 112 | 89 |
| Directly commissioned Homecare | 77 | 57 | 75 | 61 |
| Directly commissioned Residential | 3 | 3 | 2 | 2 |
| Shared Care | 5 | 0 | 0 | 0 |
| In-house Short Breaks including Family Fun Days | 208 | 218 | 229 | 88 |
| Temporary Pre-paid cards issued as alternative support during COVID (including some SBG/DP) | - | - | - | 58 |
| Total (not unique) | 633 | 668 | 723 | 625 |
| Unique | - | - | 625 | 606 |

Evidence that demonstrates impact:

Safeguarding focus during Pandemic

We know that the Covid pandemic been particularly challenging for disabled children and their families and the people that support them.

The sudden disruptions in routine, the withdrawal of support, the anxiety about safety have had such an immense impact.

For many families there has been financial insecurities and worry about the health and wellbeing other family members.

Families who rely on support networks whether from their family and friends or professional networks, have described their sense of isolation as this has been disrupted and, in some cases, has ended completely and due to the national lockdown and social distancing measures, the ability of children and families to access the usual range of traditional, face-to-face, social networks has been severely impacted.

For many disabled children and young people, the loss of their routine, structure, social relationships, school and short breaks that they rely on, has impacted negatively on their emotional wellbeing which has resulted in increased behaviours of concern.

We also know that families living in accommodation that does that not meet their needs, further exacerbated pressures for families with no access to outdoor space, impact of disrupted sleep patterns due to lack of routine, children sharing bedrooms

with siblings which impacts on their wellbeing and often disrupts their home education programme.

We have utilised the newly formed Family Group Conference Hub in order to create support networks around children and families where there are safeguard concerns which has led to better outcomes, greater engagement with the Child protection processes and increased safety.

We are continuing to develop our child friendly and family friendly Child Protection plans taking into account the individual needs of the child and family.

We are continuing to explore creative ways of communication with disabled children extending and enhancing the range of direct work tools.

During the pandemic the Joint service has supported families with:

- emergency practical support e.g., finances, food, shopping, medical needs, prescription collections
- advice, support and signposting to other relevant services, e.g., finance, debt, furlough, mental health

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- benefits applications, housing issues, charity applications, food bank vouchers
 - emotional support and a chance for parents to talk when feeling isolated at home
 - newsletters were sent from the service, giving families information regarding a variety of topics ranging from Covid-19 specific support, to ideas to keep children entertained, for example, online links to Makaton programmes and home activities.
 - families who sadly had bereavements of close relations during lockdown were supported by their named worker as required.
 - the families of children in hospital were supported and worked with multi-disciplinary medical staff to support planning for Covid-19 compliant discharges.
 - all scheduled educational work continued remotely in the Early Intervention support service, statutory work in relation to EHCP needs assessment was completed within timescales, along with advice and guidance about home learning activities
 - resource bags of activities linked to planned learning activities for preschool children were delivered to families as required with COVID-19 compliant 'doorstep drop-offs'
 - the weekly multi-disciplinary complex needs group, 'Playing and Moving' was delivered live online from Cheviots using Microsoft Teams, with families attending the group invited to log on and participate in the early learning and physiotherapy activities with their child from home
 - all new referrals to the joint service have continued to be accepted and allocated a
 - work with schools was completed on target, with all schools contacted and transition planning undertaken virtually for children due to enter nursery in September 2020
 - The JSDC funded picnics in the park for children with SEND and their families in partnership with SENDIASS as part of the summer offer.
 - Managers attended webinars organised by Our Voice, including those relating to Short Breaks and Positive Behaviour Support to share information with parents.
 - The Moving on Transition events have continued to take place virtually.
- We recognise that lockdown and other restrictions and requirements associated with Covid-19 have led to an increase in behaviours of concern for some children

and young people, and these have brought additional challenges for families. We have a team of Positive Behaviour Support Coaches and Practitioners at Cheviots and offered consultations with parents who would like some support managing these challenges.

Meetings were attended weekly with representatives of Our Voice with the Director of Education and Heads of Service in education, health, and social care to ensure that there was effective communication between the Local Authority and our parent forum.

In the summer we teamed up with Zebras Children and Adults Charity to provide fresh fruit and vegetables to approximately 40 families.

The Head of Service in the JSDC and the Head of Service in the Early Help and Protection Service presented to the SENCO forum to reinforce the referral pathways should they be concerned about the wellbeing, safety or support needs of any children.

We built on our well established positive relationships with the special schools to establish the children and young people who were not attending school, whether this was due to parental choice, because they or family members were shielding or because the school were not able to offer a place at school.

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We worked with schools to assess the risks and consider together how these could be mitigated, balancing the risks and impact on the family, potential of family breakdown, need to safeguard staff and the child.

We increased the frequency of the multi-agency Dynamic risk register meetings to weekly to ensure that children and families most at risk were supported effectively and to ensure that there was communication across the professional network

The social work team continued to undertake statutory social work visits, reviews and assessments for children either virtually or face to face.

We increased the capacity of our social work duty service so we could ensure that parents queries were addressed, and appropriate referrals made for support and responded to quickly.

We established a daily meeting with our Team Managers and JSDC Short breaks Manager to review Covid specific requests for additional support from families to ensure timely decision making and delivery of support.

Short breaks provision

Many disabled children and young people were

not able to adhere to social distancing so the numbers of children that were able to use the Cheviots building at any session had to be limited, as the staffing levels are necessarily high due to the complexity of children's needs, this further limited the numbers able to be in the building at any one time.

Families in receipt of services from Cheviots short breaks team were all contacted by to ask if they would like their child to continue to access short breaks at the Centre.

We ensured that families where there were complex and multiple factors e.g. safeguarding concerns, number of children in the family with disabilities, parents health. Were able to continue to attend the sessions.

Where parents decided that they did not want their child to attend group sessions at cheviots, or where their child was required to shield or where we were unable to offer sessions, parents were offered an alternative short break.

Cheviots continued to be open for all after school and weekend groups and to run playschemes throughout.

Families who received a short break grant or another playscheme service that was funded by the Joint Service, were able to use the grant more

flexibly to purchase play and leisure equipment for their child in place of their usual short break service including bikes, scooters, garden equipment, IT equipment, lego, sensory toys, trampolines.

Our commissioned playscheme providers operated when lockdown restrictions allowed but often with limited places.

In March the JSDC undertook a play and leisure survey to gather information about the activities that children and young people with SEND and their families wanted to access in Enfield. The survey was available online and in a variety of formats including symbols, pictures and easy read. We received 337 responses and have developed an action plan in partnership with our parent forums to increase access to play and leisure opportunities available.

Positive Behaviour support:

All behaviors have a meaning.

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

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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.

Impact of Positive Behaviour Support:

- Improved understanding of behaviour and its functions
- Improved well-being for children and young people
 - Visibly happier
 - Engaging in more activities
 - Able to access the community
- Improved communication
 - Children provided with the right tools to support communication
 - Able to make choices
 - Build stronger relationships with staff
- Reduction in behaviours of concern including self-injurious behaviours and those that harm other children and staff
- Reduction in number of injuries caused by behaviours of concern
- Reduction in the use of restrictive practices to manage behaviour

Examples of excellent practice by an officer or team

During the Covid Pandemic the Short Breaks and Family Support Team have worked tirelessly to ensure that the most vulnerable children and young people with disabilities and their families have continued to access crucial short breaks. This has often meant placing themselves in positions of higher risk in the height of the pandemic by keeping playscheme, after school and weekend sessions running as the alternative of having those vulnerable children and young people at home throughout the pandemic could have been incredibly harmful and damaging to the wellbeing of their entire families. The team have approached this with enthusiasm and dedication to the unified aim of putting children first and supporting families to lead happy and safe lives.

The short breaks team continue to deliver short breaks after school, on Saturdays and Sundays, and during all school holidays. They responded when children were unable to attend school and where families were feeling overwhelmed with either caring responsibilities during the pandemic.

They were a constant source of support, reassurance, and practical support to parents, they were flexible, could be relied on to work additional hours at short notice to respond to emergency situations and maintained the needs of the children at the heart of all they do.

Their skill in supporting the most vulnerable disabled children and young people can not be overstated and they face risks every day without hesitation.

Mrs Y (Mother of two teenage boys with Autism) had this to say about the impact the short breaks team had on her family:

"I could not recommend them more. They have been amazing for my boys. One of my boys had a really tough time during the pandemic and they have been amazing.

"Anne has been our guardian angel.

"We wouldn't have made it through the lockdowns if it wasn't for them. I always knew when the boys attended Cheviots, they were happy and safe, and it gave me a chance to do other important things I needed to do".

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Max (Social Worker at Cheviots) had this to say about the work the short breaks team did during a crisis situation in the height of the second peak:

"I was in awe seeing the team attend the family home to contain the crisis that was unfolding. The police were present and the support of the short break team during that moment helped to reduce the level of anxiety of all those involved."

The following comments were gathered from the lockdown survey performed by the Joint Service for Disabled Children:

'just like to say the did everything, it was overwhelming the response I got and the help I got and am still getting, you don't realise how bad it was until you are through the other side, I lost my support network i.e. friends and family due to covid, but they became my network and I cannot thank them enough'

'thank you we haven't always seen to eye to eye, but you have always had my daughters back and for that I am grateful. When we've needed support or provision that I could afford you have provided it. We see from our experience you provide an excellent working environment because the team that work

around safeguarding my daughter who is especially difficult to safeguard has been outstanding for 8 years without a break.'

'mum would like to thank us for our excellent work. We are very friendly and helpful and ring her up to remind her that c is due at cheviots for his short break'

'we are so grateful they have always been there for us'

'don't think they could have done anything more'

Within the Joint Service for Disabled Children we have tried to be as creative as possible to ensure that families are able to access the hugely valuable support of short breaks. During the Covid pandemic, there has been reduced access to almost all services and activities that children and disabilities would usually access.

The Short Breaks team have been pragmatic in their risk assessments which have identified those most in need of support during this time. There have been many instances similar to that which was experienced by Mrs Y detailed above, where parents and carers have contacted the service stating that

their situations at home have become more challenging for a variety of reasons. The Short breaks team have listened to those parents and carers before advocating for them at resource allocation panels.

As you can see from the comments above, the experience of many service users and their families who have accessed additional and continued support from the short breaks team has been wonderful. It is incredibly powerful to hear that families feel they might not have managed during the lockdown were it not for the support provided by the short breaks team. The Joint Service for Disabled Children prides itself in its commitment to ensure that disabled children and their families in the London Borough of Enfield are heard and treated with respect in every single contact with the council.

The Short Breaks team have been integral in the development of a creative and flexible way of delivering short breaks to children, young people and their families during the pandemic. With the reduction in available activities they have helped to develop a system whereby those alternative short breaks would be offered to those families where children may have been shielding or

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We know that short breaks are a vital form of support for families, however, with the additional pressures and stresses of the pandemic to contend with, we are of the view that the short breaks team and their work with the most vulnerable children and young people, has prevented family breakdowns and reassured parents and carers that they are not alone.

Feedback from Seema Islam – Chair Our Voice Parent/Carer forum

"It has indeed been challenging in ways we could never have imagined. The shorts breaks team have really stepped up to the challenge and endeavoured to continue their support to families under difficult circumstances. With ever limited resources, covid restrictions and health issues from the team were no more immune than the rest of us, the service has offered flexibility in light of the inevitable reduced number of playscheme places they were able to run.

"This is been a lifeline for many families and for some the alternative arrangements have been welcome, but as you know, there have been families and CYP who felt unsupported.

Given the unprecedented and extremely difficult circumstances, Our Voice had the

opportunity to work with Cheviots right from the start in March 2020 and try to adapt and target the help they offered.

"Enfield is fortunate to have such a fabulously skilled, dedicated and passionate team, they not only embody the values and behaviours we expect to see in our staff teams but provide the crucial support families need to continue in their caring role to.

"They truly are unsung heroes during this pandemic!"

Quality Assuring semi-independent placements

As the semi-independent placements are not regulated under the Care Standards Act, there are no minimum standards for what constitutes a 'Good' quality provision. This is left to the local authority to determine through their own quality assurance processes.

Prior to any semi-independent placement being sought for a young person under 18, the Care Plan will have been approved by the Placement Panel, chaired by the Director of Children and Family Services. This decision is informed by the views of the IRO and the assessment of need of the allocated social worker.

Checks for any serious gang/exploitation activity in the area are made prior to proposing a potential placement.

Enfield has a robust quality assurance process in place for all the council's commissioned semi-independent providers.

All the provisions used by Enfield are subject to monitoring visits annually conducted by the Placement and Assessment Officer including unannounced visits. In 2020-21 the Quality Assurance process was improved further by increasing the visits to the provision and although due to the pandemic this has been virtual, the timeliness of these visits were improved. All untendered provisions are now visited either in person or virtually before the young person moves in, references are sought from 2 other local authorities (where possible) and during visits, the Placement Officer is now asking for all staff to test the fire alarms and carbon monoxide alarms. All young people in semi-independent placements get a monitoring call from ARIS and this has now been RAG rated so we are able to prioritise the young people who are more vulnerable and are able to monitor their placement more.

In 2020-21, a full monitoring visit was conducted on 17 semi-independent Providers (tendered

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and non-tendered provisions), with one of them requiring a revisit due to concerns around staff not able to test the fire alarms. This provision was revisited again within one month and all staff had been trained to test the fire alarms.

Evidence that demonstrates impact:

In 2020-21, a survey was undertaken by the council's Consultation and Resident Engagement Services Team (CREST) which included sending questionnaires to Enfield's care leavers living in semi-independent accommodation. 24 care leavers responded to this survey with an overall satisfaction rating of 8.66 out of 10 and 96% of care leavers reporting that they feel safe in their placement.

Safeguarding focus during Pandemic

The pandemic has caused unprecedented challenges to both our care leavers and providers. Care leavers were worried about self-isolating in their own room and providers being worried about how to keep their staff and other young people safe should there be a Covid outbreak in one of their provisions.

A coronavirus support plan was put into place through the Council's Risk Register process.

This included the Access to Resources Integrated Service (ARIS) contacting every

semi independent provider where an Enfield young person was placed, on a weekly basis, to go through a series of coronavirus related questions. This ensured a proactive approach to identifying any evolving issues and included questions on staffing levels, any examples of symptoms or diagnoses in staff or young people, compliance and PPE. ARIS provided hand sanitisers to providers who had been unable to source this for themselves.

The Leaving Care Risk Register identified the potential for care leavers in semi-independent provision to struggle and feel isolated in lockdown. Mitigating factors were put into place including; increased contact from social workers and personal advisors, additional funding for telephone credits where necessary and ensuring every young person had their own TV.

Providers were asked to purchase additional food and essential supplies, funded by the council, to ensure that any young person who ran out of provision could be given the necessary support. Every provider was written to asking them to discuss with their residents, any additional equipment they would like to help keep them occupied at home and the service purchased books, garden sports equipment, board games etc in response.

The Health and Education Access and Resources Team (HEART) continued to provide services to looked after children and care leavers throughout this period and specialist CAMHS appointments were delivered by virtually. The Virtual School ran its annual Summer ESOL course for Unaccompanied Asylum-Seeking Children using virtual technology. An Education, Employment and Training support worker was appointed to help some of the more complex young people to make the transition into meaningful activity.

Additional services were put into place across Children's Services to support young people, including those in semi-independent provision, through the challenges of lockdown. These included the online mental health support line, KOOTH, a Domestic Violence Hub and the Summer University Programme delivered through the Youth Service.

