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THE CABINET

Wednesday, 13th October, 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 - 22)

To confirm the minutes of the previous Cabinet meeting held on 15 September 2021.

5. POLICY FOR THE DISPOSAL AND USE OF VACANT SITE MANAGERS' RESIDENTIAL DWELLINGS AT COMMUNITY SCHOOLS (Pages 23 - 34)

A report from the Executive Director People is attached. **(Key decision – reference number 5373)**

6. NEW CEMETERY PROPOSAL : SLOEMANS FARM BURIAL GROUND (Pages 35 - 52)

A report from the Executive Director Place is attached. **(Key decision – reference number 5380)**

7. QUARTER 1 2021/22 PERFORMANCE REPORT (Pages 53 - 94)

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

8. MEDIUM TERM FINANCIAL PLAN UPDATE 2022/23 TO 2026/27 (Pages 95 - 120)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5337)**

9. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 121 - 124)

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

10. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 10 November 2021 at 7.15pm.

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**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 15 SEPTEMBER 2021****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Guney Dogan (Cabinet Member for Environment and Sustainability), 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), Gina Needs (Cabinet Member for Social Housing), Mahtab Uddin (Cabinet Member for Public Health), Ahmet Hasan (Associate Cabinet Member for Enfield North) and Mustafa Cetinkaya (Associate Cabinet Member for Enfield South East)

ABSENT

Ian Barnes (Deputy Leader), Katherine Chibah (Associate Cabinet Member for Enfield West) and Ergin Erbil (Non-geographical),

OFFICERS:

Ian Davis (Chief Executive), Fay Hammond (Executive Director Resources), Tony Theodoulou (Executive Director People), Jeremy Chambers (Director of Law and Governance), Melanie Dawson (Solicitor), Tinu Olowe (Director of Human Resources and Organisational Development), Matt Bowmer (Interim Director of Finance), Mark Bradbury (Director of Property & Economy), Joanne Drew (Director of Housing and Regeneration), Doug Wilkinson (Director of Environment & Operational Services) and Doug Wilson (Head of Strategy, Performance and Policy) Jane Creer (Secretary)

Also Attending: Councillor Achilleas Georgiou, Councillor Maria Alexandrou, and officers observing

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ian Barnes, Ergin Erbil and Katherine Chibah.

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 7 July 2021 be confirmed as a correct record.

5

ORDER OF THE AGENDA

AGREED to vary the order of the agenda to allow Councillor Achilleas Georgiou to present the referral from Scrutiny to Cabinet and keep another engagement. The minutes follow the order of the meeting.

6

REFERRAL FROM SCRUTINY TO CABINET

The Chair invited Councillor Achilleas Georgiou, as previous Chair of the Children, Young People and Education Scrutiny Panel to introduce the report of the Director of Law and Governance.

NOTED

1. Concerns around issues on mental health and the impact of Covid-19 on school pupils, teachers and support staff had been brought to the Scrutiny Panel's attention, and key lines of enquiry were pursued.
2. The resulting recommendations were agreed by Overview & Scrutiny Committee to be referred to Cabinet. The proposal for a mental health charter would be a good opportunity to highlight the issues and work in partnership with stakeholders.
3. An amendment to para 21 of the report was suggested, as there would be workforce implications if nothing was done.
4. The Chair thanked Councillor Georgiou for his contribution, and for the suggested amendment. The recommendations and proposed charter were supported. It was understood that preliminary work was underway, and that progress would be reported to the Health & Wellbeing Board.

Alternative Options Considered:

The Overview & Scrutiny Committee, under the Council's Constitution, has the right to make comment or make recommendations to the Cabinet.

DECISION: The Cabinet agreed 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

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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: In discharging their scrutiny functions, the Overview & Scrutiny Committee and Scrutiny Panel Chairs are entitled to report with recommendations to Cabinet.

(Non-Key)

7

IMPLEMENTATION OF THE INTERMEDIATE HOUSING POLICY

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director Place seeking approval for the implementation of the Intermediate Housing Policy operational structure.

NOTED

1. A solid framework would be set for how decisions were made, and for fairness for service users.
2. Enfield aimed to encourage a range of intermediate housing in the borough.
3. The creation of an intermediate housing register would benefit residents by promoting intermediate housing schemes and matching residents to them.

Alternative Options Considered: NOTED the details of all options considered as set out in paragraphs 81 to 84 of the report.

DECISION: The Cabinet agreed

1. To approve the promotion and creation of an intermediate housing register with the aim of making Intermediate Housing more accessible to Enfield residents and support development in the Borough.
2. That the Intermediate Housing Policy adopted by the Cabinet on 15 July 2020 will need further amendments to incorporate the changes outlined in the report and to delegate this to the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing.

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 7 to 9 of the report.

(Key decision – reference number 5319)

8

JOYCE AVENUE AND SNELL'S PARK LANDLORD OFFER AND BALLOT PROPOSALS

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Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place seeking approval of proposals for the redevelopment of Joyce Avenue and Snell's Park.

NOTED

1. Subject to the outcome of the ballot, the proposals would transform the estates and the wider Fore Street area.
2. Face to face engagement with residents had now resumed.
3. Attention was drawn to the GLA funding conditions.
4. Members welcomed the proposals for regeneration and improvements to this area, and the placemaking aspects of the scheme.
5. An increase in numbers of family sized homes was proposed, and housing to meet the needs of residents.
6. Confidence was expressed in the Council's ability to deliver the scheme and the financial model was sound and robust.
7. It was anticipated that a planning application would be submitted after the ballot, in the New Year / Spring 2022.

Alternative Options Considered:

The Council had 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 was a matter of concern that only a redevelopment will help to address.

DECISION: The Cabinet agreed to

1. 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.
2. 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.
3. 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.
4. 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.
5. 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.

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6. 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.
7. 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.
8. Approve the submission of ballot proposals to the Greater London Authority (GLA) as required to draw down grant funding.
9. 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.
10. 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.
11. 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.
12. 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: NOTED the detailed reasons for the proposals as set out in paragraphs 16 to 30 of the report.

(Key decision – reference number 5343)

9

QUARTERLY REVENUE MONITORING 2021/22 QUARTER 1

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources setting out the Council's revenue budget monitoring position.

NOTED

1. Whilst the position for Quarter 1 identified some significant pressures, the underlying budget position remained robust, and officers were keeping spending under review and Pressures Challenge Boards were looking at the most significant pressure areas.

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2. In respect of SEN transport pressures, analysis suggested they were mainly due to an increase in the numbers of pupils eligible for transport. All aspects of the transport offer were currently being reviewed.
3. More detail on cost pressure on Council Tax Support and Council services would be available in the next quarters.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. 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.
2. Note the Covid-19 impact of £32.6m which is expected to be funded by Government grants.
3. Note the progress made on the journey to setting a robust and resilient budget.
4. 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.
5. Note the forecast level of reserves and implications for 2021/22 and challenging financial position over the life of the Medium Term Financial Plan (MTFP).

Reason: 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.

(Key decision – reference number 5334)

10

QUARTERLY CAPITAL MONITORING 2021/22 QUARTER 1

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources informing members on the current position of the Council's 10 Year Capital Programme.

NOTED

1. The reprofiling of budgets were highlighted, and that the budget for Reardon Court redevelopment was transferred from the general fund to the HRA.
2. Officers were assessing the impact of wider external economic factors on specific programmes.
3. Officers would continue to strive to maximise external grants and contributions.

Alternative Options Considered:

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Not relevant in the context of this report.

DECISION: The Cabinet agreed to note

1. 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)
2. Appendix A of the report detailed the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1.646bn.
3. Appendix B of the report detailed requested additions, that are subject to further approval.
4. Appendix C of the report detailed the total revised 10 Year Capital Programme. The total budget is £2.866bn.

Reason: The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis.

(Key decision – reference number 5335)

11

QUARTERLY HRA MONITORING 2021/22 QUARTER 1

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources informing the Cabinet of the current forecast outturn position of the HRA, covering both revenue and capital expenditure associated with delivering the Council's Housing service.

NOTED

1. Emerging pressures were highlighted, particularly the impacts of Covid-19.
2. Details in respect of scheme costs of Upton & Raynham, Exeter Road 1 and Exeter Road 2&3 were shown in para 65 of the report, and the benefits of the regeneration and placemaking were stressed.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

6. Note the Housing Revenue Account (HRA) forecast outturn position for 2021/22 for both revenue and capital.

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7. Note the revenue Covid-19 impact of £0.408m.
8. 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.
9. 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.

Reason: 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.

(Key decision – reference number 5336)

12

PARKVIEW HOUSE RESIDENTIAL CARE HOME DIRECT CONTRACT AWARD

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director People seeking approval for the Parkview House Residential Care Home direct contract award.

NOTED

1. The factors justifying the direct award were highlighted.
2. Officers did not recommend a block contract arrangement
3. It was advised that there was a brokerage service in Adult Social Care to provide advice on choices. A commissioning team across Adult Social Care, and linking with colleagues in Procurement, negotiated contracts.

Alternative Options Considered:

NOTED the details of other options considered as set out in paragraphs 41 to 45 of the report

DECISION: The Cabinet agreed to

1. Endorse and approve to directly award a 2+2+2-year care and support contract for Residential Care Services to Sanctuary Housing Association. Commencing on 1 October 2021 until 30 September 2023 (with the option to extend for 2 years to 30 September 2025 plus a further 2 years to 30 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 confidential Appendix to the report.
2. 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.
3. Approve a waiver of Contract Procedure Rules to enable the direct award of contract to Sanctuary Housing Association.

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4. Delegate to the Director of Adult Social Care to finalise and agree the terms of the contract with Sanctuary Housing Association in consultation with the Director of Law and Governance.

Reason: NOTED the detailed reasons for the proposals as set out in paragraphs 8 to 11 of the report.

(Key decision – reference number 5331)

13

SECTION 75 AGREEMENT 2021/22

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director People providing details of the 2021/2022 funding arrangement between the London Borough of Enfield and NHS North Central London Clinical Commissioning Group (CCG).

NOTED

1. No significant changes to funding arrangements agreed in 2020/21 were proposed, and both parties were seeking to renew the Section 75 Agreement again for 2021/22.
2. The response to the Covid-19 pandemic was reflected on, and heartfelt thanks were expressed for everything which was done, and which continued to be done in Enfield.

Alternative Options Considered:

- 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.
- NHS England guidance requires the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet agreed to

1. Note the arrangements for pooled funding.
2. Delegate formal sign off of the Section 75 Agreement between NHS North Central London CCG and the Council to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services).
3. 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: NOTED the detailed reasons for the proposals as set out in paragraphs 9 to 11 of the report.

(Key decision – reference number 5365)

14

CORPORATE CONDITION PROGRAMME FOR 2021/22 AND 2022/23

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Place seeking approval for the continuation of the annual Corporate Condition Programmes for 2021/22 and 2022/23.

NOTED

1. The works delayed by the Covid-19 pandemic were now complete.
2. A revised schedule of CCP works for noting would be circulated to Members as a confidential appendix to the meeting minutes.

Alternative Options Considered:

- 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.
- 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.

DECISION: The Cabinet agreed to

1. Approve 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.
2. 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:

1. 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.
2. 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.

(Key decision – reference number 5371)

15

SAFEGUARDING ENFIELD ANNUAL REPORT 2020/21

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Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) and Councillor Mahtab Uddin (Cabinet Member for Children's Services) introduced the report of the Executive Director People noting the Safeguarding Partnership's activity to protect adults and children in 2020-21.

NOTED

1. The excellent work of staff, volunteers and partners during a challenging year was highlighted and Members expressed their appreciation.
2. The draft report was considered at the Health and Adult Social Care Scrutiny Panel and comments made had resulted in amendments to the final report.
3. The report would be presented to Council in November.
4. Attention was drawn to action against modern slavery and domestic abuse.
5. The Leader commented that this was one of the most important reports which was submitted to Cabinet and Council, and thanked officers and the safeguarding boards and all involved in the report.

Alternative Options Considered:

- Producing two annual reports (including these priorities), one for the Safeguarding Adults Board and another for the Safeguarding Children Partnership, was considered.
- Feedback from residents is that they are more likely to engage with one report and one conversation about abuse and risk, rather than two.

DECISION: The Cabinet agreed to

1. Note the Safeguarding Enfield Annual Report 2020-21, presented 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.
2. Note the successes and challenges that have risen from safeguarding activity in the period 2020-21.
3. Commend the Safeguarding Enfield Annual Report 2020-21 to Council. The report will be presented at the 17 November 2021 Council meeting.

Reason: 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.

(Non-Key)

16

SCRUTINY ANNUAL WORK PROGRAMMES 2021/22

NOTED

1. Jeremy Chambers (Director of Law and Governance) confirmed that the annual scrutiny work programmes for 2021/22 would be submitted to Council on 22 September 2021.

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2. No comments were received from Cabinet.
3. Cabinet looked forward to working with Scrutiny over the year.

Alternative Options Considered:

The Overview & Scrutiny Committee is required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

DECISION: The Cabinet agreed to approve the annual scrutiny work programmes for 2021/22 for the Overview & Scrutiny Committee and Standing Panels.

Reason: 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).

(Non-Key)

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 13 October 2021 at 7:15pm.

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 - October 2021**

Subject: STRATEGY FOR THE USE OF VACANT SITE MANAGERS RESIDENTIAL DWELLINGS AT COMMUNITY SCHOOLS

Cabinet Member: Cllr Mahtab Uddin

Executive Director: Tony Theodoulou

Key Decision: KD 5373

Purpose of Report

1. The purpose of this report is to seek member approval and ratification alternative use and 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 to in the provision of Special Education Needs and Disability (SEND) places.
2. This report also seeks approval to re-purpose properties where appropriate to extend and enhance provision for teaching and learning within specific schools.
3. In addition, this report set out the agreed principles for the future as these properties become available.
4. This report supersedes Key Decision 3561, which approved a Policy in February 2013 regarding "The disposal/retention of site managers' dwellings on Maintained School sites".

Background

5. The Council has a stock of 21 residential site managers' dwellings located on community school sites across the Borough (Appendix A). These properties vary in age and construction and some are integral to the school building or campus. At the time of drafting this report 7 of the residential caretaker's houses are vacant and are now available for reuse or disposal.
6. In 2013 the Council agreed to no longer employ residential site managers. The role of the site manager has changed significantly since housing was first provided for caretakers. Traditionally, on-site accommodation was provided to allow the caretaker easy access and to provide an on-site presence. Such requirements have diminished over the years through advancement of measures to secure and maintain school's sites (CCTV, security lighting, monitored intruder alarms, secured access-controlled, etc.) and a clear protocol of non-intervention if there are incursions on to school sites out of hours. The role of the site manager has evolved beyond the need to live in proximity to the school site. Approximately 70% of maintained schools do not have residential site managers

and the Education Service is not aware that schools have been disadvantaged by this. Site manager accommodation is not provided in any new build schools.

7. The cost to the Education service of maintaining vacant properties and the heavily subsidised nature of the 'service occupancy' contract arrangements with site managers means the Council are not obtaining best value from its ownership of these properties. Schools are responsible for the ongoing upkeep and maintenance of site managers' dwellings in line with the local scheme of Fair Funding. The Council becomes responsible where the cost of repairs or essential improvements exceed the de minimis thresholds (currently £15k) and for all costs where houses that are vacant. There is an increasing demand for homes within the borough as well as a need to maintain, improve and extend spaces for teaching and learning particularly for Special Educational Needs.
8. The disposal of school land held by the Council requires the Secretary of State's prior consent under paragraph 4 of Part 1 of Schedule 1 to the Academies Act 2010. This applies to all land (whether playing field or non-playing field land) which has been used wholly or mainly by a school in the last eight years
9. The Secretary of State has the discretion to direct how any sums from the disposal of land ("disposal proceeds") are to be used for, including that all disposal proceeds are paid to the Secretary of State. Unless pursuant to a General Consent Order or otherwise agreed beforehand by the ESFA. The Secretary of State will expect that the first priority for reinvestment will be back into the Education facilities.
10. For the Council to obtain permission for disposal or reuse from the Secretary of State each school will need to declare the house surplus to their teaching and learning requirements.

Proposal

11. To approve this new approach in relation to the disposal/retention of site managers' dwellings on maintained school sites. By re-purposing vacant properties where possible and disposing of others investing profits from any sale back into the education estate.
12. To agree ringfencing of capital receipts from the disposal of any properties be reinvested into the Schools Capital Programme to directly support the Education Capital Maintenance Programme and the provision of additional Special Educational Needs places.
13. That delegated authority is given to the Cabinet Member for Finance & Procurement in consultation with the Cabinet Member for Children's Services and the Director of Education, to approve the disposal of a vacant dwelling or repurposing, following consultation with the school and other Council departments and based on technical advice from Property Services.

Reason for Proposal(s)

14. The key reasons for this recommendation are:

- (a) The need to lay out a clear and consistent procedure going forward to allow the decisions to be made expediently so that benefits of the asset are quickly realised
- (b) To ensure that all schools with site manager houses are treated consistently and fairly
- (c) To ensure that land and buildings within the education estate are used to provide benefit to the Education Service and schools directly.
- (d) To provide additional residential properties where possible to meet the demand for housing within the borough
- (e) To assist the Local Authority by providing additional funding through disposal by way of capital receipt to improve and extend the education estate specifically through investment in delivering additional SEND places
- (f) To assist in funding the delivery of additional statutory places within Enfield so local children can be educated in our communities
- (g) To assist the Council in alleviating pressure on budgets by realising a capital receipt and reinvesting this in to the Education Capital Programme

Implementation - Repurposing or Disposal

15. The Education Service will consult with all schools advising them of the proposed approach where vacant properties can be disposed of, these will be dealt with on a site-by-site basis. Empty properties that cannot be disposed of will be made available to enhance their curriculum delivery (where possible). Site clearance may be considered if alternative uses cannot be found. It is proposed that capital receipts raised from the sale of caretaker housing are used to support high priority works in the Education and Schools capital programme. For each school where disposal is agreed the Education Service (where possible) will identify and fund condition works to ensure the school receives some benefit from the disposal. Any condition works will be agreed by the Head of Strategic Resourcing and delivered through the Education Capital Delivery Team (Maintenance Programme).
16. Currently vacant properties will be immediately addressed and their future use discussed and determined with individual schools.
17. The trigger for considering a review of the future use of currently occupied housing would be confirmation that a site manager is leaving his / her employment with the Council.
18. There is no timeline to the disposal of these houses given that retirement date or the decision to end employment lies with the individual and/or the school. Staff currently residing in these properties will not be affected by this proposal unless they leave the Council's employment, at which time they would be obliged to vacate the property regardless of future use of the property.
19. To deliver on the objectives of this strategic approach the following processes/actions need to be undertaken;

- (a) Strategic Property Services (SPS) and Construction, Maintenance and Facilities Management Service (CMFM) to undertake an asset review of all caretaker houses to ascertain building conditions, the appropriateness for disposal, further educational use or alternate Council operational purposes (considering location and safeguarding issues) and provide a current valuation. Where properties are deemed inappropriate for disposal these will be repurposed for Education use as a priority.
- (b) Education to inform all schools through existing engagement mechanisms through Education Resources Group
- (c) Education to collate information on current occupancy and to confirm the contractual arrangement with the occupant and the school once employment is terminated to ensure sites are vacated promptly
- (d) Education to clarify the responsibility of schools to maintain the asset to ensure their condition to reduce the need for works if the house is to be disposed of, or reused to obtain best value in its future use
- (e) Education Strategic Resourcing and Partnerships Service will lead discussions with individual schools regarding their specific site manager property. Where no suitable alternative use is appropriate, a disposal will be recommended in consultation with the Cabinet Member for Children's Services as advised by the Director of Education and subject to any approval required from the ESFA and/or the Secretary of State for Education
- (f) The Director of Education to inform the DfE through the ESFA schools assets team of the Council intentions and to clarify the procedure in line with guidance provided by the DfE to obtain consent for disposal of Education land. Consent will be sought through the DfE online application process aligned to Section 77 of the School Standards and Framework Act 1998 (SSFA 1998) to release land from solely education purposes which will require indication of the Council's proposal for land and sites,
- (g) Once Secretary of State approval has been granted the property will be designated as a Council corporate asset. If there is no alternate Council operational purpose for any of these sites Strategic Property Services will instruct surveyors to put it on the market and to negotiate with potential purchasers. Following this SPS will seek approval for disposal subject to the applicable governance process as set out in the Property Procedure Rules appropriate to the transaction as it comes forward. Each disposal will require a Delegated Authority Report to be considered by the Cabinet Member for Finance & Procurement in consultation with the Cabinet Member for Children's Services and advised by the Director of Education.

Relevance to the Council Plan

Good homes in well-connected neighbourhoods

20. This strategic approach will assist the Council to deliver additional housing and educational facilities which in turn help support the delivery of education services to the benefit of the community

Sustain strong and healthy communities

21. This approach will assist in the procurement of construction related activity within the borough and its associated employment and economic benefits. The Borough needs to ensure appropriate infrastructure is in place to allow for the growth of the population.

22. Disposals will provide additional housing for Enfield residents.

23. Receipts from disposals will be in part utilised for the provision of additional SEND places allowing Enfield's young people to receive their education and remain within their own communities

Build our local economy to create a thriving place

24. The provision of good quality homes and school buildings helps to ensure a stable and strong community.

Main Considerations for the Council

25. The proposal is consistent with the treatment of community development across the Council's portfolio to ensure fairness for all.

26. It is proposed to use the capital receipts income to address condition and other issues within schools. This will increase the sustainability of school buildings and relieve pressure on individual school's budgets and the Council Education Capital Programme. This requires the Executive Director of Resources and Director of Law and Governance to confirm that the process for ringfencing monies is within the Council's standing orders.

27. It is proposed that the capital receipt from any disposal (minus costs and contribution to the individual school condition works) will be ringfenced to support the provision of additional SEND places in the borough

28. Maintained schools serve the local community; therefore, any disposal receipts reinvested back into local schools will improve learning conditions for local children.

29. Establishing a strategic approach to the future disposal of site managers' dwellings will lead to a more formal consideration of options available in the long-term and ensure these properties are not left vacant and unused.

Safeguarding Implications

30. The location of each house in relation to the school campus will be an important consideration in determining its future use.
31. Houses not suitable for sale or external use due to their location will be adapted for educational use.
32. When separating the site/accommodation from schools safeguarding will be considered and mitigation introduced where required.

Public Health Implications

33. The provision of good quality schools and additional homes helps to ensure a stable, strong community.

Equalities Impact of the Proposal

34. The provision of improved spaces for teaching and learning ensures quality of rights to good education provision.

Environmental and Climate Change Considerations

35. Any future developments will consider the Council's Climate Action Plan to ensure any proposals are in line with the council's current policies.

Risks that may arise if the proposed decision is not taken

36. If no action is taken the Education Capital Programme will continue to bear the cost of maintaining vacant properties. Vacant properties transferred from Education to Strategic Property Services have been allowed to fall into a state of disrepair. The risk of properties being occupied by squatters is significant and has occurred at as least one of the vacant properties.
37. If schools choose to change to Academy or Foundation status the opportunity to utilise the houses for any future use will be lost as has been the case previously.
38. Without implementing this proposal, the risk of site managers remaining in the property beyond the term of their employment and obtaining tenancy rights.
39. The Council has a Corporate Landlord Responsibility to maintain its portfolio to an acceptable standard; if the proposed approach is not adopted there will continue to be pressure on funding for priority condition works and funding projects to increase provision of SEND places.

Risks that may arise if the proposed decision is taken

40. Council will be required to identify the source of revenue funding for any costs associated with the inspection process should a disposal not be viable these will be abortive. It should be noted that some sites may not be suitable for any alternative use.

41. It is essential that full details of each school manager's occupation circumstances are known by the Council to ensure good estate management and avoid occupiers obtaining additional property rights.
42. Once sold it would be very difficult to bring a dwelling back under Council control. Carefully consideration needs be given in making this decision.

Financial Implications

Budget Impact – Capital and Revenue

43. Disposal of properties will reduce improvement and maintenance expenditure on capital and revenue budgets respectively. Magnitude of impact cannot be quantified at this stage as the decision is to approve a policy of disposal.
44. Once identified for disposal addresses of units to be communicated to Corporate Finance so the assets can be reclassified from operational to non-operational assets to ensure no further depreciation charges are made and valuations for final accounts are conducted in accordance with regulations.