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Examples of excellent practice by an officer or team

ARIS provided a 24 hour/7 day a week helpline throughout the first lockdown to providers to respond to any coronavirus related problems, questions or concerns. This required all officers within ARIS to be available throughout the night and the weekend to respond to any crisis that a Provider may have due to the Pandemic. The staff in ARIS undertook this without any issues and went the extra mile to help all the Providers.

Appendix C: Terms of Reference for Activity Groups

Insights Activity Group Terms of Reference

Chair: D.Supt Sebastian Adjei-Addoh

Support/Note Taking: Police

Meeting Frequency: The meeting will take quarterly

Quoracy: Meetings must include representatives from the North Area Metropolitan Police Service, NHS North Central London CCG, and the Local Authority Children's and Adults Social Care to be quorate.

Meetings will be accessible and enable participation remotely.

Insights Activity Group Purpose

The Insights Activity Group is responsible for developing horizon scanning intelligence to identify current and future risks to the effectiveness of the Safeguarding Children Partnership arrangements.

This Activity Group will develop analysis products to enable the Safeguarding Children Partnership to meet the Working Together 2018 (WT2018) requirement to:

“Support and enable local organisations and agencies to work together in a system where there is early identification and analysis of new safeguarding issues and emerging threats” (part of WT2018, page 73, Paragraph 8)

The Safeguarding Partners (London Borough of Enfield (LBE), North Area BCU – Metropolitan Police Service, and the NHS North Central London Clinical Commissioning Group (CCG) and relevant agencies as identified by the New Arrangements for Safeguarding Children in Enfield, (including schools, NHS trusts and 3rd sector organisations) may be asked to share client level data, where vulnerabilities exist, and emerging threats require new responses.

A fuller picture of vulnerability will influence the activity of the Local Authority Units from Adult safeguarding, Children Social Care, Housing etc. as well as Health partners, and Police teams such as Safeguarding Hubs, Local intelligence Team and neighborhood teams. This will result in a more directed tailored intervention, thus avoiding duplication and greater management of risk by the most appropriate team.

It is important that the Local Intelligence manager and the safeguarding partnership must be able to agree on the collection,

development and dissemination of intelligence to allow decisions to be made about priorities and tactical options.

Governance

The Insights Activity Group reports to the Enfield Safeguarding Children Partnership Executive Group and the Safeguarding Adults Board.

Two key points will be shared with the Executive and other groups, which show how the meeting has helped to safeguard children and young people. Updates will be provided at the Safeguarding Adults Board.

Members are responsible for ensuring any actions agreed by the Insights Activity Group are effectively carried out within their agencies and will report back information discussed at the meetings.

Nominated members are expected to attend all meetings. Where this is not possible, this must be communicated to the Chair or Safeguarding Enfield Business Unit in advance, and reasons given and a substitute identified.

Core Membership

- Police (North Area BCU)
- Enfield Strategic Safeguarding Adults Service

Appendix C: Terms of Reference for Activity Groups

- Enfield Children's Social Care
- Enfield Information Governance Manager or DPO
- Enfield Community Safety
- NHS NCL CCG – Enfield Directorate
- Enfield Knowledge and Insights Team
- Public Health (from Adults and Children's)
- Enfield Children and Young People's Service (3rd sector)
- Modern Slavery Team
- NHS BEH Mental Health Trust

Individuals can be co-opted on to groups deemed necessary and as agreed by the chair.

Areas of analysis for 2021/22

The main areas of focus for the 2021/22 financial year are detailed below:

- Domestic abuse figures, further analysis with ethnicity breakdowns, correlations to child MH and exploitation.
- Ethnicity analysis to understand which communities may not be engaging with services
- Hate crime
- Financial abuse

Purpose of any analysis proposed

The purpose of the analysis is not to provide or assure individual case level practice, but to

provide a strategic view of the emerging issues or threats. The group will view aggregated data, however the source of and numbers involved may make individuals identifiable. In addition, the sharing of data will need to be at a client level so that links can be made to develop a comprehensive multi-agency picture, so that we understand the risks to a specified group of vulnerable individuals.

A fuller picture will:

- focus not only on priorities but also on other key threats identified in the intelligence gathering.
- allow needs to be continually reviewed and updated
- identify gaps and how those gaps can be filled e.g. digital intelligence strategy etc.

Responsibilities

London Borough of Enfield (LBE)

- LBE will identify subjects that require an improvement in intelligence and information,
- Provide information to allow analysts to form a picture of vulnerability and risks.

Health partners

- Provide information to allow analysts to form a picture of vulnerability and risks.

- Provide advice, guidance and direction on individuals suitable for health intervention

Basic Command Unit (BCU) Intelligence team

- Enfield and Haringey Police merged in 2019 to become the North Area Basic Command Unit (BCU).
- Provide information to allow analysts to form a picture of vulnerability and risks.
- BCU should run intelligence checks to capture individual subjects at risk of exploitation.
- Analytical and research support will be provided by BCU intelligence staff.

What is the legal basis for sharing these datasets and undertaking this analysis?

For Councils and the NHS the powers to share datasets come as follows:

For all data, Article 6 reason

The Data Protection Act 2018 (DPA) section 8(c) – “the exercise of a function conferred on a person by an enactment or rule of law”, specifically the National Health Service Act 2006 and the Health and Social Care Act 2012. This allows the legal basis of: UK GDPR Article

Appendix C: Terms of Reference for Activity Groups

6(1)(e) ‘...for the performance of a task carried out in the public interest or in the exercise of official authority...’

For Special Category Data, Article 9 Reason

The DPA section 10 (1) (b) satisfying DPA s.10(3) via Schedule 1 Part 2 section 10 “Preventing or detecting unlawful acts”; and, Schedule 1 Part 2 section 18

“Safeguarding of children and of individuals at risk”, permitting the legal basis of:

UK GDPR Article 9(2)(g) “processing is necessary for reasons of substantial public interest, on the basis of domestic law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject;”

The DPA section 10 (1) (c) – “Health or social care purposes” satisfying DPA section 10 (2) via Schedule 1 Part 1 section 2 permitting the legal basis of: UK GDPR Article 9(2)(h) ‘... medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems...’

For the police, and other organisations who might be asked to share information on occasion (such as schools, community or voluntary organisations) the powers to share data come as follows:

Lawful basis for sharing information

The sharing of information must comply with the law relating to confidentiality, data protection and human rights. Most specifically it must comply with the following legislation.

- Data Protection Act 2018
- General Data Protection Regulation 2016 (GDPR)
- Human Rights Act 1998 (HRA)
- Common law duty of confidentiality
- Confidentiality and Sharing for Direct Care

Having a legitimate purpose for sharing information is an important part of meeting those legal requirements. It is also important only to share as much information as is needed for the stated purpose. What is shared must be accurate, relevant and up to date, and records must be kept of what information is shared and with whom.

This is a complex area and each Partner must take their own decisions and seek advice from their organisation’s Data Protection Officer and/or Caldicott Guardian.

Under GDPR, a data controller must have a lawful basis under Article 6 for processing personal data, and from Article 9 for processing special category data. For work relating to safeguarding children the following lawful bases will be the most common:

Article 6 (1)

(c) processing is necessary for compliance with a **legal obligation** to which the controller is subject

Article 9 (2)

(g) substantial public interest – processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject

Article 6 (1)

(e) processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller

Appendix C: Terms of Reference for Activity Groups

Article 9 (2)

Article 9 (2)

(h) provision of health or social care – processing is necessary for the purposes of preventive or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems and services

(i) public health – processing is necessary for reasons of public interest in the area of public health, such as protecting against serious cross-border threats to health or ensuring high standards of quality and safety of health care and of medicinal products or medical devices, on the basis of Union or Member State law which provides for suitable and specific measures to safeguard the rights and freedoms of the data subject, in particular professional secrecy

The processing of criminal data meets conditions of legal obligation and public task in Article 6 as above, and additionally meets requirements set out in Article 10 GDPR and Schedule 1 of the Data Protection Act 2018.

The Children Act 1989 is the main legal obligation for the work of undertaken by the Partnership.

The Children Act 1989, Section 47, places obligations on the local authority and other public agencies to investigate any allegations where a child is suffering or is likely to suffer significant harm. Section 17 of the same Act places a duty on the local authority to safeguard and promote the welfare of children within their area who are in need.

Some concerns regarding children where information will need to be shared under this workstream will fall below a statutory threshold of Section 47 or even Section 17 Children Act 1989.

Sections 10 and 11 of the Children Act 2004 place obligations upon local authorities, police, clinical commission groups (CCG) and the NHS Commissioning Board to co-operate with other relevant partners in promoting the welfare of children and also ensuring that their obligations to safeguard and promote the welfare of children are met.

In addition to the above, some Acts of Parliament do give statutory public bodies express or implied statutory powers to share information.

There are a number of pieces of legislation. Some of these are relevant to all members of the BSCP, others relate to specific organisations. These are part of the full Terms of Reference and available on request.

Appendix C: Terms of Reference for Activity Groups

Practice Improvement Activity Group Terms of Reference

Chair: Jon Newton, Head of Older People and Physical Disabilities Services, Enfield Council

Meeting Frequency: The meeting will take place six weekly. Meetings will be accessible and enable participation remotely.

Quoracy and attendance: To be quorate meetings must include representatives from:

- Metropolitan Police Service North Area;
- NHS North Central London CCG;
- Local Authority Children's Social Care; and
- Adults Social Care

Where quoracy is not achieved, the meeting will continue but decisions will not be made unless the lead agencies (for adults – Local Authority ASC; for children's – Local Authority CSC, Police and NCL CCG) are present.

Nominated members are expected to attend all meetings. Where this is not possible, this must be communicated to the Chair in advance, reasons given and a substitute identified.

The Chair has the ability to initiate Task and Finish Groups, or sub-groups, as necessary to achieve the purpose of the activity group. The Chair must highlight any changes to the Safeguarding Adults Board or Safeguarding Children's Partnership Executive group, via the Business Unit.

The focus of the group, sub-groups and task and finish groups will be reviewed annually.

Purpose

The Practice Improvement Activity Group, will lead on:

- i) Safeguarding Adults Reviews (which the Safeguarding Adults Board has a legal duty to undertake) ensuring that these are completed in line with Care Act requirements, and that lessons can be learned together.
- ii) the work of overseeing local child safeguarding practice reviews, learning from national reviews, and translating these findings into system improvements, which can include updating policies and organising training.
- iii) The group will also be responsible for initiating children's multi-agency audits

to make sure that learning has been embedded and ensure the effectiveness of existing policies or practices.

- iv) Ensuring that policies and protocols for Adults and Child safeguarding are up-to-date and that they are reviewed regularly.
- v) For Child Safeguarding cases, provide oversight for cases that are escalated to the Practice Improvement Group, and noting cases that may have been escalated to the Exec.

The Safeguarding Practice Improvement Activity Group will work closely with the Insights Activity Group to highlight areas that need to be monitored, or to provide intelligence that might need testing.

Governance

The Practice Improvement Activity Group reports to the Safeguarding Adults Board and Local Safeguarding Children's Partnership Executive group.

Members are responsible for ensuring any actions are effectively carried out within their areas and will report back to their teams any relevant information discussed at the meetings.

Appendix C: Terms of Reference for Activity Groups

Core Membership

- NHS NCL CCG – Enfield Directorate
- NHS BEH Mental Health Trust
- NHS North Middlesex University Hospital
- NHS Royal Free London
- Police (North Area BCU)
- Enfield Council, Adults Safeguarding, including Principle Social Worker
- Enfield Council, Children’s Social Care, including Principle Social Worker
- Enfield Council, Education department
- Enfield Council, Community Safety/ Domestic Violence officer
- Enfield Council, Public Health (from Adults and Children’s)
- National Probation Service
- Schools representative
- Lay person

Individuals can be co-opted into meetings when deemed necessary and as agreed by the chair.

Child Safeguarding Reviews and Serious incidents

The Chair of the Practice Improvement group will also Chair Rapid Review meetings that are required following a Serious Incident.

Due to the urgent nature of booking these meetings a Deputy chair has been identified – Sharon Burgess, Head of Strategic Safeguarding Adults and Partnerships.

The Serious Incident and Rapid Review process documents the steps that must be taken when the local authority makes a referral to the National panel.

Safeguarding Adults Reviews

Following SAR referral meetings, the Enfield Strategic Safeguarding Adults team will ensure that an update to the Practice Improvement group is presented, including the decision.

The SAR referral meetings and review steps are detailed in the Enfield SAR protocol.

Review

These Terms of Reference will be reviewed annually and as necessary.

Appendix C: Terms of Reference for Activity Groups

Vulnerable Young People's Activity Group Terms of Reference

1. Background

The Vulnerable Young People sub-committee (VYP) combines oversight of Enfield's response to Missing Children, those subject to Sexual Exploitation, Criminal Exploitation, children privately fostered, Trafficking, Modern Slavery, FGM, and children involved with gangs or other harmful practices and those young people who are aged between 16-18 and are victims of Domestic Abuse.

It is recognised that a number of specific groups focus on different elements of this work.

The role of the VYP is to maintain a strategic overview of the work of these groups and constructively challenge quality of services and timely delivery of objectives.

2. Key functions of the subcommittee

2.1 The sub-committee will maintain close

working relationships with other groups, share information and provide constructive challenge to quality and timeliness of actions to improve the response to VYP across the borough.

- 2.2 It will identify gaps in commissioning and make recommendations to Enfield Safeguarding Children Partnership (ESCP) accordingly, commissioning specialist training via the joint ESCP/SAB Practice Improvement (PI) sub-group.
- 2.3 Maintain and disseminate a good understanding of National and Regional and local policies and practices with regard to young people and contribute to the developments of the new procedures and protocols where required.
- 2.4 The VYP sub-committee will drive the SAFE work- plan and agree new actions in support of other safeguarding strategies.
- 2.5 To support to the communication strategy of the ESCP for dissemination of information.
- 2.6 To support the Chair/ Deputy Chair to periodically deliver specific tasks through time limited "task and finish" groups.

3. Governance

- 3.1. The Vulnerable Young People subcommittee reports to the ESCP and may also provide reports upon request to other groups including Enfield Safer and Stronger Communities Board (SSCB) and Health and Wellbeing Board (HWBB)
- 3.2. Members are responsible for ensuring any actions agreed by VYP are effectively carried out within their agencies and will report back information discussed at the meetings.
- 3.3. Nominated members are expected to attend all meetings. Where this is not possible, this must be communicated to the Chair or ESCB Business Manager in advance, and reasons given and a substitute identified.

4. Core Membership

- Enfield Community Safety Unit – Andrea Clemons (Chair)
- Enfield Children's Social Care – Florah Shiringo
- Enfield CCG – Christina Keating
- Enfield Children and Young People's Service
- Enfield Youth and Family Support Service

Appendix C: Terms of Reference for Activity Groups

- Enfield School Improvement Service
- Police (Borough) – Paul Ridley
- Probation (NPS & CRC) – Kathryn Hunt
- Public Health – Dudu Sher-Arami
- BEH Mental Health Trust – Carolyn Sobers
- The Royal Free London NHS Foundation Trust
- North Middlesex University Hospital Trust
- Modern Slavery Team – Fiana Centala
- Rescue and Response
- Lead Cabinet Member as an observer

4.1 Members must have strategic oversight and understanding of performance in their agency.

4.2 Individuals can be co-opted on to the group as deemed necessary as agreed by the chair.

5. Practicalities

Chair: Head of Community Safety

Deputy Chair: TBA

Meeting Frequency: The meeting will take place quarterly and meetings will be set annually in advance.

Review: The Terms of Reference will be reviewed annually.