Debt

45. Capital receipts arising from disposal can be held in the Council's capital reserves until such time they are required to support capital expenditure in schools. These would be net of disposal costs up to a maximum of 4% of the gross capital receipt.
46. This will reduce the requirement to borrow and therefore the interest cost to Council.

Taxation

47. Stamp Duty Land Tax (SDLT) will be payable by the purchaser in accordance with published HMR&C guidance and any applicable reliefs will have to applied for by the purchaser within published time scales.
48. VAT - depending on the nature of the building and associated land the Council may find it advantageous to exercise the option to tax. This has the effect on the Council being able to recover expenditure leading to the disposal of the land and buildings but the disposal would also carry standard rated VAT. The purchaser would be able to recover the VAT providing they are VAT registered.
49. No other tax implications

Applicable Regulations

50. Councils are normally required to obtain best consideration for assets disposed of to third parties.
51. Section 123 of Local Government Act 1972 General Disposal Consents 2003 does however permit disposal at lower than best consideration if it can be demonstrated the transaction will be of benefit to the area.

52. It is therefore a requirement best consideration is demonstrated although there is an implicit obligation to demonstrate the provisions of section 123 are not applicable. An example would be an options appraisal where the Council could dispose of land and buildings at less than market value in return for an increased supply of residential accommodation which would be conducive to stated Council objectives.

Viability

53. Decision is that of policy, not for a specific disposal therefore not applicable.
54. This section would become applicable when considering alternative options and in the application of section 123 (above) to ensure best advantage for Council.

Legal Implications

57. The Council has a general power of competence under 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. The Council therefore has sufficient powers to enter into the transactions envisaged by this report.
58. S123 of the Local Government Act 1972 requires the Council to dispose of the property for the best consideration reasonably obtainable.
59. The disposal of school land held by a local authority requires the Secretary of State's prior consent under paragraph 4 of Part 1 of Schedule 1 to the Academies Act 2010. This applies to all land which has been used wholly or mainly by a school in the last eight years, whether still open or now closed.
60. If the caretaker's house forms part of the Council's title to the school land and has been used "wholly or mainly" for the purposes of a school at some time in the past eight years consent from the Secretary of State for Education (SoS) will have to be obtained before the Council can dispose of the house.
61. There is a benefit to the Council in that having such consent as it will allay the fear of a purchaser that the Secretary of State might exercise a power to compulsorily purchase the site for the purposes of any academy that might be established in the future. It is therefore important that each individual property is investigated individually to determine whether there is a need for any specific consent to disposal.
62. The disposal of a property will also need to be in accordance with the Property Procedure Rules.
63. All legal documents to be entered into in connection with the subject matter of this report must be approved in advance by Legal Services on behalf of the Director of Law and Governance

Workforce Implications

64. The Local Authority no longer employs residential site managers. This report does not impact on current employees and will only be actioned as and when residential site managers retire or leave their employment.
65. Newly appointed site managers are subject to non-residential contracts from start of their employment.

Property Implications

66. The property implications on the proposals in this report relate to the approach to be taken on whether or not any of the identified properties should be either retained or disposed, and if to be disposed, the governance of how that should be carried out. These implications are dealt with in the main body of this report. There are no other immediate property implications, however, further implications may arise on a case-by-case basis as each property progresses through the identified approach. These will be dealt with at the time, and where relating to disposal matters, they will be identified in the relevant delegated authority report.

Other Considerations

67. The principle of optimising the use of school sites is good asset management planning. Setting a programme and policy for caretakers' dwellings as they become vacant or where suitable for re-provision/remodelling is good practice. schools.
68. The Secretary of State has the discretion to direct what any sums from the disposal of land ("disposal proceeds") are to be used for, including that all disposal proceeds are paid to the Secretary of State. Unless pursuant to a General Consent Order or otherwise agreed beforehand by the EFA all applications must include a recent valuation report prepared (preferably) by the District Valuer, or alternatively another Registered Valuer, together with a breakdown of how proceeds will be invested. The Secretary of State will expect that the first priority for reinvestment should be facilities where these are needed by the school. A significant factor in exercising this discretion to dispose of land will be ring-fencing the disposal proceeds in capital facilities for sport (which will take priority), recreation or education facilities.

Options Considered

69. To adopt a policy where all occupied school site managers' dwellings deemed to be suitable for disposal are sold with immediate effect. This is not a preferred option given the terms and conditions of employment of residential site managers.
70. To allow the school to retain 100% of the disposal receipt. The properties are part of the Council's Education estate portfolio and given demands on existing capital grant funding to undertake works to maintain and expand provision it is proposed that a significant proportion of the capital receipt contributes to the Council's priority objectives and statutory duty to provide school places.
71. For the Council to retain 100% of the disposal receipt. It is recognised that capital funding for schools has been reduced in recent years and that schools are facing significant challenges when prioritising essential condition / health and safety works. It is therefore proposed that a proportion of the receipt be used to fund

clearly identified condition works to improve the teaching and learning environment particularly where this provides opportunities for increased community use and income generation. This will provide a longer-term benefit to schools and incentivise them to declare the houses surplus to their education requirements which we be required to change the lease. This will be required prior to seeking DfE consent for disposal.

72. Do nothing. The lack of clear guidance relating to these dwellings has caused some confusion and uncertainty in recent years and left properties unused. It is therefore important to have a clear and transparent policy in place in order that schools and the Council are fully aware of all implications. The absence of a clear approach to managing these dwellings has resulted in the council having to fund the costs associated with vacant properties.

Recommendations

73. It is recommended that Cabinet approve this approach to manage vacant site managers residential dwellings as described below;
74. To agree that all proceeds from the sale of a site manager's house, less any reasonable and pre-agreed costs incurred in achieving the disposal, will be ringfenced for the Education Capital Maintenance programme and in particular provision of additional Special Education Needs places.
75. That the Cabinet Member for Children's Service approves in principle any recommended disposals or repurposing of the vacant properties, thereafter the Cabinet Member for Finance & Procurement approves for disposal any property that is recommended for disposal.
76. To allow the Director of Education on behalf of Enfield Council to approach the DfE and obtain the necessary consent for disposal of Education land.
77. This report sets out a process for the future of all vacated site managers' houses to be considered to ensure the best use of the assets.
78. To agree that Cabinet will review progress on implementation of this strategy in six month following approval.

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Date of report August 2021

Appendices

Appendix A: List of community Schools with Residences for Site Managers

Background Papers N/A

Appendix A

Maintained Schools with Residences for Site Managers owned by the Council	Comments
Aylward*	Occupied - <i>A formal lease has been entered into with the Academy to retain the house until the end of the current site manager's contract.</i>
Broomfield**	VACANT, However, this is a foundation school and they are developing plans to include the House
Bell Lane	VACANT – <i>Council asset formerly linked to Albany SM House</i>
Capel Manor Primary	Occupied
Carterhatch Infants	Occupied
Chase Side Primary	Occupied
De Bohun Primary	VACANT
Durants	Occupied – <i>Flat, not separate from school building</i>
Eldon Infants & Juniors	Occupied
Enfield County Lower	Occupied
Enfield County Upper	Occupied
Eversley Primary	VACANT
Firs Farm	VACANT
Hadley Wood Primary	Occupied
Honilands Primary	Occupied
Merryhills Primary	Occupied
Oaktree	Occupied
Prince of Wales Primary	VACANT
Raglan Infants & Juniors	VACANT
Russet House	Occupied
Waverley	VACANT

*Academy

** Foundation School

London Borough of Enfield**Cabinet****Meeting Date 13th October 2021**

Subject: New Burial Ground
Cabinet Member: Cllr Caliskan – Leader
Cllr Dogan – Cabinet Member for Commercial Services
Executive Director: Sarah Cary – Executive Director Place

Key Decision: [YES – KD5380]

Purpose of Report

1. To meet local burial needs, the Council proposes to develop a new burial ground on land owned by the Council at Sloemans Farm, Whitewebbs Lane, Enfield. The new burial ground will address a shortfall in burial capacity within the Borough and introduce a natural/woodland burial option within the Borough for residents.
2. This report seeks approval to proceed with the development.

Proposal(s)

3. To approve the project for the development of a burial ground at Sloemans Farm, Whitewebbs Lane, Enfield, using landscaping - soil importation processes on site to improve and landscape the whole farm area.
4. To re-allocate £1,800,000 from the cemetery/ crematorium budget within the 10-year capital programme to cover the design, project management, staff and construction costs. To note that the business case models the project costs to be funded through royalty income from soil recycling processes
5. Delegate authority to approve the final scheme proposal to the Director of Environment and Operations, in consultation with the Cabinet members for Commercial Services and Environment.
6. Delegate authority to approve the procurement strategy for the delivery of the scheme to the Director of Environment and Operations in consultation with the Executive Director for Resources and the Director of Law and Governance
7. Delegate authority to award and enter into the main build contract, professional service contracts, and any other ancillary documents and consents required in relation to the development of scheme up to the maximum total value of £1,800,000 Director of Environment and Operations. Form of contract to be agreed by Director of Law and Governance

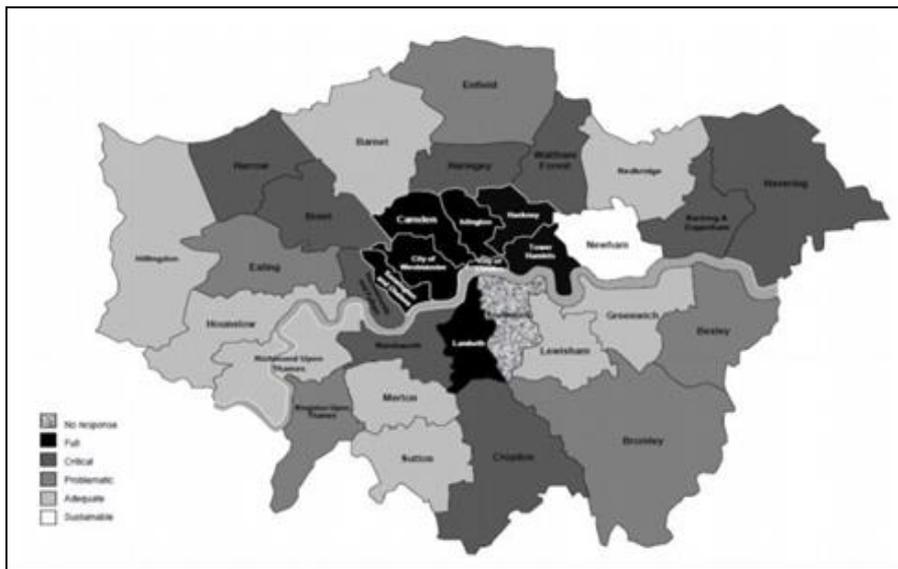
Reason for Proposal(s)

8. A burial needs assessment carried out for the Council in 2020 identifies an anticipated shortfall in Enfield by 2041 of 14,000 ashes interments and 15,000 graves, of which a significant number, 11,000 are expected to be Muslim graves.
9. The Council’s Bereavement Services team provide on average 350 burials per annum within 5 “traditional” cemeteries. The Enfield Burial Needs Assessment 2020 confirms that each year 1020 Enfield residents either require or prefer burial rather than cremation resulting in 670 burials conducted outside of the borough or within private cemeteries.

Burial type	Enfield Council Cemetery Burials 2020	Other Cemetery burials 2020
Total	350	670

Table 1: Number of burials 2020 (Bereavement Services Data)

10. London cemetery capacity was reviewed by the GLA in 2011. Enfield was classed as “problematical”, Waltham Forest as “critical”, Inner London boroughs were classed as “full”. In response, the Council increased grave capacity within its cemeteries from 4350 to 6872. However, this did not increase capacity in line with expected growing demand.



GLA audit 2011 demonstrates London burial capacity status

11. ONS data illustrates that the population of over 65’s will increase nationally by 17% by 2041. In Enfield, the increase is predicted to be significantly above the national average at 30%. This reflects a similar trend in other London Boroughs and will increase future demand for burials.

Area	2014	2041	Change
England	54,316,600	63,281,500	17%
Enfield	324,600	421,700	30%

Predicted over 65’s population increase, ONS 2018

12. The Enfield Burial Needs Assessment 2020 showed that this is expected to translate into increased overall demand for burials in Enfield. Although burials for some faiths, such as Christians, are predicted to decrease within Enfield over time, burial demand for other faiths, including Muslims, are expected to increase significantly.