Appendix D: Partner Updates

Barnet, Enfield and Haringey Mental Health NHS Trust

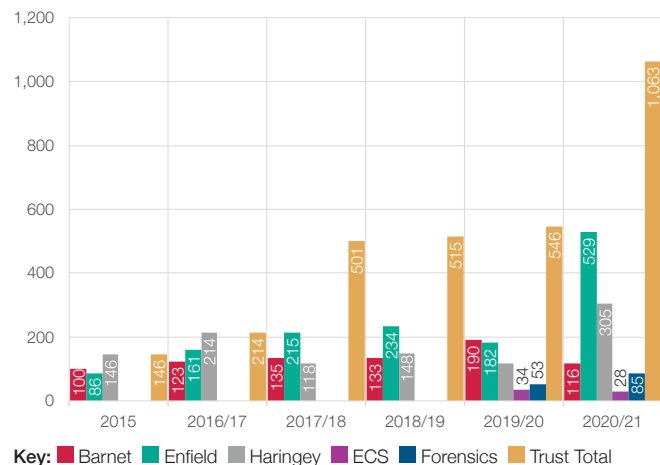
Safeguarding Enfield Annual Report information for 2020/21

Safeguarding Adults

Safeguarding Adult activity

The chart bellows shows a six-year comparison of safeguarding adult concerns raised. The number of concerns raised has increased significantly in 2020-2021 with reported concerns up by 92%. This is consistent with national safeguarding, whereby it has been reported that there is an increase in reports of abuse after lockdowns lift.

Six-year comparison of the number of safeguarding adult concerns raised by BEH staff

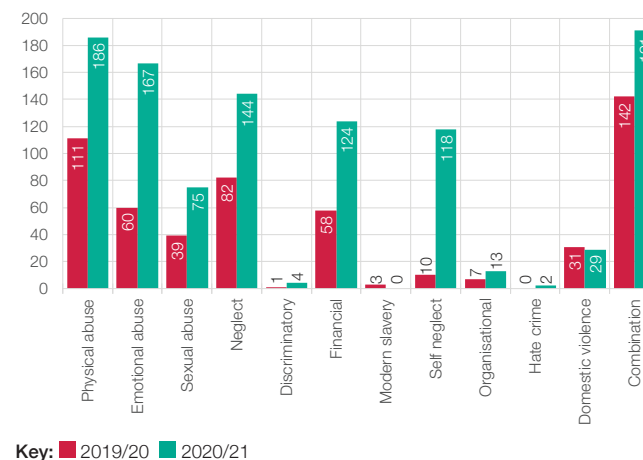


The table below gives further analysis of the trends in safeguarding adult referrals.

| Year | Enfield | Trust wide annual total | Trend |
|---------|---------|-------------------------|-------|
| 2015 | 86 | 332 | — |
| 2016/17 | 161* | 498 (50%) | ▲ |
| 2017/18 | 215* | 501 (1%) | ↔ |
| 2018/19 | 234* | 515 (2%) | ▲ |
| 2019/20 | 186 | 546 (6%) | ▲ |
| 2020/21 | 547 | 1,053 (92%) | ▲ |

Please note: percentages in brackets = increase on previous year
*Includes ECS

Comparison in Adult Categories of abuse from 2019/20-2020/21



Safeguarding Adult referrals have increased for the 6th year running, and significantly so in 2020-2021 with a 92% increase in safeguarding adult concerns.

As indicated in the above chart, The most frequently raised categories of abuse physical abuse, financial abuse, psychological/emotional abuse and neglect or self-neglect.

There has been the most striking increase in abuse for the category of self neglect with a 1,000% increase in referrals. The Safeguarding team have created a trust toolkit for self-neglect, a quick grab guide and a lunch and learn session focussed on cuckooing (considered under the category of self neglect) have been put into place to help support staff. In addition team managers have been asked to ensure that their clients at risk of self neglect have additional monitoring and local authorities have created high risk and multiagency panels in an attempt to manage the increase in self neglect and the associated risks such as environmental neglect, hoarding, fire risk, pressure ulcers etc.

The safeguarding Adults national network, along with SAB's and national government have noted that domestic abuse has increased significantly in the lockdowns during the

Appendix D: Partner Updates

Covid-19 global pandemic. Although our figures show there has not been an increase in domestic abuse, it is important to note that the majority of our domestic abuse reporting is under the categories of Physical, psychological and combination abuse, which has increased by over 100% in the last year. Our response to this increase is to support staff with their responses in the following ways:

- Providing resource packs for domestic abuse; some of which were specially created to work with DA during the pandemic.
- Increased training in domestic abuse provided by our IDVA services.
- Comms awareness and support campaigns including material and toolkits on safety planning, MARAC and responses to domestic abuse.

Psychological abuse safeguarding referrals have represented the biggest increase in referrals during the pandemic; Our trust have seen a significant increase in the reporting of Physical, emotional and combination of abuse. These forms of abuse have increased in the community but more significantly on the wards. Acuity on the wards during the initial lockdowns increased along with reporting of sexual abuse and physical harm. The adult safeguarding lead has worked with ward management to

implement preventative measures in the areas of physical violence and improved response to sexual abuse.

Concerns regarding the newer categories of abuse as defined by the Care Act (2014), such as modern slavery/human trafficking/ domestic servitude and hate crime are still less frequently raised. They remain low, however, we have seen a slight increase in 2020-2021. The Safeguarding team have implemented modern slavery training to the Champions and team managers in the trust in an attempt to raise awareness and see if this generates more activity. It is however acknowledged that these issues are less common in secondary services.

Concerns regarding financial abuse and scams has increased by 110%. This increase was predicated nationally during the pandemic and relevant partners have been working together; such as police, local authorities and fraud teams to address concerns and raise awareness.

There has been an increase in referrals for pressure ulcers from Community Nursing Services in Enfield especially in the categories of neglect (mainly pressure ulcers). There is work planned for supporting district nursing with safeguarding relating to pressure ulcers

and ensuring that they are managing under the appropriate frameworks.

Data collection has been a focus of this year with the adult safeguarding lead meeting with the local authority to discuss more effective data collection.

Section 42 Enquiries

| Section 42 conversion rate | Q1 & Q2 | Q3 | Q4 |
|----------------------------|---------|-----|-----|
| Enfield | 10% | 65% | 40% |

We continue to collect data regarding the number of safeguarding adult cases that meet the Section 42 (2) Enquiry threshold. In the last two quarters, S42 enquires have increased significantly in Enfield, with a conversion rate of approximately 50% overall. There may be different reasons for this. In mid-2020, the local authority in Enfield spent a lot of time encouraging SAMs to think about if, the fact-finding work they had done did, in fact, fit the criteria of an enquiry. Due to Lockdowns, concerns received came through less consistently. Along with this, there is anecdotal reports from the local authorities and SAB's that the nature of Safeguarding concerns have increased in complexity and therefore require Section 42 enquiries more often.

Appendix D: Partner Updates

Safeguarding Children

Safeguarding children activity

There has been a slight decrease in referrals for Children’s safeguarding in the year 2020/21. Referrals dropped whilst children were kept at home from schools and other services that serve as the most consistent referrers for children’s safeguarding. It was noted that as children and young people returned to school there was a significant increase in referrals and the nature of the referrals more complex and entrenched within complex family dynamics.

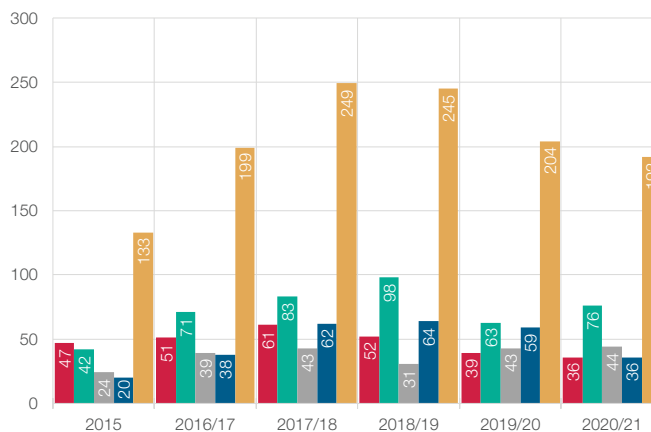
| Year | Enfield | Trust wide annual total | Trend |
|---------|---------|-------------------------|-------|
| 2015/16 | 42 | 133 | – |
| 2016/17 | 71* | 199 (19%) | ▲ |
| 2017/18 | 83* | 249 (25%) | ▲ |
| 2018/19 | 98* | 245 | ↔ |
| 2019/20 | 89** | 204 | ▼ |
| 2020/21 | 76 | 192 | ▼ |

Please note: percentages in brackets = increase on previous year

*includes ECS

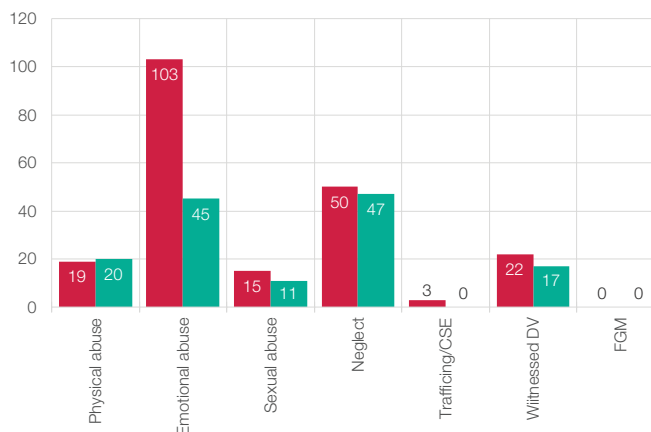
**includes 26 from ECS

Total number of safeguarding children referrals



Key: ■ Barnet ■ Enfield ■ Haringey ■ Specialist services ■ Trust wide

Comparison of Categories in Children’s safeguarding 2019/20-2020/21



Key: ■ 2019/20 ■ 2020/21

The graph above shows the number of safeguarding children referrals made by type during 2020-21. This year we see a plateau in the amount of referral being made for children who witness domestic abuse. This may be hidden harm as less reporting is wider acknowledged during lockdowns. The number of referrals for children who are witnessing domestic abuse (22 referrals in 2019-20 compared to 17 during 2020-21). Early help and emotional abuse remain most common categories for the safeguarding referrals submitted for children with no change in the remaining categories, namely Female Genital Mutilation (FGM) where the safeguarding referrals remain 0 which is common for non acute trust for this to be very low. Reports of emotional abuse have halved during 2020-21 questioning whether this area of harm is hidden and will be reported as more services open and children and young people are accessing services.

In comparison with the previous two years there is a noted decrease in the number of referrals submitted across Enfield.

Since March 2020 the decrease in the number of safeguarding referrals made for children is a national picture and has been noted across all local authorities. This is due to the COVID-19 pandemic, that caused a locked down and resulted in fundamental changes to the lives of

Appendix D: Partner Updates

children and young people across the United Kingdom. This has meant that the agencies that would usually have ‘eyes’ on our children no longer did resulting in ‘hidden harm’. Our Trust was effective in responding to this change by implementing virtual consultation’. Despite this new type of contact, children were not being seen in the traditional way. With the return to a new normal it is anticipated that safeguarding referrals for children will return to pre-COVID levels.

Examples of excellent practice by an officer or team

Jo Toose in Enfield assessment team (BEH MH trust) team has been instrumental in the trust in managing/screening and supporting staff to implement protection plans. Her placement in the Enfield assessment team in mental health has improved safeguarding responses and supported trust staff.

Safeguarding focus during Pandemic

- Increase in online training
- Tailor online training to the areas of increased abuse or hidden harm (cuckooing, neglect, financial abuse)
- Increased COMMS and toolkits shared.

- Increase in the amount of safeguarding champions in each team.
- Meeting with teams to promote areas of abuse that require preventative work e.g. teams making lists of those vulnerable to self neglect and implementing additional monitoring measures.
- Sexual safety measure on wards including the following increase in Sexual abuse during lockdowns and subsequent reduction in S17 leave:
 - A3 posters for wards – (for staff and patients to raise awareness)
 - Sexual safety Booklets
 - Quick grab guide
 - Temperature check postcards for wards.

Preventative work ongoing look at effective risk management strategies to reduce incidents of sexual abuse on the wards – white board meeting – standing item on the daily agenda. i.e. daily checks of how safe a patient feels. Practical tips for ward staff – i.e. staff awareness of blind spots, environmental management. Practical tips for risk management of individual patients (eg if someone if very sexually disinhibited as part of their illness, what measures are staff putting in place to mitigate risks).

Themes emerging in lockdown 2020/2021

Lower numbers of safeguarding are reported during the peak of the lockdowns in the community and then a sharp rise in safeguarding referrals when lockdowns are lifted has been noted. The acuity on the wards does increase during lockdown periods where S17 leave is more limited. In line with national trends, Domestic abuse, self neglect, neglect and financial abuse has increased significantly.

There is evidence that there is more “hidden harm” during lockdowns, including grooming on the internet – (radicalisation, sexual abuse). This is evident from more PREVENT referrals from the trust along with more reports of online financial scams. Police report that Cuckooing has increased during lockdowns – staff have had access to Camden and Islington lunch and learn on cuckooing and audits on the response to Cuckooing safeguarding’s have been completed along with promotion of the relevant forums to manage risk. An increase in allegations against staff (especially bank staff) has been noted. This may be because the trust has appointed a PIPOT lead who is collating data within the safeguarding team.

Appendix D: Partner Updates

Community Safety Unit

Safeguarding Enfield Annual Report information for 2020/21

The Community Safety Partnership known locally as the Safer and Stronger Communities board have refreshed their partnership plan.

There is continued focus on tackling violence and burglary but additionally renewed efforts in reducing the harms caused by the supply and use of illegal drugs. This area is a key driver for crime and can manifest in ways such as county lines, cuckooing vulnerable people's addresses and increased violence and acquisitive crime.

We continue to work with the Mayor's Office for Policing and Crime and have submitted request for funding allocations to support our local priorities and those for London.

The SSCB is seeking to develop and refine offender management practices for both adults and young people to try to ensure the best outcomes for offenders and to reduce the numbers of victims of crime.

Public Health colleagues have worked in partnership with us to draft an evidence-based approach to tackling serious youth violence and our North Area Violence Reduction Plan has received favourable comment from the

GLA Violence Reduction Unit.

Covid 19 and the resulting restrictions have impacted on levels of crime in different ways with some reducing dramatically and others including Domestic Abuse and Anti Social Behaviour resulting in greatly increased demand.

Children's Services have created a Domestic Abuse Hub, where multi skilled teams from across the council provide support for victims of domestic abuse, irrespective of whether they have dependent children.

Hate crime incidents, linked with racist offences have also increased and we monitor crime patterns and individual cases to bring about improvements, highlight risks and support individuals.

Safeguarding focus during Pandemic

See above example of DA Hub.

CCTV operatives have acted in support of the police and public health to identify areas where Covid restrictions are breached to enable a targeted response.

Many interventions have moved on line to support young people who are vulnerable to exploitation by street gangs, although outreach has continued where allowed.

Worked with the police and partners to identify changing crime types and associated risks.

Worked with Safeguarding Adults Team to provide additional security for older vulnerable residents in addition to our locks and bolts service to give those at risk from crime greater security and peace of mind.

Enfield Carers Centre

Safeguarding Enfield Annual Report information for 2020/21

Safeguarding Adults

Enfield Carers Centre's entire office, homecare and support team also received Modern Slavery awareness training from the LBE MASH Team.

Safeguarding Children

1. Our newly employed Young Carers Worker attended online 'Child Protection' training delivered by the NSPCC.
2. The Young Carers Project Manager attended: 'Virtual Working and Safeguarding Considerations' training delivered by Education Child Protection and 'Jack Petchey Digital Training for Youth Groups' training delivered by Third Sector Lab.

Appendix D: Partner Updates

3. Another Young Carers Worker attended 'Domestic Abuse and Sexual Violence Awareness' online training delivered by Barnet Council.

Enfield Carers Centre (ECC) also refreshed its whole staff team's safeguarding knowledge via online training just before the onset of Covid.

ECC has also introduced a Safer Recruitment Policy. This involves:

- Including the Organisation's Safeguarding Statement in any job advertisements
- Requiring all applicants to complete an application form requesting identifying details; a national insurance number; a full chronological career history since leaving secondary education; any relevant or required qualifications; a personal declaration and details of two referees one of whom must be their most recent employer
- Providing a job description and person specification that includes the organisation's Child and Adult Safeguarding Statement.
- Ensuring all relevant documents also clearly state that all applicants must be willing to undergo Adult and Child protections screening relevant to the post, including

checks with past employers and the disclosure and barring service.

- Asking candidates appropriate questions at interview relating both to their skills and reasons for wanting to work with children and/or vulnerable adults.
- Ensuring that at least one member of the interview panel has undergone 'Safer Recruitment Training' within the past three years.
- Checking all candidates ID and exploring any gaps in their employment history or anomalies on the application form.

Safeguarding focus during Pandemic

Our charity noticed an increase in the number of concerns raised by both vulnerable adults and children during the pandemic as carers were "locked in" with their cared for persons with dementia and those with challenging behaviour etc.

ECC has made over four thousand "welfare/check-in" calls so far to:

- a) adult carers we were already aware of who were in precarious/challenging situations
- b) over 1,000 registered dementia carers
- c) all carers aged 65+

In addition ECC's EyPIC Young Carers Project Workers made Check-in/welfare calls to the majority of our 479 registered young carers at that time.

Because of the unavoidable move to solely online services during the pandemic, we have closely considered the potential risks for vulnerable people and subsequently created and implemented the following: 'Online Safeguarding Policy', 'Safeguarding Risk Assessment for Zoom', 'Staff and Volunteer Code of Conduct for Online Sessions' and our 'Online Behaviour Agreement for Young People'. ECC did not previously offer online activities for children. Some key points include:

- Private meeting IDs and passwords used to ensure only invited people can attend
- Screen sharing options are off
- Private chat disabled (except to hosts) so this can be monitored by staff
- Staff monitor verbal conversations and the chat window and manage any situations arising following the 'Child Protection Policy and Procedures'
- Links for online activities are in the shared calendar to enable an open-door policy with Designated Safeguarding Lead access

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- There are always 2 staff in each online group session
 - Staff received training on how to use the Zoom platform safely with safeguarding in mind. Test simulations where 'everything goes wrong' took place to test the ability of staff to use Zoom.
 - Staff rename children to their first name on Zoom if their username contains personal information such as their email address or phone number, or something inappropriate
- activities and advice on a wide range of areas including:

- **ECYPS Foodbank**

We expanded our foodbank to meet the needs of the community in the borough of Enfield. With the rise in unemployment, many families on low income and vast amount of the community shielding due to Covid-19 families were struggling to put food on the table during lockdown. We co-ordinated our services with the support from the Felix Project, Stand Together Enfield, Grassroots and local business including Lidl, BITC and not forgetting the phenomenal response from the local residents. **24,000** bags of food were provided to families attending our foodbank at The Ark. Additionally, we delivered cooked food to **2,000** families who were shielding due to medical needs. We expanded our foodbank to include a clothes bank and toy bank. 70% the people attending foodbank are from the Bulgarian/Turkish community. We have identified gaps in services and will be working with Edmonton Community Partnership to establish a hub for the community. Looking ahead, we will be working with Edmonton Community Partnership to deliver **14,000** essential food bags to **200** families across seven schools in Edmonton.

- **Parenting support**

Due to the impact of lockdown many families were struggling with home schooling. Parents had to adapt and become teachers, activity leaders, counsellors whilst continuing to work from home. ECYPS adapted their 13-week SFSC parenting programme to a 4-week online programme focusing on positive parenting skills during lockdown. 24 workshops were delivered dealing with positive parenting techniques to increase positive behaviour.

- **Safeguarding**

ECYPS provided regular information on online safety and links full of helpful resources including NSPCC, Childline, NHS, Think U know, National domestic abuse helpline, county lines and local authority services. We delivered online training including county lines, child protection, bespoke child protection training for foodbanks, safeguarding forum. DBS-checks for staff, volunteers and community organisations continued throughout Covid19. We produced monthly E-bulletins with helplines, emergency contact details, regular updates, details on local foodbanks-so that children do not go hungry during school holidays. ECYPS also promoted vaccination centres across Enfield. Finally, we revised our community

Enfield Children's and Young People Services – awaiting return

Safeguarding Enfield Annual Report information for 2020/21

The impact of Covid19 on ECYPS and the community has been extremely challenging and difficult with staff and volunteers dealing with personal bereavement but continuing to support the most vulnerable children, young people and their families in Enfield.

From the beginning of lock down ECYPS immediately went live across all social media platforms providing essential information,

Appendix D: Partner Updates

handbooks and free and affordable activities books which were circulated online to organisations across Enfield.

- **Mental Wellbeing**

ECYPS produced a Covid19 Survival Kit workbook for children and young people to improve their mental wellbeing and navigate their lives positively throughout the pandemic. As a result of securing Covid19 funding, ECYPS was able to deliver counselling sessions for parents, children and young people subsequently assisting CAMHS who were facing a high demand on their services. Majority of referrals have been from leaving care team, Change and Challenge, Parent support and community organisations. ECYPS also produced a mental health YouTube video providing young people a platform to express themselves on the impact of Covid19 restrictions on their mental health. We delivered 32 mindfulness sessions online, 20 creative art workshops and weekly creative writing workshops in conjunction with Scribeasy, 20 healthy eating workshops. As soon as lockdown eased we resumed our 'I feel good' sessions to provide young people including young carers and young people with additional needs pampering sessions to unwind and release stress.

- **Covid-19 Vaccines**
Supporting the roll out of vaccines to communities in mosques, churches, community centres. The ARK was a Covid19 vaccination centre.
- **Promoting physical fitness and mental wellbeing**
Regular cycling, fitness, pilates and dance sessions delivered online and face to face.
- **Training** was delivered online via zoom. ECYPS delivered several child protection/ safeguarding training to LBE staff and community organisations. 40 people attended training from the Turkish mosque, 20 local child-minders continued their training to keep up to date with Ofsted requirements.
- Due to the increase in mental health ECYPS delivered 'My wise friend' and 'Take a breath' to give staff and volunteers simple techniques to implement when services and schools re-opened.
- **CHiPS**
Community help point Scheme-Additional year of funding was secured via NEXUS and as a result CHiPS had a relaunch. Increased online presence across social media platforms, promoted via school food distribution bags to 200 families across

7 schools in partnership with Edmonton Community Partnership

Enfield Council Safeguarding Adults

Safeguarding Enfield Annual Report information for 2020/21

Safeguarding Adults

Modern slavery

Helpline: In April 2020, we established a specialist modern slavery helpline for professionals and members of the public to seek specialist support and advice, or to refer their concerns of modern slavery in the borough that they encounter. Between May 1st 2020 and January 31st 2021, we received 116 calls to the helpline.

Key achievements:

- Working with Housing to establish the Multi Agency Risk Assessment Meeting (MARAM) to support rough sleepers.
- Establishing a clear pathway of referrals with the Police, housing and secondary mental health services and the Modern Slavery Team.

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- Providing enough evidence to police colleagues to enable the CPS to charge a husband and wife with modern slavery offences. Trial to commence 10.10.21.
- Being described by the Central Crime Police Teams as the 'gold standard' borough with the view of training other boroughs on how to approach modern slavery and exploitation cases.

Strengths-Based Approach

Following the success of the 3-month trial of the 'Linking Together' Innovation Hub and subsequent roll-out of the 3 conversations model and Strengths-Based Approach (SBA) to the Single Point of Access (SPA) service, it was decided that this way of working would benefit residents and staff and we are working to implement more widely. We have a working group that meets fortnightly to deliver the vision and enhance the strengths-based practices that are already being used.

SMART Technology

A pilot has been underway with adult social care service users, carers and staff using SMART devices. 10 Amazon Echo Shows were donated by Amazon and the work has helped design a larger pilot for 2021/22 involving upskilling staff, working with care

home residents and their carers, and using the devices to support independent living for longer.

Domestic Abuse Perpetrator Programme

Strategic safeguarding has worked with the National Probation Service (NPS), Children and Families and Community Safety to commission a pilot scheme, delivered by Rise Mutual, around behaviour change for those at risk of perpetrating domestic abuse.

This is funded largely through a government grant which the NPS acquired and ran from November 2020 to March 2021. It is known that perpetrators of domestic abuse are abusive in multiple relationships throughout their life – so to multiple partners and older parents for example. So, engaging with perpetrators is essential to prevent future abuse. We have worked hard with the provider (Rise Mutual) to ensure that their service is suitable for older or disabled adults and carers to reflect the Adult Social Care service user group. Monitoring meetings were held every two months to examine this and a programme of awareness raising took place to encourage referrals.

Safeguarding Children

- **Safeguarding Ambassadors**
Weekly meetings took place with our

Youth Leaders to co-produce a training programme for a role as an Enfield Safeguarding Ambassador. The training will be used to train the 2021-22 cohort of ambassadors. The Safeguarding Ambassadors met with the safeguarding Partners as part of Enfield's Section 11 audits. Some of the actions from the meeting included developing a video by the Safeguarding Ambassadors on voice of the child. The Service User, Carer and Patient group is advising on this work.

- **Communication**

A new website platform has been developed at: www.enfield.gov.uk/safeguardingenfield. The content is now being reviewed, with a focus on increasing the amount of multimedia/video content. Regular newsletters have been to both the adults and children's partnership, highlighting the work of the partners and key issues.

Safeguarding focus during Pandemic

Supporting Care providers

In response to the pandemic the strategic safeguarding adults team has been actively working with our care providers. We have ensured they have: access to information and support around infection control; the latest

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public health guidance; and can raise issues with our quality assurance team.

Ongoing support to providers

Targeted support is provided to care support workers and informal carers to embed infection control training and translate this into good working practices, for example in how to use PPE correctly and effectively to protect all those they have direct contact with. The quality assurance team is the point of contact for care providers, and concerns and issues raised from them are then considered and responded to with the Public Health team.

Communications

We are in regular contact with our care providers, and have developed a dedicated MyLife webpage. The webpage, which was developed in partnership with Public Health, focuses on infection control information and training.

Quality Assurance and emergency processes:

Many social care providers have sadly suffered significant losses of residents due to the covid virus and the pandemic has reduced the demand for residential and nursing placements. This information is collected and considered on a regular basis.

The quality checker project continues to gather information directly from people who use services and their friends and family to ensure their experiences during the 'lock down' period is included in our considerations and learning.

Learning

The strategic safeguarding adults team undertook learning reviews with providers that had COVID outbreaks to identify risks and develop risk mitigation strategies.

Contingency planning for the winter break heightened risks

During the winter months, we were faced with acutely heightened risks around provider failure. Enfield has 13 nursing homes and over 70 residential sites. Within these organisations there was a risk of owners running into significant financial difficulties, and loss of staff either due to not being paid, developing symptoms, or being told to isolate by track and trace.

Moving adult social care service users at short notice, particularly over cold, winter months is a complex task requiring health, pharmacy, transportation and logistical input. Some care home residents are out of borough placements but we still have the safeguarding responsibility for moving them safely. Emergency preparation

and contingency planning were taking place, with weekly monitoring of care home vacancies.

Working with people who have refused to comply with government guidance

Regular meetings were taking place, chaired jointly with Public Health to consider residents, and council tenants, who had not been complying with COVID-19 guidance on social isolation and distancing. The meetings were multiagency and provided a place where agencies could refer in, with a risk assessment, and appropriate local action could be taken. If the local measures were not successful, the group could refer to Public Health England.

Care Act Easements and Service Demand preparation

At various points though the year, Adult Social Care managers met weekly to discuss how to mitigate the increase in demand/potential further increase in demand on services due to increasing infection rates or restrictions. Actions from this meeting so far include:

Reviews and support plans have been edited on our systems to include more explicit contingency planning for if the agreed care plan is not possible.

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All informal carers who manage Direct Payments packages have been written to, to ensure that they have contingencies in place and encourage them to reach out if not.

A 'dummy-run' exercise has been run around a hypothetical domiciliary care agency collapse which has led to a number of identified actions to ensure that we could respond promptly to this (for example pre-written scripts/risk assessments and establishing languages spoken within the service). This incorporated all service areas.

Each operational service area has put in place a risk assessment around their service user group in case of large increases in community or staff infection.

Ethical Framework for Health and Social Care:

Department of Health and Social Care's Responding to COVID-19 – Ethical Framework for Health and Social Care was shared widely across the adult social care services.

www.gov.uk/government/publications/covid-19-ethical-framework-for-adult-social-care/responding-to-covid-19-the-ethical-framework-for-adult-social-care

We undertook the following steps to raise awareness of the Ethical Framework:

- During the first lockdown, guidance was issued to staff around proportionate responses to Safeguarding Adults concerns, the framework was included in this guidance and associated discussions ensured that the framework was highlighted at the end of our training for adult social care professionals
- Principal Social Worker for Adults (Sharon Burgess) sent communications to all Enfield Social Workers highlighting the framework
- highlighted the framework to our Safeguarding Adults Managers through our fortnightly communication with them

Enfield Council Education department

COVID response

- Provided weekly home learning ideas for over 400 PVLs, schools and childminders.
- Supported 400 schools, PVLs and childminders on key transition points for children and young people, including providing Early Years transition for vulnerable pupils.

- Created and sent out over 4,000 Year 6/7 transition packs to all pupils in Year 6 in Enfield including for vulnerable pupils.
- The Educational Psychology Service (EPS) provided telephone support line for parents, with schools' agreement to use their statutory visit time for this purpose.
- EPS provided support for staff and headteachers during the year, including whole school wellbeing.
- EPS supported 14 schools to achieve the Sandwell Charter Mark, which supports a whole school approach to social, emotional and mental health.
- EPS and Professional Learning (PL) team set up a ten session programme of PL to support schools in their resilience and recovery work for all pupils.
- Schools' Traded Service worked with school to support food vouchers and/or food parcels to go to the most vulnerable families.
- HEARD and Nexus have put on three well attended parent workshops.

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Wider

- Set up a ten session PL programme, including local, national and international expertise, re: Unconscious Bias and Anti-Racism as a response to the BLM movement.
- A three session Governor training course re: Unconscious Bias and Anti-Racism has started as a corollary to that training.
- Set a ten session PL programme re: Digital Transformation for schools which included national expertise for online safety in both primary and secondary schools.
- A new Designated Safeguarding Leads (DSL) network for school DSLs has been set up.
- The SEYIS adviser visits to schools included questions about the remote learning offer. This checked that all pupils were being contacted and how schools reacted to any lack of response from a pupil or family.
- Whole service Safeguarding training took place in September 2020.
- All NQTs were able to join LA run safeguarding training within their first half term.

- Trauma Informed Practice in Schools (TIPS) was promoted via two taster sessions open to schools and all members of the Education Service.
- Nexus funded training for all schools from Pivotal education linked to restorative practice and TIPS.
- SWERRL/BSS have support vulnerable pupils in their return to school.

Enfield Council Housing

Safeguarding Enfield Annual Report information for 2020/21

As part of our work towards a DAHA accreditation we have developed a new Housing and Regeneration Domestic Abuse policy which will be circulated to our stakeholders as part of the consultation on this policy.