	2020 burials per annum	2041 burials per annum
Total	1020	1340
Made up of:		
Christian	300	120
Muslim	490	790
Other	230	430

Current and predicted burial demand in Enfield (from Enfield Burial Needs Assessment 2020)

It is important therefore that any future provision considered reflects the needs of the diverse population within and around Enfield, and has the flexibility to respond to changes in the demographic and religious composition of the Borough.

13. Pandemic demand must also be considered. Department of Health: UK Influenza Pandemic Preparedness Strategy 2011, states that local authorities require capacity for excess burials. The report predicted the current Covid-19 pandemic in detail and predicts potential for further pandemics approximately once in every 10 years.
14. There is therefore significant, demonstrable current and increasing demand for burial services within the borough which far exceeds existing and currently expected burial capacity.
15. As detailed in sections 107 – 118 below the Council has already undertaken to extend its existing burial capacity to the maximum possible within current cemeteries but this is not sufficient to meet the expected future demand. The construction of a new burial ground within the Borough is therefore the only way the Council can ensure it is able to continue to provide burial services within the Borough for its residents.
16. Provision of a high-quality facility in a natural setting, with burials available in landscaped woodland glades, better reflects the changing demand for burials away from formal, regimented layouts with stone memorials to a less impactful and more naturalistic approach suitable for all faiths.

Relevance to the Council Plan

17. The provision of a high-quality burial ground is an essential service which the Council can ensure is available to all residents at an affordable cost. The construction of the site will drive investment into the Borough from the operating companies and provide employment opportunities while the site is being constructed.

18. Once complete the design and layout of the burial ground will make it accessible for walking and similar leisure and amenity activities. Operating the site will provide permanent employment within the Borough with opportunities for staff development and self-improvement through the Councils training programmes
19. The project therefore directly contributes to all three of the Council objectives:
 - Good homes in well-connected neighbourhoods
 - Build our Economy to create a thriving place
 - Sustain Strong and healthy Communities

Background

20. In view of the identified shortfall of burial space within the borough a long list of potential sites has been identified, focused on land in the north of the Borough owned by the Council as part of its rural property portfolio. This is because a sustainable burial site requires significant land area which is only available within the northern rural portfolio.
21. Seven potential sites were identified, all of which were within Enfield borough. All have been assessed by the Commercial Team and Strategic Property Services, against several key criteria and a potential site at Sloemans Farm was identified as the best fit for burial use. The site is currently used as an active farm, leased to a tenant farmer. The lease ends in the autumn of 2021.
22. The National Planning Policy Framework (NPPF) considers cemeteries as “acceptable development” on green belt, however due to green belt planning requirements the new burial ground would not support traditional type brick chapels and operational buildings and hard paved roads and paths. Sustainable design and materials shall ensure that the benefits of the site and essential infrastructure outweigh the assumed harm associated with development on green belt land.
23. The proposed site is currently leased for agricultural use but suffers from water logging due to clay rich soil and poor drainage. This restricts its potential agricultural uses and therefore land value. Environment Agency (EA) standards require burials to be a minimum of 1m above the water table, typically a grave is 2m in depth. To meet these standards; landscaping, land drainage and planting is required which will ensure that burials can take place all year round without impacting ground water.
24. It is proposed that the structural and hydrological land improvements required to meet the EA standards for burials be delivered through soil importation to improve and landscape the whole farm area, raising ground levels and providing the suitable standard of soil type, drainage and landscaping for a new cemetery.

25. Soil quality imported onto site undergoes strict visual and chemical tests to ensure that it is of an equal or superior standard to the existing soil. This process is governed by a strict soil specification and recycling Quality Protocol that is derived from DEFRA and Environment Agency (EA) specifications and monitored by The EA. In addition, test results will be regularly monitored by the permit holder and by the project team against the soil specification and Quality Protocol to ensure compliance.
26. Experience gained from the current successful soil recycling and landscaping project at Holly Hill provides a significant opportunity to generate income to fund the whole project at minimal cost to the Council. The resulting high-quality landscaped design will provide unique market appeal in comparison to local competitors.

Main Considerations for the Council

27. The proposed burial ground at Sloemans Farm is a 23Ha site that is suitable for 38,000 single graves. It has the potential to reduce the current identified shortfall of graves in Enfield, reduce demand on existing cemeteries, widen the scope of services offered to better reflect the needs of Enfield residents and help address burial demand beyond 2041.
28. The rural green belt location lends itself to a natural cemetery setting. Landscaping, planting and associated buildings can be designed to enhance the green belt. Rewilding of boundaries and other areas can improve the rural aesthetic for the site.
29. It will be designed to meet the burial needs of all faiths and/or people of no faith, as specific requirements can be catered for within specific areas of the cemetery without impacting upon other areas. The site is of sufficient size to provide areas that cater for many different burial needs.
30. Consultation with the funeral industry and faith representatives will ensure the burial ground is designed to be inclusive for, and representative of, the burial needs of all Enfield residents.
31. Following landscaping on site the required infrastructure such as buildings, parking, storage, trackways etc will be constructed in a style that reflects the rural landscape of the site and the burial options offered. The intention is for the burial ground to enter service in 2026.
32. Sloemans Farm currently generates £350/Ha lease income for 47Ha of agricultural land which equals £16,450 per annum. Using recycled soil to improve and landscape the whole 47Ha farm will improve potential agricultural uses while providing suitable soil and drainage for burials. This is expected to increase agricultural lease value.
33. Once landscaping has been completed, the 47Ha site will be divided into a 23Ha burial ground and potentially a 24Ha agricultural small holding. Strategic Property Services team have advised that small holdings of this size are highly marketable although other possible uses are also being

explored which are dependent on market demand and facilities available on site.

34. If used for agriculture the remaining 24Ha agricultural small holding would potentially generate increased lease income but would also have access to an additional 15Ha of vacant burial grounds which may be sublet for agricultural meanwhile use.
35. The existing agricultural lease for the site will be extended on flexible terms to enable the existing agricultural use to continue while the landscaping works are undertaken and to enable the 24Ha of the site not required for burials to be used for agriculture once the cemetery is operational.
36. At 23Ha the site is reasonably large which will enable the inclusion, if required, of specific public memorials commemorating service personnel or other specific events or sectors of the community

Financial Considerations

37. The commercial model for the project comprises two stages. The first is use of imported soil materials on site to landscape and improve the site as well as providing income that can be offset against the costs of building the required cemetery buildings and infrastructure. The second follows the completion of the burial ground construction where operating costs and burial income have been calculated to demonstrate a viable business model exists for the long term sustainable management of the cemetery/burial ground.
38. The groundworks and construction phase involves the site operator obtaining payment of a gate fee from construction companies for accepting their excavated soils onto site. This gate fee meets all the operational costs of the soil processing, landscaping/groundworks and construction of required buildings and infrastructure, along with a payment to the Council and a profit element for the operator.
39. High level estimated costs and income up to the completion of the construction phase are as follows:

Item	£
External Consultancy Preconstruction	155,540
Local Planning Authority	39,000
Internal Staff	196,951
External Consultancy Construction	55,125
Total Staff, Consultancy, Planning	446,616
Construction	1,340,153
Soil importation (Income)	-2,820,000
Total	-1,033,231

The construction phase of the project is therefore expected to deliver a net income to the Authority of £1m over the next five years.

40. For operations, to ensure the proposed new burial ground can be competitive the unit price for a single grave has been modelled at £3,000. This compares favourably with prices at nearby Cemeteries in the North East of London. Actual fees and charges will be set through the usual processes prior to operations commencing.
41. Other costs and incomes, including staff costs and grave excavations, have been estimated using current bereavement services operational costs and published fees and charges.
42. As shown in section 12 above burials required are expected to increase to 1340 per annum by 2041 translating to an additional 110 burials per annum carried out by the Councils bereavement services team if the current market share is maintained. Although current capacity for burials in some Council cemeteries is expected to be reached around 2025.
43. Analysis of operational costs and income show that the proposed burial grounds should break even at 62 burials per annum and at the target operating level of 200 burials per annum could generate approximately £250,000 net income per annum. This figure also includes additional services and products as shown below.

Costs	62 burials	200 burials
lost Lease value 23Ha farm land	£ 9,660	£ 9,660
Grounds maintenance costs	£ 6,000	£ 24,000
Staff costs 2xSO2 1XSC6	£ 83,993	£ 149,788
Grave excavation costs	£ 31,000	£ 100,000
Vehicle maintenance	£ 12,000	£ 24,000
Electricity	£ 10,000	£ 15,000
Cleaning	£ 10,000	£ 25,000
Waste disposal	£ 10,000	£ 20,000
Supplies and services	£ 10,000	£ 25,000
Insurance	£ 20,000	£ 20,000
Totals	£ 202,653	£ 412,448
Income	62 burials	200 burials
Burial plot (benchmarked)		
Burials per annum (62)	-£ 186,000	
Burials per annum (200)		-£ 600,000
Burials per annum (450)		
Scattering of cremated remains (10% of burials)	-£ 1,350	-£ 6,000
Internment of cremated remains (10% of burials)	-£ 1,350	-£ 6,000
Plot for cremated remains (10% of burials)	-£ 4,500	-£ 20,000
Hall Hire (40% take up)	-£ 6,300	-£ 28,000
Tree (10% take up)	-£ 1,350	-£ 6,000
Totals	-£ 200,850	-£ 666,000
Net Income (After Costs)	£ 1,803	-£ 253,552

44. Financial analysis of the construction and operational costs and income has been undertaken and demonstrates that the project is expected to deliver a positive net value to the Council of £1.4m. and a breakeven point of 8 years. It is therefore financially worthwhile to undertake the project.
45. Market testing will be undertaken as part of the pre- planning work to confirm that there is sufficient expected demand to meet the target operating level and the Council will need to increase market share of burials for residents within the borough and attract customers from outside of the Borough to the cemetery.
46. Expected net incomes detailed above will be added to, and monitored through, the Medium Term Financial Planning (MTFP) process to ensure robust governance of the financial project outcomes at an appropriate level.

Traffic and Transport Considerations

47. The site is accessed directly from Whitewebbs Road, which is a rural single carriageway road subject to a 40mph speed limit. The current access to the site is formed by a simple farm access, but there is scope to upgrade this to ensure that it complies with the relevant safety and other design standards. Although it is accepted that access by car will be the predominate mode of travel for the proposed use, it is nevertheless important to ensure that access by non-car modes is as good as possible. This can best be achieved by improving the existing footway in Whitewebbs Road, creating a better link between the site and the nearest bus service, route 456 on Rosewood Drive. Any planning application will need to be accompanied by a comprehensive transport assessment, demonstrating the expected level of trip generation and identifying the measures needed to mitigate any adverse impact, including during construction. In summary, there are no in principle highway or transportation objections to the proposed use and it is anticipated that any concerns can be addressed during the planning process.

Safeguarding Implications

48. The proposal does not have any implications for safeguarding children, young people or vulnerable adults as it is a construction/landscaping project.

Public Health Implications

49. The proposal will provide residents access to 23 Ha of greenbelt land for amenity purposes that was not previously accessible. The site will be fully landscaped and planted. Some parts will not be required for burials for some time and these may be made accessible for leisure activities such as dog walking etc.
50. The provision of additional green space accessible to residents may improve physical activity rates in the surrounding area, while evidence suggests that visiting green spaces has a positive impact on mental wellbeing. Therefore, the increased access to green space provided by the development of Sloemans Burial Ground is likely to have positive Public Health implications.

Equalities Impact of the Proposal

51. The proposal is expected to have a positive impact on all religions and beliefs, including those with no religion. The Enfield Burial Needs Assessment 2020 shows that burial demand for Muslims is expected to increase and this proposal will have a particularly positive impact on this group. The proposed new cemetery at Sloemans Farm is suitable for graves for people of all faiths and/or no-religion who wish to be buried. The site is of sufficient size to enable different sections to be configured appropriately for requirements of different faiths.
52. Consultation with the funeral industry and faith representatives will help to ensure that the burial ground is designed to be inclusive for, and representative of the burial needs of Enfield residents of all protected characteristics. Further public engagement will enable further understanding of funeral preferences of particular protected characteristics, for example race.
53. A full Equality Impact Assessment has been completed which concludes that the proposal will help us advance equality of opportunity between people who share a protected characteristic and those who do not.

Environmental and Climate Change Considerations

54. Energy consumption - from the service will decrease as provision of a burial facility within the borough will reduce the distance residents have to travel to access the service.
55. The site is within greenbelt and design of the associated buildings and infrastructure will be commensurate with the location and look to use renewable energy for charging service vehicles etc
56. Carbon Emissions – the proposed use of soil recycling to landscape the site prior to construction will reduce carbon emissions associated with the transport of the soils from construction sites within London as the delivery distance will be reduced. Without the site at Sloemans Farm soil deliveries would potentially need to travel outside the M25 to access suitable facilities.
57. Environmental Management - Full tree, wildlife and habitat surveys will be completed pre-planning as part of the feasibility and design stage. The land was previously de-forested for agriculture and it is anticipated that the development will have a positive effect on the environment long term.
58. Climate Change - The Council's Sustainable Urban Drainage (SUDS) team are supportive in principle and will be consulted during the design stage to ensure SUDS benefits are achieved.

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

59. As highlighted in section 6 above, a burial needs assessment carried out for the Council in 2020 identifies an expected shortfall in Enfield by 2041 of

14,000 ashes interments and 15,000 graves. If the Council does not provide the required capacity then the private sector will need to do so

60. Leaving the private sector to meet demand may not deliver new capacity and may result in further significant increases in funeral costs. The proposed cemetery would provide considerable additional burial capacity and enable the Council to positively control market prices.

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

61. A full risk assessment, risk register and risk management plan will be developed and will be actively managed and reported as part of the delivery of this project

Planning Risks

62. Early engagement with the Local Planning Authority is essential as it shall mitigate risk of failure at planning stage and reduce risk of financial loss resulting from over committing from the outset project
63. Stakeholders including the Environment Agency and The Highways Agency shall be consulted during the planning process and throughout construction phases as required to manage risk of enforcement and/or objections project
64. Challenge from third parties during the planning process is possible. This may arise both from residents as well as from other private sector burial site operators. LBE must be able to robustly demonstrate the need for a new cemetery. To mitigate this risk LBE Legal and Procurement will be consulted throughout this project.
65. There may be concerns regarding improving the farm entrance permanently which may be mitigated by; approval by Traffic and Transport, road safety improvements; tree protection benefits. This shall be explored under the Pre-planning agreement before being submitted under a full planning application project
66. The existing landscape shall be visually transformed from open fields to landscaped fields separated by areas of planting, wetlands and habitat. This is considered beneficial, but it may also prompt objections which shall be mitigated by presenting environmental benefits, visual or otherwise project
67. Cemeteries are considered “appropriate development” on green belt. However, for the application to be successful there will be a requirement to demonstrate strategic fit and immediate need. Both have already been established within the Burial Needs Assessment 2020 and this will be covered within the Planning Statement submitted with the full planning application.
68. The proposed project will require buildings and infrastructure. The existing site has a planning history which includes agricultural and residential buildings that fell into disrepair and have subsequently been demolished.

Access roads, hard standings and parking areas remain. Previous planning history can be used to mitigate the construction of new cemetery buildings and infrastructure.

69. Planning document PL 20.145 Reg 18 Enfield Local Plan recognises the need for new burial capacity within the Borough at Strategic Policy SS1 and Strategic Policy SP PL8. The local plan specifically refers to natural burial space which will support the application for planning consent which will be required to develop the site.

Capital Risk

70. The initial £250,000 investment required for planning Authority fees and consultancy support is needed in stages as the project progresses. Drawdown of this funding will be controlled via gateway decisions from the project board under delegated authority from Cabinet Decision. This provides some protection for the initial investment as not all will be spent at once and if the project is stopped before completion the unspent remainder of the funding will be recoverable.
71. The proposed delivery approach significantly reduces the capital funding requirement for the project as income from soil importation is used to fully offset landscaping and other construction costs while potentially returning a modest soil importation royalty fee.
72. There is always a risk of overspend in construction projects and although the initial capital investment is relatively low for a project this size the overall project value is significant and there could therefore be significant negative variation to expected costs. The outline processes to manage this include:
- Robust site and technical site appraisal to identify any technical barriers to achieving the aim of the project before major investment takes place. The aim is to identify significant technical obstacles early in order to navigate planning constraints on Green Belt,
 - Effective procurement of contractors and consultants with clear specifications that enable Enfield to select and manage third parties during any future build and mobilisation,
 - Appropriately skilled internal technical project and contract management staff with appropriate external technical support to ensure the specifications and timescales are met.

Long Term Maintenance

73. To ensure the site is fully sustainable it needs to cover its long term operating and maintenance costs with income from burials. It is desirable therefore that the cemetery does not reach full capacity before it can either be extended or graves can be re-used. Under current legislation, graves within London Boroughs may be re-used after 75 years. The proposed cemetery area gives a capacity of 38,000 single graves and is calculated to enable at least 75 years of operations before grave re-use on site may be required.

Financial Implications

74. This report is seeking approval to reallocate £1.8m to the capital programme for the development of a burial ground at Sloemans Farm, Whitewebbs Lane, Enfield. The proposed site for the burial ground is suitable for 38,000 graves and is set in a location that is suitable for a natural cemetery setting.
75. In the current Capital Programme, there is an allocation of £10.1m for the development of a new crematorium in Enfield, which is yet to be approved. This proposal seeks to use these funds for the new Burial Ground once full approval of the budget has been given.
76. The table below details the cost of developing the burial site and the income generated from soil processing which will fund the construction:

Capital Summary	£
Capital Expenditure	£1.8m
Capital Income	(£2.8m)
Net Capital Surplus	(£1.0m)
Revenue Summary:	
Average Annual Operating Expenditure over 40 years	£517k
Average Annual Operating Income over 40 years	(£832k)
(Surplus)/Deficit	(£315k)

77. The total development cost of the burial site will be covered from income generated from the use of imported soil materials on site to landscape and improve the site.
78. A site operator will charge a gate fee from construction companies for accepting their excavated soils onto the site. The Councils share of these fees will be enough to cover the full cost of the development. The income estimates are based on soil volumes and royalty rates from similar ongoing projects in the borough. Income would need to fall by more than 50% before the Council would have to explore additional sources of funding to cover the shortfall on development costs.
79. Once the site is operational it is expected the demand for burial services will generate more income than the cost of providing those services. This will result in a net positive contribution to the Council revenue budget, this is set out in the table below:

Revenue Summary:	£
Average Annual Operating Expenditure over 40 years	£517k

Average Annual Operating Income over 40 years	(£832k)
(Surplus)/Deficit	(£315k)

80. A financial appraisal has been performed of the proposal. The financial metrics from the proposal are detailed below:

Financial Metrics:	
Overall Profit	£11.9m
NPV	£1.4m
IRR	15.5%

81. The proposal will be funded from the income generated on the site from the soil activity. It will require a approx. £240k of borrowing in the first 2 years before the soil activity becomes operational, which will all be repaid in the 3rd year once the income generating activities begin.

82. Once operational the income from burials will cover the cost of the burial and the ongoing operational costs on the site. This combination of the development cost being funded from income and the income exceeding costs once operational mean the financial metrics are positive.

83. An NPV of more than nil is usually required, in this case the NPV of £1.4m far exceeds this, especially when considering the initial investment of £1.8m. The positive nature of the proposal is also highlighted through a high IRR of 15.5% which is driven by not having to borrow any funds.

84. Detailed annual impact on the capital budgets is detailed below:

	2022	2023	2024	2025	2026	2027	Total
Annual Capital Expenditure	72,775	165,216	328,542	69,542	1,150,694	40,000	1,826,769
Annual Capital Income	0	0	(940,000)	(940,000)	(940,000)	0	(2,820,000)
(Surplus)/Borrowing requirement	72,775	165,216	(611,458)	(870,458)	210,694	40,000	(993231)

85. Detailed impact on the Councils revenue budget is detailed in the table below:

	2027	2028	2029	2030	2031
Operating Expenditure	412,448	420,697	429,111	437,693	446,447
Operating Income	(666,000)	(679,320)	(692,906)	(706,765)	(720,900)
(Surplus)/Deficit	(253,552)	(258,623)	(263,796)	(269,071)	(274,453)

86. Stress testing performed on the proposal shows the site needs to perform more than 62 burials a year to cover its costs. Given the likely demand detailed in this report it is expected that only under extremely extenuating circumstances would this scenario materialise.

Legal Implications

87. The Council is a burial authority under section 214 of the Local Government Act 1972 and has the power to provide and maintain cemeteries inside and outside its area. Management of cemeteries is governed by the Local Authorities' Cemeteries Order 1977. In addition, section 111 of the Local Government Act 1972 permits a local authority to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its duties.
88. The Council also has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that an individual may do, provided it is not prohibited by legislation and subject to public law principles.
89. When awarding the contracts required to implement the project, officers must comply with the Council's Contract Procedure Rules (part of the Constitution) and also the Public Contracts Regulations 2015 (where applicable). Advice should be sought from both Legal and Procurement officers when deciding the nature of the arrangement with the works contractor /site operator – in particular whether it is deemed a concession contract – and the procurement should be structured accordingly.
90. The resulting contracts must be in a form approved by Legal Services on behalf of the Director of Law and Governance. In particular, the contractors and consultants must be required to maintain adequate insurance, and sufficient security (e.g. performance bond or PCG) should be considered for any contract of £500k and above in value. Where the contract value is £1m or above, sufficient security must be required unless the Executive Director of Resources approves the financial risk prior to any award.
91. The Report mentions the generation of royalty income from soil recycling processes. Officers must be mindful of the statutory regime around charging and trading and the limits on income generation unless through a company. Legal advice should be taken to ensure that the implementation of the proposals is consistent with such regime.
92. Any proposed development will require planning consent from the Local Planning Authority and an application for such would need to be made pursuant to section 57 of the Town and Country Planning Act 1990.
93. The Council must also be continually mindful of its obligations to achieve Best Value under the Local Government Act 1999.

Workforce Implications

94. The report reflects internal staff costs of circa £196,951 up to and including the construction phase.

95. Consideration should be given to using fixed term contracts if this work requires the recruitment of additional resource for a specific period of time.
96. Should the duration of the fixed term contract be in excess of two years then the employee may be entitled to receive a redundancy payment upon termination of the contract.
97. In addition, the report also reflects ongoing operational staff costs of £128,788 for 3 members of staff.

Property Implications

98. The current cemetery proposal requires 23Ha of the 47Ha Sloemans farm site meaning there will be 24Ha remaining available for other uses once the soil importation and landscaping has been completed. The Council's Rural Property Agent, Knight Frank, are engaged in the project and actively considering potential uses for the remainder of the site.
99. Any future use of the remaining site area will need to be sympathetic to the cemetery use and vice versa. The whole site therefore requires a holistic approach to ensure overall compatibility between uses and that maximum benefit is obtained overall from the site going forward. Knight Frank are fully aware of these requirements.
100. The footprint of the area used for burials within the boundaries of Sloemans Farm will need careful consideration and take into account the long term evolution of land use in the local area. The Crews Hill settlement is being put forward for significant enlargement under current Reg.18 proposals for the next Local Plan. Whilst the proposals at this stage envisage an enlargement by c.3,500 homes, subsequent Local Plans may well see further enlargement, which LBE would want to see enabled on its own land where possible (which could include the parts of Sloemans Farm not used for natural burials), rather than being denied the possibility through lack of forethought in the footprint of the area used for burials.
101. The remaining 24Ha not required for burials provides potential for several long term uses including but not limited to the following.
 - Agricultural small holding
 - Glass houses
 - Agricultural lease (as part of other farm leases)
 - Residential development
 - Extended Cemetery
 - Rewilding/tree planting
 - Film Locations
 - Leisure rural activities
102. The location also provides potential for agricultural meanwhile use of unused cemetery land. It is anticipated that it will take 10 years for 4Ha to reach full capacity therefore initially 15Ha may be available for agriculture reducing in size by 4Ha every 10 years.

103. The site is currently leased to a tenant and used for arable farming. The lease ends in the autumn of 2021. Subsequently a new lease will be created which contains provision for the area required for cemetery use to be removed from the lease when necessary and the remainder of land to be farmed as a small holding.