We have procured a review of council housing processes including an external review of our Anti-Social Behaviour processes, with particular scrutiny of the frontline staff's approach to cases involving vulnerable residents

As part of the wider Housing Services restructure, a new team delivering a person centred, tenure blind, support service for

council housing residents has been created. This team will be ensuring the most vulnerable residents in the borough receive holistic, structured and sustained support to help them maintain the tenancies and achieve personal goals to decrease levels of extreme deprivation, ASB, and public health issues.

We are developing an estate management strategy focusing on delivering our place shaping agenda, including actions to increase wellbeing and engagement across Council Housing.

Safeguarding Adolescents From Exploitation (SAFE) panel, meets fortnightly – Housing Management are a core member.

We are developing a vulnerable resident procedure, setting out our processes for supporting and engaging residents who are at risk of neglect and abuse.

We are continuing to develop our staff training plans, which will include an annual safeguarding training (refresher) course.

Homelessness

We have developed suicidal prevention guidance for dissemination to all Officers across housing and homelessness services.

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The Housing Advisory Service has developed guidance (still in draft) to support referrals into adult and children services. This will be rolled out this summer alongside briefing on Domestic Abuse Act.

On 5th July 2021 the Domestic Abuse Act 2021 removed the vulnerability test for survivors of domestic abuse. This now means that all survivors of domestic abuse who approach the homelessness service will be in Priority Need. Training and briefings continue to be delivered across the homelessness service and with colleagues in other Council services to meet the new duties.

MARAC meets fortnightly and is attended by, Sustainable Housing Pathway Manager.

We are currently working towards the DAHA Accreditation alongside housing colleagues.

There is service- wide need for safeguarding training over and above the I-learn offer, which the service will be looking to secure by Autumn.

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

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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.

Healthwatch Enfield

Safeguarding Enfield Annual Report information for 2020/21

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 Enfield

- ensures 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
- arranges refresher safeguarding training for staff, volunteers and board members
- has reviewed our safeguarding policy in May 2020

- supports and challenges data presented at a number of strategic boards

We have promoted safeguarding training opportunities.

We deal with any specific concerns raised with us and when appropriate refer these to the CQC and welcome the support of senior managers in follow up work.

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

We have been working with the Council's Covid Resilience Board during the pandemic as well as supporting a number of regular meetings particularly to support vaccination take-up recently. It should be noted that the joint working expected from the Integrated Care Partnership has been accelerated by developing an Enfield response to covid vaccine take-up. This has been a really positive development and bodes well for the future. It would be useful to learn lessons from this joint working approach, in our efforts to work with local communities with regard to raising awareness about safeguarding and domestic violence.

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Safeguarding focus during Pandemic

- We have promoted information about safeguarding and particularly domestic abuse throughout the pandemic.
- We have also run a number of webinars most recently focussed on mental health.
- We have continued to work with the Council's Covid Resilience Board during the pandemic.
- We have also attended weekly meetings led by local GPs to support the vaccination process in Enfield. Our work with local black and minority ethnic communities has enabled us to support this process and the efforts being made to reach out to all communities in Enfield.
- We have drawn attention to the challenges faced by Eastern European, primarily Bulgarian/Roma communities, particularly those who do not have settled status and are engaged in sex work. We are working with the Council/Health on vaccine take-up and GP registration.

Integrated Learning Disabilities Service (ILDS)**Safeguarding Enfield Annual Report information for 2020/21****Safeguarding Adults**

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

- Safeguarding concerns have continued to be received by the service and safeguarding plans are completed within usual time frame, essential face to face meetings have taken place during lockdown where tech/video was seemed not appropriate for service users.
- 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 are safe, and any agreed actions have been completed.
- Throughout the safeguarding there is continued Management support and oversight and clear directions from the Sam is recorded in cased notes.

There has been continued work to an excellent standard, managing some very complex safeguarding cases and all were responded to with MSP continuing to be a focus.

Examples of excellent practice by an officer***Case example and feedback extracted from the internal safeguarding enquiry audits:***

The safeguarding concern is raised by an art therapist working with the client who raised concern regarding psychological abuse and neglect perpetrated by the client's support worker and centres on her responses to the client when asked for particular support and the worker's view that the client should not be in bed at certain times of the day which the client explains is a side effect of her medication. The client specifies she feels she is being bullied by this individual and explains that this is impacting on her mental wellbeing.

Good Practice

Safeguarding plan implemented that the person alleged to have caused harm in this case is removed from the client's support arrangements. This is a robust plan which removes the risk of further abuse for the client, it is acknowledged that as the support worker works for an organisation, there could

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be further clients at risk in this case. These risks are considered by the safeguarding adults manager who requests that the enquiry officer has input into the interview questions to establish how long the support work had worked for the organisation, to review her training records and to establish whether there have been any concerns raised about her conduct by other clients.

The enquiry officer emails the manager with a list of constructive questions to be referred to within the interview with the support worker, these centre around the support worker's knowledge of the clients can support needs and around dignity and respect.

There is good evidence of engagement with the adult.

The client's voice is captured well and there were explicit verbatim statements which form her safeguarding outcomes. There are recordings regarding the client's capacity with regards to safeguarding concerns and is clear through the engagement and dialogue with professionals that this is the case, this is well evidenced. Another area of good practice is the co-production of the safeguarding plan with the client to ensure that she has a sense of ownership and control over the safeguarding

process and how this impacts her own support arrangements. The making safeguarding personal principles identified as relevant in this case were Control by the individual over day-to-day life, Protection from abuse and neglect and Physical and mental health and emotional wellbeing.

There is clear and detailed SAM oversight. Guidance is provided by the safeguarding adults manager around the next steps and a time frame set for the safeguarding adults manager to be updated three days later.

This enquiry audit has established areas of good practice in respect of making safeguarding personal and approaches to practice. Safeguarding principles are well evidenced, and recording is to a good standard, furthermore, there is a clear narrative as to the client's views, wishes and outcomes at each stage of the enquiry. There have been some areas for learning which have been identified which has been shared at the Social Work Forum within their service.

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 2,500 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 to make sure they are safe.
- 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 to ensure service users safety.
- Vaccination Hub at the Chase Farm Hospital has been available for people with learning disabilities and autism and their parents/

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carers. The hub was supported by 2 members of staff from the ILDS. Most of the Service Users returning to the Day Services have received their first vaccine.

- We have been particularly challenged in LD by the number of deaths for 2021 is 26 and 18 having covid as a contributing factor. Findings indicate good access to the health and care they needed at that time.
- Mortality rates rocketed to 630% in April/ May; over the year the average has increased by 250% All Rapid Reviews have been completed; all full LeDeR reviews on track.
- 8 out of the 10 died in hospital which indicates the correct processes followed and clinical oversight provided.
- Most have been subject to a full LeDeR review, and there are seven still waiting for their reviews to be completed.
- 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 assessments, MCA and BI and safeguarding to ensure the safety of our service users.

Testing/Infection Control

- All Enfield-based day services, including IWE, have re-opened w/c 12 April 2021. As in September 2020, robust infection control measures have been put in place to ensure highest level of infection management for both Service Users and Staff.
- The testing regime has been put in place which includes:
 - Weekly PCR testing for all Service Users and Staff
 - 2-weekly LFT testing for all Service Users
 - Daily LFT testing for all staff
- LFT testing kits have been delivered to individual families/Service Users and support has been provided to ensure families/SU are confident in taking the tests.

Bubbles

- The first week re-opening started with the bubble of 5 service users, followed by another bubble of 5 in second week (w/c 19 April).

- There will be no new bubble introduced in week 3 (w/c 26 April) to give providers and LBE an opportunity to review the situation and assure ourselves that there is no increase in infection rates, before introducing the third bubble to keep everyone safe.
- The third bubble of 5 will be introduced w/c 3 May and we will continue facilitating the return of more people each week until we reach full capacity.

Virtual Offer

- Not all services will be able to operate at the same capacity as before the Pandemic due to social distancing measures, however the appropriate level of support is provided to all services users who continue to remain at home.
- ILDS in partnership with Radiomathon is developing a Virtual Offer as an add on option to the building-based day services locking in positive changes, including utilisation of technology, introduced during the Pandemic.

Support to providers

- We are continuing with fortnightly meetings with our day service providers to ensure we pick up on issues/challenges and provide

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support to our providers. So far, providers are reporting very positive outcomes following the reopening and are very happy to see the day centres filling up with people.

Older People

- The same infection control and testing measures have been applied to older people day services.
- However, due to the fact that most older people have now received their second vaccination and there is substantial evidence to support the effectiveness of the vaccines, it was decided that it was safe to increase the bubble size of 10 for older people.
- As with people with Learning Disabilities, commissioners and operational managers continue monitoring the situation closely to ensure the building -based day service environment continues to be as safe as possible.

London Ambulance Service

To read updates from the London Ambulance Service 2020-21, please go to www.londonambulance.nhs.uk/about-us/our-publications/

London Fire Brigade

Safeguarding Enfield Annual Report information for 2020/21

A subject for our recent Borough Training Days has been ‘Safeguarding’ and our commitment to this. Our own referral process was communicated to all personnel working for LFB within the Borough. We have worked collaboratively with Enfield Council in the establishing of a Hoarding Database to record individuals with hoarding behaviours and their properties forming a ‘one stop shop’ for access by partner agencies.

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.

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

Despite the challenges faced crews carried out 677 Home Fire Safety Visits during the period 2020-21 one and 402 of these visits have been for our most high risk individuals.

London Metropolitan Police, North Area BCU

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Safeguarding Adults

- Continued focus on Modern Slavery and roll out of training to all officers through LA and ‘Train the Trainer’ SME scheme. Identification of High Risk subjects and appropriate safeguarding measures in place.
- Trigger plans created by Missing Persons Unit for vulnerable persons and those missing on more than one occasion to ensure Local Authority intervention and collaborative safeguarding measures.
- Continued support of the Enfield DA Hub to ensure that delivery was maintained across the borough.

Violence against Women and Girls

- **VAWG Strategy and Tactical Plan** – was written in March to ensure a collaborative approach across the BCU.
- **Offender Management** – A key tactic in reducing risk was tackling offender management and targeting those high

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harm VAWG offenders. A bespoke system for VAWG offenders has been created and shared across the MPS through the central weekly dial ins chaired by Commander Alison Heydari. Since the introduction at the beginning of April we have seen a reduction of offenders wanted for VAWG offences.

- **Partnership Approach** – VAWG leads in Haringey and Enfield have been reached out too. The Policing Plan has been explained and input provided to both Local authorities at a strategic level including VAWG steering group and Strategic board. Scanning across both boroughs has been completed to identify charities and VAWG groups to reach out and encourage awareness and reporting to Police. There are almost 100 variations of different VAWG support groups with multiple service users across the BCU.
- **Training** – In May, a cohort of Public Protection officers are participating in ‘Train the Trainer’ knowledge exchange sessions through Enfield Council – focusing on VAWG and Stalking awareness where learning can be shared with fellow professionals from across public services and health.
- **National Stalking Awareness Week – 19-23 April 2021** – Daily stalking awareness

sessions were delivered to front line officers by police SME’s, schools officers attended a number of schools to promote ‘clever never goes’ – formerly ‘stranger danger’ to promote practical personal safety skills for primary school children without causing unnecessary fear or mistrust of strangers. The new message instead teaches children to recognise unsafe situations to reduce the risk of abduction, including by persons known to the child. A bespoke review of all outstanding stalking suspects and stalking protection orders were considered for each case. There was a central national newspaper/broadcast and social media campaign promoting the week and encouraging victims to come forward from the MPS stalking lead.

- **Intelligence** – A dedicated analyst has reviewed crime data for the previous three months of the open space hotspot data in Enfield and Haringey for offences and plotted these areas on a map – the patrolling units have been provided with this data as well as images of known offenders for sexual offences and vulnerable CSE children to ensure that robust action is taken against perpetrator’s and safety measures put in place around victims.

- **Safeguarding sex workers and targeting offenders** – Op Boxster – A long-term, dedicated operation by SNT Taskforce with the responsibility of reducing offences involving sex workers, associated crime and ASB in and around N17 and N18 using covert and overt policing tactics. The team work with various internal and external partners along with agencies to employ an array of tactics and strategies to meet operational objectives. As well as targeting those individuals responsible for soliciting, the team also provide an intelligence capability to identify any persons who may be at risk but also known offenders.
- **VAWG Day of action – 13 May 2021** – Police in uniform and plain clothes from North Area completed various activities across the BCU to highlight how we are working hard to prevent violence against women and girls, bringing offenders to justice and supporting victims, as well as engaging about the subject in a variety of ways. We targeted wanted offenders, focusing on arrest enquiries and providing extra people and resources to do so. Reassurance patrols were increased in public spaces with officers and staff taking the opportunity to engage with communities about what we’re doing. This also

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included transport hubs such as train and underground stations and bus terminals. One male targeted by officers had carried out a random attack on a lone woman earlier in the week. He was identified by an eagle-eyed neighbourhood officer and a man-hunt launched. Following a relentless pursuit through the week he was arrested and convicted for the assault. He awaits sentencing.

Safeguarding Children

- **Operation Sharda** – Contextual safeguarding – Reaching out to young people to identify the safe spaces and predatory areas which they signpost from experience and do not necessarily reflect crime trends. Mapping and additional patrolling in those areas is undertaken. Working with partners including Local Authority to gather a full analysis of the issues how to maintain the safety of young people.
- **Operation flute** – NA Exploitation Unit (contextualise safeguarding op) identifying vulnerable locations that have a high prevalence of exploitation offences and intelligence whilst working in partnership to raise awareness of exploitation with local businesses, proactively targeting exploiters and performing outreach to potential victims.

- **Parents Exploitation Leaflet** – Identifies the signs of exploitation for parents and directs them to Police and support Services. This is cascaded to young people who interact with the police including CSE victims of crime.
- **Re-designed CSE disruption toolkit** for targeting perpetrators through MACE.

Examples of excellent practice by an officer or team

In February 2021 North Area CSE Team received the London award for Innovation and Partnership working in the MPS as shining example of collaboration and protection of young persons showcasing all their good work including through the pandemic. This is testament to the professionalism and tenacity of the team.

Safeguarding focus during Pandemic

- A COVID strategy in place throughout the strategy which has evolved in line with transmission of the virus
- Blended working has taken place with staff and regular communication and support provided

- Staff have adapted to using Technology and video conference facilities
- Re-alignment of staff where required to ensure continued focus on service delivery
- A return to work policy is in place to reassure staff and ease any anxieties

National Probation Service

Safeguarding Enfield Annual Report information for 2020/21

Safeguarding Adults

There have been checks in place to ensure that all staff are up to date with mandatory safeguarding adults training. Quality development officers have completed audits on cases to ensure best practice. Officers make referrals to Safeguarding adults where appropriate. A pan-London briefing has been delivered on best practice and interventions around DA, stalking and HBV. Where applicable officers attend CPAs and incorporate care plans into risk assessments. Safeguarding adults are part of the MAPPAs panel to advise on cases discussed in this multi-agency forum. A seven-minute briefing has been produced on working with autism. As a wider inclusion and diversity programme for both staff and service users briefings and exercises around

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race, disability and LGTBQ needs have been disseminated. Specialist advisor available for consultation around chemsex cases where sexuality and MH add to vulnerability. Specialist pan-London briefing on working with MH and PD.