Procurement Implications

104. Any procurement must be undertaken in accordance with the Councils Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015).
105. 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.
106. All awarded projects must be promoted to Contracts Finder to comply with the Government's transparency requirements.
107. Where a contract has not been procured via the LTP, then the signed contract, call off agreement and supporting DAR etc, must be sent to procurement.support@enfield.gov.uk who will create a record in the LTP and promote to contract finder to ensure the Council meets its transparency obligations.
108. The CPR's state that contracts over £100,000 must have a nominated contract owner in the LTP, and for contracts over £500,000 there must be evidence of contract management, including, operations, commercial, financial checks (supplier resilience) and regular risk assessment uploaded into the LTP.
109. Any procurement over the EU threshold and £1m for works must come to the Departmental Procurement Board for approval.

Options Considered

110. There are three broad alternative options available to meet the identified increasing demand for burials within the borough:
- Extending existing Council owned cemeteries
 - Increasing grave re-use
 - Private sector / Third sector supply

These are considered in more detail below

Extending Existing Cemeteries

111. The Council owns and operates five existing cemeteries within the borough and, has already increased capacity within them. Further increases have been considered but there are limiting factors.

112. Edmonton Cemetery is a long established initially Victorian cemetery. It is very popular and significant work has been undertaken to increase capacity including areas for grave reuse, construction of vaulted graves and mausolea and most recently extension into a new area adjacent to the A10 previously used as tennis courts. This extension is not appropriate for Muslim or 'natural' burials due to the urban location and size of the site constraining alignment options for graves. The remainder of the site is bounded by parkland which is a designated flood zone and therefore cannot be used for burials.
113. Lavender Hill, another long-established site, is at capacity and bounded by housing and mature woodland, which cannot be felled.
114. Strayfield Road Cemetery is currently fully operational. Drainage works have recently been undertaken at Strayfield road to significantly improve ground conditions on site and open up areas for burial which were previously unusable. Beyond this though the site is again bounded by mature woodland, which cannot be felled.
115. Southgate Cemetery is bounded by a main road and residential properties and cannot be extended. Significant works have been undertaken within the existing boundary to increase capacity through construction of vaulted graves and mausolea.
116. Hertford Road Cemetery has poor access, no chapel and is bounded by parkland and allotments.

Re-use of Graves

117. Current legislation allows for graves to be re-used in London after 75 years. Re-use of graves has been considered and is undertaken where appropriate within the Councils cemeteries – particularly at Edmonton, but there are significant limiting factors:
- Land and site alignments may not be appropriate for Muslim burials,
 - Not ideal for other/no-religion burials,
 - Appropriate for some Christian/traditional burials,
 - More challenging to market than new graves.
118. Demand for traditional cemeteries and Christian burials is predicted to reduce significantly by 2041 and re-use of graves is therefore a sustainable method of managing and operating "traditional" cemeteries in the long term. Each re-use will generate revenue which can be re-invested in cemetery maintenance and operating costs. However, it is not a feasible option for most Enfield residents and is not appropriate for Muslim burials.

Private Sector / Third sector supply

119. The Competition and Markets Authority 2018 (CMA) described how increasing demand on cemeteries has created significantly above inflation increases in funeral costs for example that the average cost of a 'basic' funeral has increased by an annual rate of 6% in the 14 years up to 2018,

from £1,920 to £4,271. This can lead to “funeral poverty” whereby people on low incomes can pay up to 40% of their annual income to bury a loved one.

120. Leaving the private sector to meet demand may not deliver new capacity and may result in further significant increases in funeral costs. The proposed cemetery would provide considerable additional burial capacity and enable the Council to positively control market prices to some degree.

121. Third sector provision of burials can be extremely effective – the Gardens of Peace Muslim Cemeteries in the North East of London provide high quality sites and services at a low cost. However, there is no guarantee that the third sector could or would bring in the required additional capacity or meet the specific burial needs identified.

Conclusions

122. The development of a new burial ground on land owned by the Council at Sloemans Farm, Whitewebbs Lane, Enfield will help to meet the identified shortfall in Burial capacity in the Borough and can be developed at minimal capital cost to the Council and can be operated competitively by the Council to meet the burial needs of Enfield residents.

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Date of report 13.10.2021

Appendices

None

Background Papers

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

None

London Borough of Enfield**Cabinet****Meeting Date: Cabinet – 13 October 2021**

Subject: Quarter 1 Performance Report**Cabinet Member: Cllr. Ian Barnes****Executive Director: Fay Hammond, Executive Director Resources****Key Decision: Non-Key**

Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan. The report attached at Appendix 1 shows the Quarter one performance for 2021/22 (April-June 2021) and compares it to the Council's performance across the previous four quarters for a series of Key Performance Indicators (KPIs).
2. Appendix 2 focuses on a selection of priority measures where performance is currently off target and/or direction of travel is negative. For each measure an Action Plan has been provided to demonstrate what is being done in each service area to address underperformance.

Proposal(s)

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

Reason for Proposal(s)

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

Relevance to the Council Plan

5. The performance measures are grouped under the Council's Corporate Plan themes and our guiding principles.

Background

6. Information is provided in line with the new Corporate Plan and priorities

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

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

Main Considerations for the Council

14. There are several key trends to note within the outputs and comments within the Quarterly performance report but it should be noted that the Covid 19 pandemic has impacted on a number of the measures.

Safeguarding Implications

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

Public Health Implications

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

Equalities Impact of the Proposal

17. Local authorities have a responsibility to meet the Public-Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.
18. Corporate advice has been sought regarding equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

Environmental and Climate Change Considerations

19. An Environmental and Climate Change Section relating to the Councils progress towards achieving its key performance indicators is set out in this report. The Climate Change indicators are being developed and initial KPIS can be found in this report

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

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

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

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

Financial Implications

22. The cost of producing the quarterly reports will be met from existing resources.

23. A series of financial measures that have been reported at Cabinet are included in this report.

Legal Implications

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

Workforce Implications

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

Property Implications

26. None

Other Implications

27. None

Options Considered

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

Conclusions

29.

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Date of report: 7th September 2021

Appendices

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS

Background Papers

None

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Cabinet: Quarter 1 2021-22 Performance Report (This relates to the period April 2021 - June 2021)

Report Author: Gianni Maestri/Sam Buckley

Generated on: 7th September



Borough Information: A series of data items to add context to the report rather than to be viewed as performance indicators

Code	Indicator	Current Data	Up or Down on Last Period	Last Update
POP 001	Population of All Enfield	333,587	↑	Q1 2021/22
PAF-AO/C73(B)	Enfield Population 18-64	204,364	↑	March 2022
PAF-AO/C72(B)	Enfield Population 65+	44,837	↑	March 2022
NOMIS 01	Employment rate in Enfield - working age Population	69.8%	↓	Q3 2020/21
NOMIS 02	Number of adult population Qualified to at least NVQ Level 3 or higher	133,400	↑	2020/21
NOMIS 03	Number of adult population Qualified to at least NVQ Level 4 or higher	102,100	↑	2020/21
NOMIS 04	Workless Households - rounded to nearest 100 (h/h with at least 1 person aged 16 to 64) (ONS annual pop survey)	17,100	↑	2019/20
NOMIS 04a	Workless Households - % of all Households in Enfield	17.1%	↑	2019/20
NOMIS 05	Gross Weekly Pay - Median earnings for employees living in Enfield (ONS annual survey of hours and earnings - resident analysis)	£653.50	↑	2019/20
NOMIS 06	Total Claimant Count for Enfield (receiving Job Seekers Allowance/Universal Credit because of unemployment)	18,675	↑	Q1 2021/22
NOMIS 06a	Claimant Count as % of Working Age Population (Enfield)	8.8%	↑	Q1 2021/22
ENV 211a	Enfield Deprivation Ranking (In List of 317 Local Authorities in England)	74	↓	2019/20
ENV 211b	Number of Enfield's Neighbourhoods in the top 10% of the most Deprived in England (of 32,844 small Neighbourhood Areas in England in 2015)	10	↑	2019/20
FCRCP33b	LBE Administered Benefits: Combined Benefits Caseload (Housing Benefit (HB) and Council Tax Support (CTS))	40,129	↓	June 2021
FCRCP33c	Council Tax Support Caseload (All CTS whether HB or not)	36,836	↓	June 2021
FCRCP33d	Housing Benefits (HB) Caseload (whether receiving CTS or not)	22,418	↓	June 2021

Code	Indicator
PH003v	NHS Indicator - A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge
UC.011	Universal Credit - Claimants in Receipt of Council Tax Support

Current Data	Up or Down on Last Period	Last Update
82.8%		Q1 2021/22
13,770		March 2021

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

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

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

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

Priority 1: Good Homes in Well Connected Neighbourhoods

Build more and better homes for residents

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Number of households living in temporary accommodation	3553	3557	3515	3455	3282	2691	3210	Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. We are on track to deliver on a target of 2691 households in temporary accommodation by year end. Further information can be found in Appendix 2
Number of new dwellings started on Council Led Schemes	0	192	0	0	300	Data Only KPI		300 have been delivered for Meridian Water - Phase 1a
Number of new dwellings completed (net additional)	0	0	106	47	0	Data Only KPI		2020/21: Housing Development - 108 Estate Renewal - 45 Meridian Water - 0

Invest in and improve our council homes

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
The percentage of council owned homes which have a current gas safety certificate	97%	97.9%	98.5%	97.8%	99%	100%	100%	Figure shows the combined compliance of Gas Safety Checks on both Council Stock and Gateway Properties. Total Council Stock = 8,718 (properties) with 84 non-compliances (99%). This includes Gateway Properties = 303 (properties) with 5 non-compliances

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
								(98.3%).

Deliver housebuilding and regeneration programmes with our residents

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Affordable housing units as a percentage of gross units completed	Updated Annually				Updated Annually			All indicators in this section updated annually: Last update January 2021 2019/20 – 30% (139 affordable homes out of 465 gross home completions) 2018/19 17% (103/603). Breakdown: Ladders wood Estate (23); Ponders End High Street (21); Jasper Close (18); Drapers Road (11). Ordnance Road (15), Linwood Crescent (8), Cockfosters Road (3), Fraser Road/Clydesdale (2 each) 2017/18 6.5% (37/568). Note: Units are only counted as 'complete' when the whole development is completed.
Social Rented housing units as a percentage of gross affordable units completed	Updated Annually				Updated Annually			2019/20: 70% (97/139) completed affordable homes were for social rent. 2018/19 - 22% (23/103 homes) were for social rent. Affordable Rent represented 64% and Intermediate tenure represented 14% of all completed affordable homes. 2017/18: 91.9% (34/37) were for social rent Note: Units are only counted as 'complete' when the whole development is completed.
Percentage Pre-application advice given within 30 working days of registration of a valid enquiry – New KPI	68.2%	74.1%	43.2%	57.1%	68%	90%	90%	April: 9/14; May: 12/18; June: 13/18; Q1: 34/50 (68%). Performance as at Q1 2020/21: 68.2%.
Percentage MAJOR applications determined within target	100%	100%	88.9%	84.6%	100%	90%	90%	April: 1/1; May: 2/2; June: 4/4; Q1: 7/7 (100%)
Percentage MINOR applications determined within target	97.8%	91%	94.7%	84.4%	90.6%	86%	86%	April: 43/45; May: 49/58; June: 52/56; Q1: 144/159 (90.6%).
Percentage OTHER applications determined within target	97%	96.2%	97.1%	96.9%	93.4%	88%	88%	April: 115/120; May: 91/100; June: 89/96; Q1: 295/316 (93.4%); Q1 2020/21: 97%.
Percentage 2 year rolling MAJOR applications determined within target	80%	84.2%	87.3%	89.6%	92.2%	86%	86%	Q1: 59 of the 64 major planning applications determined within the last 24 months were processed within 13 weeks.
Percentage 2 year rolling MINOR applications determined within target	78.3%	81.2%	83.2%	86%	89.7%	85%	85%	Q1: 1,106 of the 1,233 (89.7%) minor applications determined within the last 24 months were processed within 8 weeks.
Percentage 2 year rolling MINOR & OTHER applications determined within target	81.4%	84.3%	86%	89.3%	93%	85%	85%	Q1: 2,177 of the 2,341 (93%) minor and other applications determined within the last 24 months were processed within 8 weeks.
Undetermined applications validated over 6 months ago	376	370	371	362	Q1 Under review and to follow	Data only		Q1 Under review