Safeguarding Children

There have been checks in place to ensure that all staff are up to date with mandatory safeguarding children's training. NPS London division has also completed a quality assurance exercise to ensure that not only is staff training up to date but that section 11s have been completed and that MARAC/MASH in each Local authority have been approached for feedback. Feedback received from Enfield indicated that whilst Probation (not specified CRC or NPS) attends CP conferences a report is not always provided. As a result of feedback staff have been provided with a report template and briefed to provide a report whether or not they attend in person. Quality development officers have completed audits on cases to ensure best practice. Specialist pan-London briefings on Safeguarding Children, Working with adults who offend against children (sexual and indecent images); youth transition to adulthood and SGO cohort. Safeguarding adults are part of the MAPPA core panel to advise on cases discussed in this multi-agency forum.

Examples of excellent practice by an officer or team

Wendy Fleming-Hodge, Probation Officer is managing a female offender convicted of Conspiracy to Rob, which involved multiple co-defendants and presence of a firearm. She was released to Approved Premises in 2019 and absconded via a window in December 2019. The whereabouts of the service user were unknown until NPS were contacted by Police in Milton Keynes informing us that the service user had given birth to a child in March 2021. We were informed that Children's and Families were supporting the mother given that the baby suffered complications. The service user was subject to recall and despite the traumatic birth there were no grounds to rescind the recall. WFH has worked closely with Children's and Families, Police and Prison Probation to make a decision where professionals were in agreement to arrange for the mother to be returned to prison on a mother and baby unit whilst a review of the recall and risk assessment could take place. This work has been undertaken via professionals meeting and a stand-alone MAPPA Level 2 Meeting to ensure that decisions and actions can be taken expediently.

Here in Enfield NPS this is our first experience of contributing to decision making which resulted in the Police actioning a warrant and safely returning the service user and her new-born to custody. This demonstrates the importance of multi-agency work to safeguard children.

Safeguarding focus during Pandemic

Response has varied during lockdown. In first lockdown in line with government guidance offenders/service users over 70 were not required to report for face to face supervision, it was conducted via phone. Other service users have continued to report face to face but the frequency varies depending on risk – focus is on those who are high risk or where there are DA and Safeguarding concerns. Older or vulnerable adults where isolation is a factor can now be referred to a charitable organisation SWM to provide extra support that is not mandated.

NHS North Central London Clinical Commissioning Group, Enfield Directorate

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Appendix D: Partner Updates

Safeguarding Adults

The NHS England Safeguarding Accountability and Assurance Framework (2019) sets out the statutory safeguarding responsibilities for the CCG which is central to the role for Designated Safeguarding Clinical Commissioners. The CCG has a statutory responsibility to ensure that they, and the organisations that they commission from, have systems and processes in place to safeguard children and adults at risk.

Safeguarding MASH (Adult) Nurse

The Safeguarding Adults team have continued to maintain strong partnership working with the NCL CCG, Enfield Directorate in the reporting period of 2020-2021 with the Local Authority in the following areas:

MASH (Adults) has been fortunate to have the support of a qualified Nurse subject to funding by the Clinical Commissioning Group. The role of the MASH Nurse Assessor has been invaluable within the MASH team when working in a multi-agency context, working with: Nursing Homes, Hospitals, General Practitioners and District Nurses'. A clinical perspective in scoping the points to consider when requesting an enquiry enables more focused reports which allows for better learning and therefore preventative work. This has

prevented the current delays and duplications which is found when social care staff must assess and decide on the lines of enquiry around clinical issues.

Modern Day Slavery

- The Local Authority designed and executed a virtual Modern Day Slavery Conference which was funded by NCL CCG Enfield. The Conference presented and discussed Modern Day Slavery in the United Kingdom with a particular focus on Enfield.
- Arrangements were made for General Practitioners to attend Modern Day Slavery training.
- Safeguarding Adult Lead has trained quality and commissioning staff, in Enfield Directorate on Modern Day Slavery and how to refer service users.

Pressure Ulcer Panel

Within this strong partnership of NCL CCG, Enfield Directorate has funded and provided an expert nurse in Pressure Ulcers for the Enfield Local Authority and new NCL CCG Enfield Directorate, Pressure Ulcer Panel. The Pressure Ulcer Nurse has worked with the Pressure Ulcer panel to the highest level to effect a lasting change, to begin the process

of improvement in the protection of vulnerable adults open to abuse from developing pressure ulcers. The panel is an advisory panel to the Local Authority Safeguarding Adult Manager (SAM). The Local Authority are responsible for receiving and managing safeguarding concerns, causing others to undertake enquiries when necessary, ensuring the implementation of the Making Safeguarding Personal agenda. The concerns relate to the reporting pathways currently operating between Enfield health providers in the reporting of pressure ulcers for investigation to Enfield Local Authority.

Liberty Protection Safeguards (LPS)

In preparation for the implementation of LPS in April 2022, the NCL CCG Heads of Service were briefed on LPS and the impact Continuing Health Care. A proposal is being prepared for specific support for community DOLS across NCL, with a view to also providing practical support for the LPS post implementation. The CHC are scoping the current number of potential Community DOLS, as well as understanding the number of patients (in nursing homes) currently subject to DOLS who will be transferred to the CCG in April 2022. The CHC team are being supported on preparing for the new legislation.

Appendix D: Partner Updates

NCL Safeguarding Adult Leads and Health Providers have received the draft LPS training framework for comment, with comments being sent back on behalf of NCL. In March 2021, a briefing paper 'NHS preparation for implementation of the Liberty Protection Safeguards (LPS)' for the Safeguarding Adults National Network which received input from a NCL Designates, will be approved for distribution by the end of May 2021.

Safeguarding Business Continuity Plan – COVID-19

The Designated Professionals have continued to monitor, and quality assure the NCL Safeguarding Health Providers Recovery and Restoration Plans for COVID-19. This has demonstrated that there is adequate assurance of the safeguarding elements of all health providers across NCL. Ongoing borough level safeguarding assurance in the delivery of providers recovery and restoration plans is obtained through Designated attendance at providers safeguarding committees and at local partnership meetings. Where gaps are identified, further assurance has been sought and is monitored at a local level by the relevant borough Safeguarding Adult Lead. There are no plans that required escalation.

Working with Commissioned Services within in NCL CCG, Enfield Directorate

Safeguarding Adult Lead has worked with commissioned services to ensure that safeguarding processes are in place.

Safeguarding Lead and Quality Nurse Assessor

Safeguarding Lead and Quality Nurse Assessor forms part of the wider implementation of an integrated health and Social care strategy for care homes in Enfield. This contributes to enhancing the care delivered to Enfield's care home population. The post works in partnership with London Borough of Enfield to ensure robust systems and processes are in place. Care home engagement has increased considerably following the implementation of this role and some of the key achievements:

- Better Medicine Management
- Clinical Care Planning
- Pressure Area Care
- Making Safeguarding Personal
- Action Planning with Care Homes regarding CQC Action Plans.

Safeguarding Children

The Safeguarding Children Partnership in Enfield moved to virtual meetings in 2020/21.

The Executive team met more frequently as the other sub group meetings were stepped down in the first two quarters. The CCG Designated Nurse represented the CCG along with the then Managing Director for Enfield. The executive responsibility now sits with the NCL CCG Director of Quality and Chief Nurse who attended for latter part of 2020/21.

One area of focus for the Partnership is data analysis and audit to assess multiagency work, in particular case conferences. It was noted the business support unit for the Partnership did not have sufficient children's experience to lead on this area of work. Enfield Directorate agreed to increase the financial contribution in line with other NCL Directorates which has aided the development of this work.

The Designated Nurse and the Named GP undertook a piece of work on case conference requests and reports. This included tracking the request for information through to report submission. The Designated Nurse and Named GP had a series of practice visits after the initial restrictions were eased. The practice visits have been put on hold due to the pandemic. Some of the issues identified in the visits included NHS mail inadvertently marking the requests as Junk and the short timeframe for turnaround from requests to submission. In addition, there

Appendix D: Partner Updates

is inconsistency across the 5 boroughs on how GPs are supported with other CCG Directorates paying the GPs for their time to complete the reports. Results of the audit will be shared with the Exec team in June 2021.

The Designated Nurse for Safeguarding attends the Practice Improvement group which continued to meet on a regular basis in 2020/21. The Practice Improvement group is a joint safeguarding children and adult sub group which looks at areas to improve practice, learning from case reviews, including Local Learning reviews and Safeguarding Adult reviews. Enfield Directorate commissioned a piece of work by an independent reviewer to look at recommendations from the various reviews, identify themes and develop a framework to support learning.

The CCG Designated Nurse represented the CCG at the national Serious Youth Violence summit in March 2021. Each of the three Ministerial departments were represented with the junior Ministers opening the event. There is a commitment to joint working to reduce the incidence of Serious Youth Violence. Enfield remains an area of concern and is the highest borough for incidents of Serious Youth Violence in London. The Designated Nurse attends the Oasis Youth Hadley steering group

which supports a youth worker in A&E at the North Middlesex University Hospital. Support was offered virtually over the lockdown period with a notable decrease in the number of attendances to A&E.

There continues to be gaps in the Designated Doctor functions for Enfield. The interim post-holder is working at full capacity to ensure children who require Child Protection Medical Examinations and Adoption/Fostering medical examinations are seen. Therefore, the Designated Doctor for Looked After Children, Safeguarding Children and Child Death are not being covered. The Designated Nurse for Safeguarding Children and the Designated Nurse for Looked After Children are working closely with the Safeguarding Children Partnership leads and the interim medical lead, however there continues to be an unmitigated risk. The interim medical has escalated the gaps to the Clinical Medical Lead for Enfield Community services at Barnet, Enfield and Haringey Mental Health Trust. The Trust is actively trying to recruit to the posts.

The Safeguarding Lead GP forum met on 3 occasions in 2020/21 via teams. There was an increase in GP practices represented at the forum with a plan to continue to offer a virtual platform for attendance. The focus of

the sessions was on hidden harm, in particular Domestic Violence and Abuse. The Named GP for adults delivered a training session on Coercive Control and recognising the signs. The Designated Nurse for safeguarding discussed the learning from a Local Learning review on a case involving home schooling, with a focus on making every contact count. There was also a presentation from Rise Mutual on their work with perpetrators.

Examples of excellent practice by an officer or team

The Designated Nurse for Looked After Children provided exceptional support to her team and ensured children in care continued to have their health needs met. In spite of the lack of designated medical support, the Designated Nurse has worked with the Local Authority and other professionals to minimise the gaps in provision.

The Named GP for children provided front line support to NMUH A&E and Chase Farm Urgent Care during the pandemic. He worked tirelessly to treat patients at both departments. His attitude and approach to work supported numerous front line staff during this exceptionally difficult time.

Appendix D: Partner Updates

Safeguarding focus during Pandemic

Safeguarding Adults

- Business Continuity Plan
- Three-year Safeguarding Strategy
- Continuation of work in Continuing Health Care
- Education of NCL CCG Enfield Staff on Hidden Harm due to the COVID-19 Pandemic
- Safeguarding Lead and Quality Nurse Assessor continued to support Care Homes face to face during the pandemic

Safeguarding Children

On the first of April, 2020 Enfield Clinical Commissioning Group (CCG) became part of the North Central London CCG. Each Directorate safeguarding lead worked collaboratively to develop a NCL wide safeguarding strategy, work plan and risk register. The CCG Designated Nurse continued to support the NCL Child Death Overview Process one day a week.

The CCG co-ordinated a webinar training session for primary care and provider leads on Domestic Violence and Abuse across NCL. There was also continued focus on the Identification and Referral to Improve safety project. During the pandemic, there was a notable decrease in the number of referrals to the service with the advocates providing

virtual and telephone support. The advocates attended various forums to continue to highlight their offer of support and to offer tips on assessing risk using virtual assessments.

The NCL Designated Professionals have continued to monitor, and quality assure the NCL Safeguarding Health Providers Recovery and Restoration Plans for COVID-19. This has demonstrated that there is adequate assurance of the safeguarding elements of all health providers across NCL. Ongoing borough level safeguarding assurance in the delivery of provider's recovery and restoration plans is obtained through Designated attendance at providers safeguarding committees and at local partnership meetings. Where gaps are identified, further assurance has been sought and is monitored at a local level by the relevant borough Safeguarding Leads. There are no plans that required escalation.

The provider safeguarding teams continued to provide a high level of safeguarding support during the pandemic. In spite of exceptional circumstances, teams at BEH, NCUH and the Royal Free NHS Trusts worked incredibly hard to ensure vulnerable children were identified and referred. There has been a notable increase in the number of children requiring additional support with their mental health

needs and all three Trusts have responded swiftly to get the support in place.

North Middlesex University Hospital NHS Trust

Safeguarding Enfield Annual Report information for 2020/21

Safeguarding Adults

The Safeguarding Adults team (SGAT) have continued to maintain strong partnership working with the local safeguarding teams during the pandemic and periods of local down. The safeguarding team have maintained safe and consistent service ensuring all adults at risk have had their needs responded to.

During the pandemic the SGAT has seen a rise in the number of concerns relating to Domestic Abuse and Self Neglect.

The Pathfinder Project onsite Domestic Abuse services withdrew from the site in March and continued to provide telephone support and engagement with our survivors on Domestic Abuse. The contract for the service ended in November 2020 and the Trust has now successfully recruited into its own IDVA service to support its patients.

Appendix D: Partner Updates

The Integrated Safeguarding team supported the 16 days of action in November 2020 with a series of social media posts and blogs on our internal intranet. This also marked the start of the White Ribbon application process.

During 2020/21 the SGAT have worked with the governance team to develop a central electronic recording system for all safeguarding concerns raised both by the Trust and against the Trust. The team have also developed a central recording system for all DOLS applications. Both systems can be accessed by all divisions and provide opportunities for audit of processes and data collection.

Safeguarding Children

Safeguarding children team have maintained good communication links with partner agencies to ensure sharing of information during lockdown and closures of Paediatric services at NMUH.

Youth on youth violence

Oasis Youth Service. During lockdown virtual working with young people or meeting in open areas – some positive engagement with working virtually seen. Funding obtained to have youth worker support young people in police custody – ‘golden moment to get engagement’.

There has been strong multi-disciplinary working in the care, planning and management of pregnant women with complex needs, requiring close working with the Learning Disability, Perinatal/Psychiatric liaison teams and social care in managing on-going care.

Pilot Project

PMHS (Perinatal Mental Health Service). There is a pilot project for trauma based interventions for 12 months in Enfield/Haringey/NMUH which will include women that experience parent/infant separation due to safeguarding procedures.

NMUH Trusts Named Midwife is working with partner agencies to update the maternity protocol/referral criteria and there is continued work with Enfield local authority to review the pre-birth protocol for safeguarding procedures.

Examples of excellent practice by an officer or team

Frontline staff including the A+E/ITU staff continued to maintain their safeguarding responsibilities throughout the pandemic in difficult situations.

Safeguarding focus during Pandemic

Children and Adults

- Executive team supported for Safeguarding team to remain on site throughout and staff were not redeployed to other areas
- NCL reconfiguration of paediatric services/ COVID – NMUH ED remained open throughout. Inpatient services were transferred to GOSH during both lock down periods. Strong network links made with GOSH safeguarding team to manage CP cases and transfer back
- During first lockdown the total numbers of referrals made remained similar despite ED attendance numbers lower.
- There has been a continued increase in the number of children and adults attending the ED department with mental ill health concerns throughout, which could be COVID related – increase in need for Tier 4 bed
- Youth on youth violence referrals noted to reduce when schools closed
- Solace continued to provide telephone support to all our survivors of domestic abuse

Appendix D: Partner Updates

- Throughout the lockdown we have maintained community nursing and midwifery for babies and children.
- Training figures maintained
- Safeguarding services have continued to be provided at a consistent level

Safeguarding referrals have continued to be completed maintaining pre-lockdown figures.