Priority 2: Safe, Healthy and Confident Communities

Keep Communities Free from Crime

Indicator	Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		Q1 2021/22		Notes
	Value		Value		Value		Value		Value		
Number of knife possession offences YTD	48	↑	39	↓	37	↓	25	↓	34	↑	Numbers of Knife Crime Possession offences decreased across Enfield and London in the last year. By year end June 2021 Enfield's offences decreased 16.9%, compared to the previous year, with 178 offences in 2019/20 declining to 148 in 2020/21. London experienced a lower reduction of 11.1% in the same period.
Burglary - Residential Offences	261	↓	420	↑	547	↑	419	↓	330	↓	There were 1,721 Residential Burglaries in Enfield in the year ending June 2021, compared with 2,373 the previous year, a decrease of 27.5%. In London, there was also a smaller decrease of 17% in the same period.
Domestic Abuse Incidents	1,741	↑	1,783	↑	1,605	↓	1,469	↓	1,613	↑	In the year ending June 2021 there were 6,425 Domestic Abuse Incidents in Enfield, compared to 6,191 the previous year, an increase of 3.8% (n=234). London also experienced an increase of 2% over the same period.
Domestic Abuse Violence with Injury Offences	276	↑	268	↓	239	↓	202	↓	214	↑	In Enfield by June 2021, there was a decrease in this offence type, there were 926 offences by the year ending June 2021 compared to 1,009 the year before. In London there was a smaller decrease of 4.3% in the same period.
Serious Youth Violence	50	↓	76	↑	91	↑	34	↓	106	↑	The number of Serious Youth Violence victims in Enfield decreased in the year to June 2021, by 24.7%, recording 323 victims, compared with 429 victims in the year ending June 2020, a decrease of 106 victims. There were 1,485 less victims across London which equates to an average of 46 less victims per borough and an overall 20.1% decrease in the last year.
Anti-Social Behaviour Calls	6,896	↑	4,059	↓	3,724	↓	3,666	↓	3,131	↓	In the year ending June 2020 there were 14,145 Anti-Social Behaviour calls compared with 14,616 calls by June 2021, this equates to a 3.3% increase equating to 471 more calls this year in Enfield. London had an overall increase of 9% in the last year equating to an average of over 1,102 more calls per borough by June 2021.
Hate Crime Overall Total	199	↑	236	↑	171	↓	167	↓	208	↑	Hate Crime increased by 30.4% in the year ending June 2021 recording 776 offences, compared with 595 the previous year. In contrast, London had an overall increase of 12.9% in total hate crime by the end of June 2021. In the same pattern as Enfield, the majority of offences across the capital were Racist and Religious hate crime.
Non- Domestic Abuse Violence with Injury Offences	376	↓	464	↑	416	↓	299	↓	504	↑	In the year ending June 2021 there were 1,718 offences, compared with 1,665 the previous year, equating to an increase by 53 offences or 3.2%. In contrast in London there was a decrease of 7%.
Violence against the Person Offences	2,128	↑	2,349	↑	2,192	↓	1,913	↓	2,414	↑	In the year ending June 2021 there were a total of 8,895 Violence Against the Person offences (VAP) recorded in Enfield, compared with 8,146 offences the previous year, equating to an increase of 9.2%. In London, there was a smaller increase of 3.5% in the same period.
Number of knife crime offences YTD	91	↓	134	↑	137	↑	87	↓	153	↑	In the year ending June 2021, Knife Crime in Enfield had decreased by 21.2%, compared with the previous year. Offences fell by 144 to 536 offences by the end of June 2021 down from 680 the year before. London experienced a similar reduction of 23% in the same period.

Inspire and Empower Young Enfield to reach their Full Potential

Education								
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Young offenders' engagement in suitable education, training and employment (Post Court) (At the end of the Order)	68.2%	66.7%	76%	75%	61.1%	75%	85%	Q1 relates to 11/18 Young offenders engaged in suitable education, training and employment (Post Court) (at the end of the Order)
Percentage All Secondary Schools judged as good or outstanding by Ofsted (as at 31 August)	Ofsted have not been undertaking inspections during the pandemic. This means the March 2020 is the latest data that we have. The Ofsted visits in the Autumn term 2020 were not inspections and did not change grades				Ofsted have not been undertaking inspections during the pandemic.			As at 31 March 2020, 91% of Enfield State funded Secondary Schools - including Academies judged as Outstanding (29%) and Good (62%); above London average of 88% and England 76% (90% in each of the previous 4 years up to 2018/19)
Percentage All Primary Schools judged as good or outstanding by Ofsted (as at 31 August)	Ofsted have not been undertaking inspections during the pandemic. This means the March 2020 is the latest data that we have. The Ofsted visits in the Autumn term 2020 were not inspections and did not change grades				Ofsted have not been undertaking inspections during the pandemic.			As at 31 March 2020, 84% Enfield State funded Primary Schools - including Academies judged as Outstanding (15%) and Good (69%); below London average of 94% and England 88% 2018/19: 84% 2017/18: 85% 2016/17: 94%
Percentage of 16-17-year olds not in education, employment or training (NEET) AND Not Known (NK)	3%	4%	5.6%	2.7%	2.8%	5%	5%	2.8% Represents the total 1.3% NEET (112) and 1.5% not known (135), out of the 8,931 16-17-year-old cohort. NEET - 40 Female, 72 Male <u>Snapshot of NEET by current situation:</u> 69 (61.6%) Seeking employment or training, 13 (11.6%) Illness, 8 (7.1%) Teenage parents. NEET: England average = 3%, London = 1.8%, SN = 2.8% NK: England average = 1.9%, London = 1.6%, SN = 2%
Number of Education Health Care Plans (EHCP's) completed within 20 Weeks (Excluding exceptions)	66.4%	61.1%	41.8%	73.2%	78.4%	70.0%	70.0%	Q1 2021/22: 120 issued within 20 weeks out of 153 total EHCP's issued within the quarter

Deliver essential services to protect and support vulnerable residents

Adults

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Number of clients reviewed in the year (of clients receiving any long-term service)	14.7%	28.3%	38.5%	56.1%	15.8%	17.5%	65.0%	15.8% represents 623 of 3,949 clients receiving long term support having a review within the last year. This represents an improvement on Q1 2020 (14.7%). This is an area of focus for 2021-22.
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100%	100%	100%	100%	100%	100%	100%	Performance continues to be on target
Percentage of current clients with Long Term Support (LTS) receiving a Direct Payment	57.6%	56.5%	55.8%	54.5%	53.5%	58.0%	58.0%	1,603/2,999 Clients receiving Direct Payments (53.5%). We were the best performing local authority nationally when looking at 2019-20 performance for direct payments.
Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	19.2%	33.5%	45.5%	52.7%	17.3%	13.3%	53.0%	17.3% represents the second highest ever recorded Q1 figure for this indicator. In 2020-21, we achieved 52.7%, which is our highest ever recorded number for this indicator.
Adults with learning disabilities in settled	85.3%	84.7%	84.5%	84.6%	87.0%	83.0%	83.0%	87% of adults with learning disabilities known to ASC were in settled

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
	Value	Value	Value	Value
accommodation				
New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	51.6	94.2	150.3	186.2
New Admissions to Residential and Nursing Care 18-64 (per 100,000 population)	2.93	3.42	3.42	4.88

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
			accommodation at the end of Q1. This is a continued improvement on our 2020-21 figure (84.6%)
73.6	129.0	516.0	This represents 33 permanent admissions during Q1. The overall rate for 2020-21 was low due to all post hospital discharges to care homes being the responsibility of the NHS. As such, we expect numbers to increase this year as we return to normal practice, but still be within our overall target.
0.98	1.47	5.85	This represents 2 admissions during Q1

Children's Safeguarding

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
	Value	Value	Value	Value
Children looked after (CLA) per 10000 population (84,386) age under 18	46	44.7	44.2	46.4
Percentage of Children & Family Assessments for children's social care that were authorised within 45 working days of their commencement	92.3%	91.8%	91.2%	90.1%
No. of Children on a Child Protection Plan per 10,000 Children	26.3	31.2	31.1	30.5
Percentage Children Subject to a CPP for a second or subsequent time (within past 2 years)	9.8%	8.9%	8.5%	7.8%
YOS 029 Total number of Young People sentenced at Court that are given a Custodial sentence in the period	3	2	0	8

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
46.6	Data only Measure		46.6 Looked After Children per 10,000 (84,386 new population figure) 393 LAC as at the end of June, highest number since Feb 2020 (395) 43 cases with a disability (10.4%) 12-month average figure of LAC is 382/month; 394 for same period in 2020
89.3%	90%	90%	861 out of 964 completed assessments have been authorised within 45 working days of the assessment start date. The average duration for those authorised was 29.9 days. 77.7% assessments completed by the Social Worker within 35 working days, average duration for completion of 27.9 days.
32.8	Data only Measure		Rate of children per 10,000 (new under 18 population figures 84,386) with a Child Protection Plan: 32.8 277 total children on a CP Plan, 26 new plans and 21 cessations. 23 (8.3%) young people with a disability.
5.3%	Data only Measure		This indicator relates to children who have had a previous Child Protection Plan in the past two years. Of the 360 children who became subject to a CPP during the past 12 months, 19 had previously been on a CP Plan in the past two years. 43 (11.9%) children have had a previous CPP at some point in the past.
1	Data only Measure		1 out of 33 young people sentenced at court in Q1 were given a custodial Sentence (1 person was in May 2021)

Create healthy streets, parks and community spaces

Environment

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
	Value	Value	Value	Value

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		

Indicator
Percentage of inspected land that has an unacceptable level of litter

Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
Value	Value	Value	Value
zero cases	zero cases	0.5%	2.0%

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
To Be Finalised	3%	3%	Action to look to see whether we could have independent surveys and inspections carried out

Public Health

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users:	21.30%	21.20%	21.40%	22.00%	Quarter 4 is the most available data	20%	20.00%	Of the 912 "All drug users in treatment" 21.4% left treatment in a planned way from January 2020 to December 2020. Q1 data was not yet available at the time of writing this report.
New Baby Reviews completed (10-14 days after birth)	98%	99%	99%	98%	Quarter 4 is the most available data	95%	95%	Q1 data was not yet available at the time of writing this report. Contacts continued following changes in service delivery in response to Covid.
Substance Misuse: Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT)	87%	90%	92%	89%	Quarter 4 is the most available data	77%	77%	Q1 2021/22 data not yet available From April until the end of March 2021, 89% of all young people exiting treatment did so in a planned way which is equivalent to 102 young people and is above the National Average
Percentage of completed treatment within a month of diagnosis at Enfield Sexual Health Clinics	98%	98%	98%	98%	Quarter 4 is the most available data	90%	90%	Due to staffing issues within the Trust we are unable to report on this indicator for Q1. However, LBE is currently undertaking a full-service review of sexual health provision in the borough.

Priority 3: An Economy that Works for Everyone

Create more high-quality employment

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Business Start-Ups in Enfield	1,000	1,473	1,346	720	1748	Data only Measure		Number of start-ups across all sectors. The dominant industry for new businesses was again Wholesale & Retail Trade (including vehicle repair), followed by Construction and Real Estate Activities. Southgate ward was home to the greatest number of new registrations with 394.
Percentage of Adults with learning disabilities in employment	15.2%	15%	14.3%	15.7%	15.1%	16%	16%	129 adults with learning disabilities of 853 (15.1%) known to ASC are in employment. This is comparable to our Q1 2020-21 performance of 15.2%.

Indicator

Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
Value	Value	Value	Value

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
			The 2019-20 data placed Enfield 6th (out of 151) nationally for this indicator.

Enhance skills to connect local people to opportunities

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Apprentices Headcount	34	31	30	27	19	Data only Measure		This is the number of apprentices employed by Enfield Council

Develop town centres that are diverse, safe and inclusive

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Satisfaction with Leisure Centre Users (% of Positive and Neutral Assessments)	0%				59.8%	77%	77%	Fusion have changed their method of scoring customer satisfaction. Enfield Council is having some mystery shopping conducted on leisure centres to gain insight and customer feedback that can further inform. This will be conducted in September 2021. 850 users made an assessment in one or more of 10 categories (i.e. cleanliness, equipment, pool, group exercises). For Q1 there were: 508 neutral / positive (59.8%), 342 negative (40.2%) New target to be set.
Number of Visitors to the Active Enfield Programme (Young People)	0	0	0	394	374	Target to be set. Covid 19 has impacted awaiting further details of opening to set suitable target		Q1: All virtual attendances for online classes during lockdown.
Number of Visitors to the Active Enfield Programme (Older People)	0	0	180	0	1,175	Target to be set. Covid 19 has impacted awaiting further details of opening to set suitable target		Q1: All virtual attendances for online classes during lockdown.
Leisure Centre - overall attendances	0	28,118	48,417	0	105,388	Target to be set. Covid 19 has impacted awaiting further details of opening to set suitable target		Leisure centres could partially re-open with Covid restrictions and reduced capacities on 19 April 2021.