Royal Free London NHS Foundation Trust

Safeguarding Enfield Annual Report information for 2019/20

Safeguarding Adults

Partnership working between agencies working to safeguard adults at risks of abuse and neglect has developed an “unprecedented” focus on virtual working and communications during the coronavirus outbreak.

RFL NHS Foundation Trust’s new integrated discharge team (IDT) is focused on helping patients to return home, and ensuring that they get the care they need when being discharged.

In order to do this, the Trust is working closely with partner organisations including community health care providers, local CCG and Local authority. This allows a safe and streamlines discharge processes, supporting each other in the quick and appropriate discharge of patients.

Since March 2020 the Independent Domestic and Sexual Violence Advisors were working remotely but remained allocated to specific hospital sites and were adequately supported with appropriate IT equipment and access to information to support staff and patients. We were able to work together to deliver targeted domestic abuse training for our mental health first aiders who support our staff.

The MCA and the related Deprivation of Liberty Safeguards (DoLS) has not been altered by the emergency Coronavirus Act which went through Parliament in the week beginning 23 March 2020. While the law remains the same, there are implications for the use of the MCA during the coronavirus outbreak. All Best Interest Assessments (In relation to DoLS) were completed remotely.

The challenges of completing these assessments are magnified when done remotely. RFL NHS Trust made IT equipment

available for all wards to support external colleague to carry out these assessments by telephone or video link. The safeguarding team was always available to support them as accessing good support – from colleagues and managers, – is crucial to deprive someone from his/her liberty within the legal parameter.

Virtual safeguarding adults Board was very effective to bring multi agencies together and focusing on challenges of safeguarding adults due to COVID-19.

Safeguarding Children

Child protection case conferences, strategy meetings and core groups are now all conducted virtually and this has made it easier for staff to attend. Enfield children social workers and the wider children network access the virtual multi-disciplinary meeting for pregnant women who are vulnerable.

We continued to implement the better births programme to provide women with continuity of carer throughout their pregnancy and through this project where able to appoint two midwives to support the safeguarding needs of the most vulnerable women and their babies. Feedback from mothers who have continuity of midwife is very positive.

Appendix D: Partner Updates

Following learning from local case reviews that we rolled out ICON, a coping with crying programme to support new parents and to reduce the prevalence of abusive head trauma in babies and small children. Initially we embedded it on the neonatal unit at Barnet hospital. Following direction from NHSE who were concerned about increased parental stress during lockdown we provided all new parents with information about ICON. Midwives would then talk to both parents about how to manage crying during a face to face visit at home on day five after delivery. We have now introduced ICON as part of the antenatal education.

We continually review our safeguarding training throughout the year but as a result of the covid pandemic have developed more training that we can deliver virtually or blend with eLearning.

We linked with the police to participate in the safe spaces scheme which encourages young people who attend Chase Farm Urgent Care Centre to identify areas on a map of the local area where they feel safe and where they feel unsafe.

Examples of excellent practice by an officer or team

Front line nursing team challenged a prison guard on his abusive behaviour (physical and emotional) to a patient from the local prison. The patient was in handcuffs and prison guard's duty was to stay with him at all times. Prisoners are usually escorted outside of the secure environment of the prison when necessary, under the proper authority and, during escort, are kept in secure custody at all times. The prison guard had a level of authority and statutory responsibility however, the staff members correctly identified that the prison guards actions were breaching our patient's human rights. The patient being in handcuffs and being under the custody of a prison guard did not cloud their assessment. They challenged the prison guard to protect the patient; immediately raised this to the senior managers, raised a complaint to the prison and reported to the local authority and police as an assault.

Safeguarding focus during Pandemic

- RFLNHSFT continuity plan in place and shared with the safeguarding partners to provide assurance that core responsibilities were being met.
- Maintained a safe staffing level within the safeguarding team even when staff volunteering in other areas.
- Ensured that midwives in the vulnerable women teams were not deployed to other areas.
- Supported safeguarding team to work remotely ensuring staff and partner agencies continue to have access to RFL NHS Foundation Trust's Safeguarding Team.
- Children and adult safeguarding training continued either virtual or face to face and training figures maintained.
- Enabling virtual access to the ward so other professionals, family members and relevant people have access to ward staff and patients when necessary.
- Adjustments in place to allow visitor to accompany or visit a person with a learning disability.
- Attendance at virtual child protection case conferences, strategy meetings and core groups.
- Provided safeguarding supervision to case holders, such as community midwives through virtual platforms which has been highly evaluated

Appendix D: Partner Updates

- Worked closely with other secondary and tertiary Health Trust to ensure inpatient services were maintained for children within NCL.

Waverley School

Safeguarding Enfield Annual Report information for 2020/21

School provided a food bank and called families regularly. Online learning was provided and school was open for children who were vulnerable.

Safeguarding Children

Children's joint service for disabled children and Waverley work closely to keep children safe. Health professionals including therapy and nursing team work well together to meet the needs of the children. Staff from cheviots were able to assist with a range of support e.g. food for respite.

Examples of excellent practice by an officer or team

School nurse Trish Noone worked really well with school leaders to find information about which pupils should be shielding.

During the Covid-19 Pandemic

During national lockdowns school staff worked with families to ensure they have everything they needed to keep the children safe. Ever changing guidance from the DfE was difficult to keep on top of however the support that Dudu Sher-Arami from public health Enfield has been amazing. She has been willing to join meetings with short notice. She was extremely patient and reassuring and able to advise school leaders on how best to keep the children and young people safe.



Website

www.enfield.gov.uk/safeguardingenfield



Facebook

Safeguarding Enfield



Telephone

020 8379 2270 or 020 8379 2578



Twitter

#SafeguardingEnfield

London Borough of Enfield

**Cabinet 15th September
Council 22nd September**

Subject: Scrutiny Annual Work programmes 2021/22

**Cabinet Member: Councillor Barnes
Director: Jeremy Chambers**

Key Decision: N/A

Purpose of Report

1. This report and Appendices set out the draft work programmes for OSC and the standing panels for 2021/22.

Proposal(s)

2. Council is asked to approve the annual scrutiny work programmes for 2021/22 for the Overview & Scrutiny Committee and Standing Panels.

Reason for Proposal(s)

3. The Council's Constitution requires that the scrutiny work programmes are adopted by Council on the recommendation of the Overview & Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team (EMT).

Relevance to the Council Plan

4. Scrutiny panels are focussed and are aligned to areas where they can add most value to the council's priorities.

Background

5. The Overview and Scrutiny Committee and Panels set out their own work programmes for the year, taking into consideration wider consultation with Cabinet and EMT.
6. A revised committee structure was approved at Council on the 1st July 2020, as part of this report, changes were proposed to make scrutiny more effective, and the following Panels were agreed:

The seven scrutiny Panels are:

- (i) Crime;

- (ii) Health & Adult Social Care;
 - (iii) Children, Young People & Education;
 - (iv) Regeneration & economic Development;
 - (v) Finance & Performance;
 - (vi) Environment & Climate Action; and
 - (vii) Housing
7. Membership of the Overview and Scrutiny Committee and the Scrutiny Panels were approved at Annual Council, including Chair and Vice Chair nominations.
 8. Each of the Panels held a work planning meeting with the Cabinet member and Executive Director invited to attend and present their priorities.
 9. A training session for Scrutiny Chairs was led by the Deputy Chief Executive of the Centre for Public Scrutiny on the 6th July 2021. This session focussed on planning and developing effective scrutiny work programmes.
 10. Co-ordinating the Panels work programmes and ensuring there is no duplication across the panels is part of the function of OSC, the work programmes were discussed at OSC on the 20th July.
 11. At this meeting the Chair of OSC reminded all Panel Chairs that clear terms of reference/key lines of enquiry for each work programme item should be provided to officers to ensure that both the committee members and officers are clear on the information that the committee is requesting.
 12. There are a couple of areas that the panels are looking at the same topic such as Covid-19 and fly tipping, but as the panels are looking at different aspects these areas, OSC felt that there isn't any duplication.
 13. OSC and the Scrutiny Panels are scheduled to meet a minimum of 4 times per year, however, some Panels have already requested approval from the monitoring officer for an additional meeting. OSC will meet more often to deal with call-ins and pre-decision Scrutiny.
 14. Cabinet are asked to comment on the work programmes, and these comments will be incorporated into the report to be considered by Council on the 22nd September 2021.

Main Considerations for the Council

15. Members are asked to approve the Overview & Scrutiny and Panel work programmes.

Safeguarding Implications

16. None identified.

Public Health Implications

17. There are no direct public health implications linked to this report, but rather what happens as a result of scrutiny

Equalities Impact of the Proposal

18. Equalities impact assessments relating to recommendations that scrutiny may make will be assessed through the scrutiny process.

Environmental and Climate Change Considerations

19. None identified.

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

20. To comply with the requirements of the Council's Constitution, the work programme must be formally adopted by Council. Scrutiny is essential to good governance and enables the voice and concerns of residents and communities to be heard and provides positive challenge and accountability.

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

21. There are no risks associated with this report.

Financial Implications

22. Any cost implications of recommendations made from scrutiny must be contained within budgeted resources.

Legal Implications

23. The recommendations within this report for adoption of the annual Scrutiny Workstream Programme are lawful and will help support the Council in meeting its statutory obligations for effective overview and scrutiny.
24. The Council has statutory duties within an existing legal framework to make arrangements for the scrutiny of its decisions and service delivery, including the areas of crime and health, which are covered within these recommendations.
25. The setting of the annual scrutiny work programme is a matter for the Council, following consultation with EMT, members and key stakeholders within an agreed protocol. These requirements are set out in the Council's Constitution.

Workforce Implications

26. None identified.

Property Implications

27. None identified

Other Implications

28. None identified

Options Considered

29. The Overview & Scrutiny Committee is required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption

Conclusions

30. Council is asked to approve the work programmes for OSC and the standing panels.

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020 8 132 1154

Date of report September 2021

Appendices

A – Draft OSC work programme

Background Papers

None

OVERVIEW AND SCRUTINY WORK PROGRAMME

| ITEM | Weds 2 June 2021 Planning session | Tues 20 July 2021 | Weds 8 Sept 2021 | Thurs 4 Nov 2021 | Thurs 16 Dec 2021 (Budget meeting) | Thurs 10 Feb 2022 | Thurs 31 March 2022 |
|---|--------------------------------------|--------------------------------------|------------------|------------------|------------------------------------|-------------------|---------------------|
| Work Programme | | | | | | | |
| Setting the Overview & Scrutiny Annual Work Programme 2021/22 | | Agree OSC Work Programme for 2021/22 | | | | | |
| Specific items | | | | | | | |
| Council Priorities 2021/22 | Verbal presentation | | | | | | |
| Budget Consultation 2022/23 | | | | | Report and presentation | | |
| Local Plan | | Report | | | | | |
| Poverty & Inequality Commission update | | | | Report | | | |
| Flytipping | | | Report | | | | |
| Build the change update | | | Report | | | | |
| Consultations | | | | Report | | | |

| | | | | | | | |
|--|--|--------|--|---------------|--|--------|--------|
| Town Centres | | | | | | Report | |
| Covid 19 (lessons learned) | | | | | | Report | |
| White Paper on Planning | | | | | | | |
| Standing Items | | | | | | | |
| Updates from Scrutiny Panel Chairs | | | | Verbal Update | | Report | Report |
| Draft Work Programmes from Scrutiny Panels | | Update | | | | | |
| Monitoring/ update | | | | | | | |
| Complaints, MEQs and FOIs | | | | | | | Report |

Note: Provisional call-in dates: 14th September, 28th October, 25 November, 12 January, 1st February, 2nd and 24th March, 27th April. These dates may also be used for pre-decision scrutiny as necessary. Any call-ins received will take precedence at this meeting.

FINANCE & PERFORMANCE SCRUTINY PANEL WORK PROGRAMME 2021/22

| ITEM | Weds 23 June 2020 work planning | Tues 14 September 2021 | Weds 15 December 2021 | Wed 5 th or Thurs 6 th January 2022 | Thurs 10 March 2022 |
|---|--|---|--------------------------|--|------------------------|
| Annual Items | | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | | |
| Budget 2022/23 and Medium-Term Financial Plan 2022/23 to 2025/26 | | To consider draft proposals and report onto Overview and Scrutiny Committee | | | |
| Specific Items | | | | | |
| Local Priorities for 2021/22 | Verbal presentation | | | | |
| Focus on Council company's business plan; HGL; Montagu and Energetik | | | Report | | |
| MTFP overview including focus on Covid19 impact and review of our risks and overall financial resilience. To include Council debt recovery and our approach to recover and monitoring of Council Tax and Business Rate income and performance levels. | | Report | | | |
| Update on commercial and property and income generation | | Report | | | |
| Review of impact of Covid 19 in | | | Report | | |

| | | | | | |
|---|--|--------|--------|--------|--------|
| 2021-2022 | | | | | |
| Budget update to include departmental restructures and the ramifications to the Council. | | | | Report | |
| Public Interest Report | | | | Report | |
| Focus on performance - customer experience - measuring the impact of the website; performance in customer. | | | | | Report |
| Fair Funding presentation on impact for Enfield | | Report | | | |
| CIPFA FM Assessment outcome | | | Report | | |
| Cost of agency staff to the Council during Covid and beyond | | | | Report | |
| Focus on financial governance arrangements | | | | | Report |
| Monitoring/Updates | | | | | |
| Quarterly Monitoring Reports: <ul style="list-style-type: none"> • Revenue • Capital • Performance | | Review | | Review | Review |

Housing Scrutiny Panel

| ITEM | Tues 6 July 2021- Planning Session | Thurs 30 September 2021 | Tues 7 December 2021 | Thurs 17 March 2022 |
|--|---|------------------------------------|---------------------------------|--------------------------------|
| Annual Items | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme 2021/22 | | | |
| Specific items: | | | | |
| Local Priorities 2021-22 | Verbal presentation | | | |
| Building Safety- including cladding compliance with Building Safety Bill | | Report | | |
| Temporary accommodation levels and strategy to reduce | | Report | | |
| Retention of Staff in Housing Department | | Report | | |
| Enfield Repairs Direct- overview on delivery and recent changes | | | Report | |
| Estate Management | | | Report | |
| New Partner arrangements with Registered providers | | | | Report |
| Housing Gateway and budget underspends | | | | Report |

Health and Adult Social Care Scrutiny Panel

| ITEM | Tues 8 June 2021- Planning Session | Weds 28 July | Thurs 16 September 2021 | Potential provisional date in November for matters arising from July and September | Thurs 20 January 2022 | Weds 23 March 2022 |
|--|--|-----------------|-------------------------------|--|--------------------------|-----------------------|
| Annual Items | | | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | | | |
| Specific items | | | | | | |
| Local Priorities 2021-22 | Verbal presentation | | | | | |
| Transition to Integrated Care Systems (ICS) | | Report | | | | |
| Safeguarding Adults Annual report including safeguarding alerts, use of DoLS | | Report | | | | |
| Reconfiguration of the NHS & the impact on local services | | | Report | | | |
| Community Services Review | | | Report | | | |
| Mental Health | | | | | Report | |
| Recovering access to services post Covid | | | | | Report | |
| Rollout of the vaccination | | | | | | Report |

| ITEM | Tues 8 June 2021- Planning Session | Weds 28 July | Thurs 16 September 2021 | Potential provisional date in November for matters arising from July and September | Thurs 20 January 2022 | Weds 23 March 2022 |
|---|------------------------------------|--------------|-------------------------|--|-----------------------|--------------------|
| programme | | | | | | |
| Introduction of Social Care Inspections- what is the council doing to become inspection ready | | | | | | Report |

Crime Scrutiny Panel

| ITEM | Thurs 10 June Planning session | Thurs 23 September | Tues 25 January | Tue 15 Mar |
|--|---|---------------------------|------------------------|-------------------|
| Annual Items | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | |
| Standing Items | | | | |
| SSCB Performance Management – provide a monitoring overview on performance of SSCB | | Monitoring Update | Monitoring Update | Monitoring Update |
| Specific items: | | | | |
| Local priorities for 2021/22 | Verbal presentation | | | |
| Street Lighting (perception versus crime) | | Report | | |
| Hate Crime | | Report | | |
| Serious Youth Violence | | | Report | |
| Low Traffic Neighbourhoods (From a crime point of view) | | | Report | |
| Prostitution (update on Operation Boxster) | | | | Report |
| Domestic Abuse | | | | Report |
| E Scooters | | | | Report |

Regeneration and Economic Development Scrutiny Panel

| ITEM | Thurs 24 June Planning session | Thurs 9 September | Tues 30 November | Weds 2 February |
|---|-----------------------------------|-------------------|---------------------------|-----------------|
| Annual Items | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | |
| Specific items: | | | | |
| Local Priorities 2021/22 | Verbal presentation | | | |
| Annual review of housing development pipeline | | Report | | |
| Business Support: Covid and post Covid | | Report | | |
| Meridian Water Masterplan | | | Proposed OSC look at this | |
| Local Plan incorporating a report on town centres | | | | Report |
| Planning Improvement Plan | | | Report | |
| National Planning reform and draft Local Plan | | | | Report |
| Housing Infrastructure Fund work programme review | | | | Report |
| Meridian Four | | | | |
| Progress Report against key | | | | |

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|---|--|--|--|--|
| milestones- Meridian Water and Housing Infrastructure Fund | | | | |
|---|--|--|--|--|

Children and Young People & Education Scrutiny Panel

| ITEM | Thurs 8 July 2021 work planning | Thurs 7 th October 2021 | Tues 14th December 2021 | Wed 5 th January 2022 Additional meeting | Tues 8th March 2022 |
|--|---------------------------------|--|-------------------------|---|---------------------|
| Annual Items | | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | | |
| Annual Safeguarding Report | | To consider Annual Safeguarding report | | | |
| Specific Items | | | | | |
| Local Priorities for 2021/22 | Verbal presentation | | | | |
| Exclusions update | | | | Report | |
| Pupil place planning | | | | Report | |
| Mental health support in schools | | | Report | | |
| Holiday activities and food programme | | Report | | | |
| Early help services – reviewing effectiveness | | | | | Report |
| Safeguarding children – self-evaluation | | | | Report | |
| Protecting young people from exploitation and family breakdown | | | Report | | |
| Leaving care service review | | | | | Report |

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|---|--|--------|--------|--------|--------|
| Service user feedback and how this will be used to improve services | | | | | Report |
| Education Recovery programme | | | Report | | |
| Increasing in-borough SEND provision | | Report | | | |
| SEN services - reviewing effectiveness | | Report | | | |
| Improvement support to schools | | | | Report | |

Environment and Climate Action Scrutiny Work Programme

| ITEM | 13 July 2021 Planning session | 12 October 2021 | 9 December 2021 | January 2021 (date tbc) | 8 February 2021 |
|--|----------------------------------|--------------------|--------------------|----------------------------|-----------------|
| Annual Items | | | | | |
| Setting the Panel's Work Programme 2021/22 | Agree work programme | | | | |
| Specific items: | | | | | |
| Meridian Water Environment Strategy | | Report | | | |
| Review of the wetland and proposed actions (review of the wetland and tree planting work) | | Report | | | |
| School Streets Progress and Quieter Neighbourhoods update | | | Report | | |
| Update on the highway's capital programme and how effective the programme has been | | | Report | | |
| Recycling Performance and Fly-tipping issues – Proposed actions and pilots - how we have progress? | | | | | Report |
| The Green and Blue Infrastructure Strategy – Update on the activity to support | | | | | Report |
| Air Quality Data Workshop | | | | Report | |
| Review of Council Owned Buildings Energy Consumption | | | | Report | |

London Borough of Enfield

Subject: Referral to Cabinet from Children, Young People and Education Scrutiny Panel

Director: Jeremy Chambers

Key Decision: N/A

Purpose of Report

1. This report details a referral from the Children, Young People and Education Scrutiny Panel, for consideration by Cabinet.

Proposal(s)

2. For Cabinet to approve the recommendation from the Children, Young People and Education Scrutiny Panel and ask officers to action the following:
 - The Council should produce an action orientated mental health charter & policy and provide the resources to make changes that will support young people and staff on matters such as information, uncertainty and staff wellbeing.
 - In producing this the Council is asked to work with the various stakeholders including Education Unions , Enfield Youth Parliament with the involvement of the Children Young People and Education Scrutiny Panel.

Reason for Proposal(s)

3. In discharging their scrutiny functions, the Overview & Scrutiny Committee and Scrutiny Panel Chairs are entitled to report with recommendations to Cabinet.

Relevance to the Council Plan

4. Safe, Healthy and confident communities. The panel heard how the impact of covid-19 had increased stress, anxiety and mental health issues amongst staff and pupils. By working with partners and stakeholders the council will support the community to recover over the longer term.

Background

5. Mental health and the effects of the Covid-19 crisis on children, young people and staff working in schools was an item considered at the meeting of the Children Young People & Education Scrutiny Panel on the 3 February 2021.

6. The Director of Education, and Principal Educational Psychologist/ Strategic Lead for Social Emotional Mental Health introduced the report which was based on the key lines of enquiry requested by the Chair and panel, these were:
 - Understanding of how young people's mental health has been affected during Covid-19, covering school closures, working from home, re-opening of schools and then closure because of the outbreak of Covid 19 in a school bubble
 - Is there a difference and any data to show if there is a difference for:
 - a. primary/secondary young people?
 - b. girls and boys?
 - c. social groupings?
 - How have mental health issues manifested themselves?
 - How are school staff managing their own mental health?
 - What has the local authority and schools learnt?
 - What measures have been put into place?
 - What support has there been from government or national bodies?
7. The Panel were informed and noted the amount of support provided to schools to meet the social, emotional and mental health needs of their pupils, through the Mental Health Support Teams, Educational Psychology Schools Emotional Wellbeing Service, Primary Behaviour Support Service (SWERRL), and Child and Adolescent Mental Health Service (Barnet, Enfield & Haringey Mental Health NHS Trust). Particularly the response during the pandemic to set-up online support groups to all staff and pupils, there were also specific sessions aimed at Headteachers and Leaders, recognising the difficulties that they face in terms of feeling a strong need to demonstrate strength as a leader (which makes it difficult for them to feel or show vulnerability).
8. A representative from the National Education Union spoke of long-term issues on mental health amongst teachers and support staff. Covid 19 has caused further deterioration in mental health issues. They shared the results of a recent survey to the Panel and expressed concern that more action is needed to tackle the stress, anxiety and depression and prevent professionals from wanting to leave their profession and tackle the root causes. Union members welcomed the opportunity to work with stakeholders to develop something like a mental health charter for Enfield. Mental health concerns have been around for a while. However, the pandemic has brought to the fore.

9. Members of Enfield Youth Parliament provided a written paper to the Panel which highlighted their concerns on this issue. They had detailed anxiety, stress and worry caused by uncertainty over the future and young people's aspirations for the future and the need for more information to be available to all students to help them cope. They supported the proposal for a Mental Health Charter, and the need for more action to support young people and were keen to work with other stakeholders.
10. The Panel agreed with the proposal for a Mental Health Charter and felt that this was a good opportunity to highlight these issues and work in partnership. This was supported by the Youth Parliament. The Panel felt that this should be an action orientated mental health charter and policy which would look at the resources needed to make changes that will support young people and staff on matters such as information, uncertainty and staff wellbeing. In producing this the Council is asked to work with the various stakeholders including the schools, Education unions, Enfield Youth Parliament and the Children Young People and Education Scrutiny Panel.
11. The item was discussed at Overview & Scrutiny on the 1st April 2021, and the committee agreed, for the item to be referred to Cabinet.

Main Considerations for the Council

12. Scrutiny is essential to good governance and enables the voice and concerns of residents and communities to be heard and provides positive challenge and accountability.

Safeguarding Implications

13. There are no immediate safeguarding implications connected to the proposals within the report.

Public Health Implications

14. The Councils Joint Health and Wellbeing Strategy is committed to helping ensure that mental and emotional wellbeing is everyone's business and to putting in place a whole system response to supporting individual and community resilience. The proposals within the report support this approach.

Equalities Impact of the Proposal

15. There are no specific Equalities Impact issues related to this report

Environmental and Climate Change Considerations

16. None identified.

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

17. There are no risks associated with this report.

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

18. There are no risks associated with this report.

Financial Implications

19. There are no direct financial implications relating to the recommendations proposed in this report.

Legal Implications

20. tbc

Workforce Implications

21. None identified.

Property Implications

22. None identified

Other Implications

23. None identified

Options Considered

24. The Overview & Scrutiny Committee, under the Council's Constitution, has the right to make comment or make recommendations to the Cabinet.

Conclusions

25. The proposal allows the council to work with its partners to develop a mental health charter and policy to support the Health & wellbeing of both teachers and pupils.

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Date of report September 2021

Background Papers

None

THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

| |
|---------------------------------|
| MUNICIPAL YEAR 2021/2022 |
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| OCTOBER 2021 |
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- 1. Meridian Water Estate Management and Place keeping Strategy** Sarah Cary

This will seek approval of a management place keeping strategy for Meridian Water, delivered by a new arms-length Estate Management company which will seek best value for residents. **(Key decision – reference number 5309)**
- 2. Quarterly Corporate Performance Report (Q1)** Fay Hammond

This will present the quarterly corporate performance report. (Non key)
- 3. Performance Monitoring 2021/22 Quarter 1** Fay Hammond

This will provide an update on performance monitoring . **(Key decision tbc)**
- 4. Medium Term Financial Plan Update 2022/23 - 2026/27** Fay Hammond

This will provide an update on the medium term financial plan . **(Key decision – reference number 5337)**
- 5. Sustainable and Ethical Procurement Policy** Sarah Cary

The Council is developing a new Sustainable and Ethical Procurement Policy. This policy will set out how the Council will secure social, environmental and economic value through procurement and set expectations for the Council’s suppliers to achieve this. **(Key decision – reference number 5291)**
- 6. Policy for the Disposal and Use of Vacant Site Managers’ Residential Dwellings at Community Schools** Tony Theodoulou

This will seek approval and ratification for a policy of selective disposal of site managers (caretakers) properties owned and managed by the Council and for capital receipts to be invested in the education estate and in the provision of Special Education Needs and Disability (SEND) places. **(Key decision – reference number 5373)**
- 7. New Cemetery Proposal** Sarah Cary

This will seek approval to the project for the development of a 23 Ha cemetery at Sloemans Farm, Whitewebbs Lane, Enfield. **(Key decision – reference number tbc)**

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| NOVEMBER 2021 |
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1. **Meridian Four Progress Update** Sarah Cary
 This will provide an update on progress. **(Key decision – reference number 5252)**
2. **Meridian Water Community Housing Strategy** Sarah Cary
 This will seek approval of the Meridian Water Community Housing Strategy. **(Key decision – reference number 5226)**
3. **Approval of the Gambling Act 2005 Policy** Sarah Cary
 This will seek approval to the latest revision of the statement of principles for licences under the Gambling Act 2005. **(Key decision – reference number 5369)**
4. **Quarterly Revenue Monitoring 2021/22 Quarter 2** Fay Hammond
 This will provide the quarter two revenue monitoring 2021/22. **(Key decision – reference number 5338)**
5. **Quarterly Capital Monitoring 2021/22 Quarter 2** Fay Hammond
 This will provide the quarter two capital monitoring 2021/22. **(Key decision – reference number 5340)**
6. **Quarterly HRA Monitoring 2021/22 Quarter 2** Fay Hammond/Sarah Cary
 This will provide the quarter two HRA monitoring 2021/22. **(Key decision – reference number 5341)**
7. **Half Yearly Treasury Position 2021/22** Fay Hammond
 This will provide the half yearly treasury position 2021/22. **(Key decision – reference number 5339)**
8. **HRA Business Plan – mid year update** Fay Hammond/Sarah Cary
 This will provide the mid-year update for the HRA Business Plan. **(Key decision – reference number 5342)**
9. **Meridian Water – Master Plan V2 and Financial Model** Sarah Cary

This will provide an overview of the Meridian Water Masterplan Vision and seek approval for its direction of travel and refinement. **(Key decision – reference number 5362)**

10. Meridian Water Design Guide and Infrastructure Sarah Cary

This will provide an overview of the Meridian Water Masterplan Vision and seek approval for its direction of travel and refinement. **(Key decision – reference number tbc)**

DECEMBER 2021

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. Medium Term Financial Plan Update and Draft 2022/23 Budget Fay Hammond

This will provide an update on the medium term financial plan and draft budget for 2022/23. **(Key decision – reference number 5346)**

3. Meridian Water Supplementary Planning Document: Draft for Public Consultation Sarah Cary

This will seek approval for public consultation on the draft Meridian Water Supplementary Planning Document (SPD) **(Key decision – reference number 5375)**

JANUARY 2022

1. Quarterly Corporate Performance Report (Q2) Fay Hammond

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

2. Council Tax and Business Rates Collection Fund 2022/23 Fay Hammond

This will seek approval to the Council Tax and Business Rates Collection Fund 2022/23. **(Key decision – reference number 5347)**

3. Council Tax Support Scheme 2022/23 Fay Hammond

This will seek approval to the Council Tax support scheme 2022/23. **(Key decision – reference number 5348)**

4. **Tenancy Strategy** Sarah Cary

This will seek approval to revise the Enfield Council Tenancy Strategy. **(Key decision – reference number 5268)**

FEBRUARY 2022

1. **Quarterly Revenue Monitoring 2021/22 Quarter 3** Fay Hammond

This will provide the quarter three revenue monitoring 2021/22. **(Key decision – reference number 5351)**

2. **Quarterly Capital Monitoring 2021/22 Quarter 3** Fay Hammond

This will provide the quarter three capital monitoring 2021/22. **(Key decision – reference number 5349)**

3. **Quarterly HRA Monitoring 2021/22 Quarter 3** Fay Hammond/Sarah Cary

This will provide the quarter three HRA monitoring 2021/22. **(Key decision – reference number 5350)**

4. **Budget Report 2022/23 and Medium-Term Financial Plan 2022/23 to 2026/27** Fay Hammond

This will seek approval of the Budget and Medium Term Financial Plan. **(Key decision – reference number 5352)**

5. **Capital Strategy and Capital Programme 2022/23 to 2031/32** Fay Hammond

This will seek approval to the Capital Strategy and Capital Programme. **(Key decision – reference number 5353)**

6. **HRA Business Plan and Rent Setting Report 2022/23** Fay Hammond/Sarah Cary

This will seek approval to the HRA Business Plan and Rent Setting 2022/23. **(Key decision – reference number 5354)**

7. **Treasury Management Strategy 2022/23** Fay Hammond

This will seek approval of the Treasury Management Strategy 2022/23 . **(Key decision – reference number 5355)**

MARCH 2022

APRIL 2022

TO BE ALLOCATED

1. **Review of Enfield Repairs Direct** Sarah Cary

Details awaited. (Key decision – reference number tbc)

2. **Housing Asset Management and Sustainability Strategy** Sarah Cary

This will seek approval to implement a new Housing Asset Management and Sustainability Strategy to inform investment decisions across the Council Housing portfolio as part of the Better Council Homes programme and in order to deliver safe, sustainable and well connected homes for the future. **(Key decision – reference number 5247)**

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