Craft a cultural offer for Enfield to support London's status as a world class city

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Participation in Council Led Arts Activities	14,474	45,020	43,115	8,913	Awaiting Q1	Target to be set. Covid 19 has		All venues closed the public following 3rd lockdown. Dance academy for

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
					Data	impacted awaiting further details of opening to set suitable target		professional dancers continued at Millfield House, Filming for online shows at Millfield Theatre. 2 BBC broadcasts of Antiques Roadshow took Forty Hall into the homes of over 11million people in January and March Total - 8,913 Millfield Theatre - 8,807 Dugdale Centre - 106 Green Towers - 0 Salisbury House - 0 Festivals and Events - 0

Cross Cutting Theme 1: A Modern Council

An empowered, responsive and happy workforce

Average Sickness Days

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Average Sick Days - Council Staff (rolling 4 quarters)	9.27	9.47	9.75	10.31	10.12	7.96	7.96	Annual sickness 1st July 2020 - 30th June 2021 Average sickness days per employee in each Department for this period Chief Executives: 4.9 days Resources: 7.7 days People: 9.3 days Place: 13.1 days Absence includes sickness relating to or due to Covid-19
Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.32	3.23	3.18	3.20	3.33	2.80	2.80	
Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	5.95	6.24	6.56	7.11	6.78	5.16	5.16	
Average Sick Days per FTE per Month - Chief Executive's	1.59	1.68	1.17	1.04	1.04	1.99	7.96	
Average Sick Days per FTE per Month - Resources	1.33	1.35	1.79	2.43	2.23	1.99	7.96	Reduction in Sickness Absence over Q1
Average Sick Days per FTE per Month - People	1.55	1.82	2.22	3.13	2.28	1.99	7.96	Reduction in Sickness Absence over Q1
Average Sick Days per FTE per Month - Place	3.82	3.51	3.42	3.61	2.54	1.99	7.96	Significant Reduction in Sickness Absence over Q1

Profile of Sickness Absence

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Annual Target	Notes
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	Value	Value	Value	Value	Value	Target	2021/22	
Long Term - Still Absent*: Number of employees who have a sickness absence of 28 days or more and is still absent	59	59	71	63	64	Data only Measure	Based on data as at 30.06.2021: Breakdown: CEX - 0; People - 17; Place - 33; Resources - 14	
"3+ Occasions in 3 Months": Number of employees who have had 3 or more periods of sickness absence in the last 3 months (regardless of duration)	86	76	63	93	91	Data only Measure	Based on data as at 30.06.2021 Breakdown: CEX - 5; People - 26; Place - 34; Resources - 26	
"5+ Working Days in 6 Months": Number of employees who have accumulated 6 or more working days of short term sickness absence (duration less than 28 calendar days) in the last 6 months	343	344	400	479	477	Data only Measure	Based on data as at 30.06.2021 Breakdown: CEX - 14; People - 155; Place - 194; Resources - 114	

Profile of Workforce

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Top 5% of Earners: Women		49.7%	50.8%	51.1%	51.1%	Data only Measure		Percentage of Top 5% of Salary that are Women
Top 5% of Earners: Ethnic Minorities		18.3%	19.1%	19.3%	19.5%	Data only Measure		Percentage of Top 5% of Salary that are Ethnic Minorities
Top 5% of Earners: with a disability		5.7%	5.5%	5.6%	5.6%	Data only Measure		Percentage of Top 5% of Salary that have a registered disability
Percentage of Staff in LBE Workforce from Black and Minority ethnic groups	33.4%	34%	34.3%	35.3%	35.6%	Data only Measure		35.6% of the workforce in Enfield are from Black and Minority ethnic groups

Accessible and efficient services

Library, Digital and Web

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Customer Satisfaction: Webchat	77.3%	84.4%	86.8%	86.1%	83.2%	85.0%	85.0%	Customer Satisfaction remains high but just below the 85% target.
Enfield Website: Total Users for the Month	114,739	196,957	277,833	365,494	563,916	250,000	1,000,000	
"Enfield Connected" - Sign Ups: Residential (Overall Cumulative Total)	161,665	167,692	172,425	179,255	184,770	Data only Measure		Cumulative total at the end of each quarter.
Enfield Library Visits	0	53,715	49,913	58,477	105,750	Data only Measure		Last 3 months has seen a 200% Increase in Visits April - 28,067 May - 37,193 June - 40,490
Issues plus renewals - All Libraries	20,097	25,126	62,640	76,051	141,573	Data only Measure		Last 3 months: April - 37,125 May - 46,237 June - 58,211
Digital - E-Newspapers Issues	105,881	112,028	120,185	160,462	122,351	Data only Measure		Last three months:

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
								April - 48,817 May - 47,571 June - 25,963
Digital - E-Book Issues	9,018	9,004	8,112	9,501	8,901	Data only Measure		Last three months: April - 3,101 May - 3,048 June - 2,752
Digital - E-Audiobook Issues	6,180	5,808	5,624	6,446	5,999	Data only Measure		Last three months: April - 2,054 May - 2,094 June - 1,851
Digital - E-Comics and Magazines	7,424	7,584	7,268	6,263	3,167	Data only Measure		Last three months: April - 1,002 May - 1,166 June - 999

Telephones

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.7%	82.1%	84.3%	86.4%	75.2%	85%	85%	Customer satisfaction results have improved in July. Improvements have been made since June where analysis was undertaken to look at the lower scores. Any individual low scores, the team managers have spoken to the staff concerned which has seen improvements. Scores are calculated on not only the answering of the call but also when the call is transferred to the back office and whether there is a resolution to the customers query,
Gateway Telephones - Answer Rate	98%	94%	90%	90%	91%	85%	85%	The Answer Rate is now showing at 91% which is well above the 85% target
Gateway Telephones - Average Wait Time	00h 00m 34s	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 00s	00h 03m 00s	Average Wait Times continue to be positive and have improved since the last 2 quarters due to more staff taken on for the CRM project and cross training of council housing staff to take general calls as required.
Customer Services: Percentage of Calls Answered Within 5 Minutes	100%	96%	95%	93%	83%	90%	90%	Customer Services are in the middle of CRM training for staff and recruiting new staff to cover leavers, this has led to reduced staffing on lines, which will impact wait times. The Service will continue to move staff around to cover all different lines and f2f and webchat. We will cross train more staff to cover other areas to help provide support. We will continue to monitor daily to ensure customers are not waiting for long period of times

Financial Resilience and Good Governance

Complaints, MEQS, FOIs, SARS

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Initial Review Complaints - Council Overall (Percentage inside target)	78%	83%	80%	77%	84%	95%	95%	Q1: 363 of 434 Initial Review Complaints inside target: 84%.
All Departments - FOIs answered within 20 days	79%	86%	87%	84%	78%	100%	100%	Q1 2021/22: 306 of 393 (78%) within timescale for all departments. Q1 2020/21: 189 of 239 (79%) within timescale for all departments.
All Departments - MEQs closed within 8 days	78%	84%	89%	87%	77%	95%	95%	Q1 2021/22: 1,716 of 2,219 inside target (77%).
SAR Requests ALL DEPARTMENTS - Enquiries closed inside target of 40 days	77%	76%	89%	90%	86%	100%	100%	Q1 2021/22: 50 of 58 inside target (86%).

Income & Arrears

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Council Housing - Current Tenants: Total Arrears	£2,230,031	£2,054,903	£2,002,503	£1,796,125	£1,733,939	£2,300,000	£2,300,000	June 2021: Current tenant arrears: £1,733,939. June 2020: Arrears £2,230,031.
Percentage of Council Tax collected (in year collection) Combined	28.47%	54.61%	81.28%	93.99%	28.84%	28.47%	95.00%	End of June collection rate 28.84% - (50,867,235 collected / 176,401,032 net debit). Current target of 28.47% represents actual collection rate at June 2020.
Percentage of Business Rates collected (in year collection)	21.26%	41.82%	73.35%	86.32%	20.78%	Data only measure		End of June collection rate 20.78% - (20,489,035 collected / 98,583,833 net debit).
Percentage of Housing Benefit Overpayments recovered.	92.61%	92.34%	97.26%	95.98%	100.66%	83.00%	83.00%	2021/22: £1,718,668 recovered of £1,707,379 overpayments identified (100.66%).
Processing New claims - Housing Benefit (average calendar days - cumulative)	18.98	20.79	22.46	22.56	24.76	23	23	April 2021 to Date: 460 new claims / 11,389 days - Average 24.76. The increase in average days is due to increased demand.
Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	3.62	3.69	4.66	4.02	3.53	7	7	April 2021 to Date: 23,321 new claims / 82,339 days - Average 3.53.

Invoices

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Invoices Council Overall: Invoices Paid within 30 days	98.4%	97.6%	97.9%	98.3%	98.2%	100.0%	100.0%	YTD 98.2% - 18,586 invoices paid inside 30 days from 18,933 paid.
CEX Group: Invoices Paid within 30 days	96.2%	97.3%	98.1%	99.4%	95.0%	100.0%	100.0%	YTD 95% - 512 invoices paid inside 30 days from 539 paid.
People Group: Invoices Paid within 30 days	98.5%	97.5%	97.9%	98.1%	98.4%	100.0%	100.0%	YTD 98.4% - 12,845 invoices paid inside 30 days from 13,058 paid.
Place Group: Invoices Paid within 30 days	98.1%	97.7%	97.7%	98.5%	98.8%	100.0%	100.0%	YTD 98.8% - 3,787 invoices paid inside 30 days from 3,833 paid.
Resources Group: Invoices Paid within 30 days	98.3%	97.2%	97.9%	98.5%	95.9%	100.0%	100.0%	YTD 95.9% - 1,442 invoices paid inside 30 days from 1,503 paid.

Payment Cards								
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Total Number of P Card Transactions Not Reviewed by the Cardholder	New KPI				172	Data only		Department split as follows: CEX – 1 People – 110 Place – 52 Resources – 9
Total Number of P Card Transactions Not Approved by the Approver	New KPI				450	Data only		Department split as follows: CEX – 2 People – 280 Place – 120 Resources – 48.
Total Number of P Card Transactions with No VAT Receipts Uploaded	New KPI				97	Data only		Department split as follows: CEX – 1 People – 45 Place – 33 Resources – 18

Traded Income								
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
All Departments - Gross Income (Actual)	£4,566,565	£10,491,353	£16,237,591	£19,969,149	Information to follow for Q1. Targets being reprofiled			Information to follow for Q1. Targets being reprofiled
All Departments - Net Income (Actual)	£238,839	£874,598	£514,175	£2,276,601	Information to follow for Q1. Targets being reprofiled			Information to follow for Q1. Targets being reprofiled

Working in Partnership								
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Library - Volunteer Hours	0	0	0	0	0	Data only Measure		This has been impacted by the pandemic

Cross Cutting Theme 2: Climate Action								
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Climate Action - Percentage reduction in Carbon Emissions (Corporate tCO2e)	As of March 2020 - 0.9% represents the reductions between 2018/19 (21,908 tCO2e) and 2019/20 21,692 tCO2e (0.9% reduction)				Annual KPI (March 21 outturn to be shared shortly)			Relates to Council direct emissions (Scopes 1 and 2). 0.9% represents the reductions between 2018/19 (21,908 tCO2e) and 2019/20 21,692 tCO2e (0.9% reduction) Target is based on a flat line trajectory of 7.3% reduction per annum to 2030,

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21
	Value	Value	Value	Value
Climate Action - Emissions per employee (tCO2e per FTE)	As of March 2020 - 6.6 (Annual KPI – 19/20 outturn reported for first time)			
Residual Waste Per Household (kg)	149.9 kg per h/h	286.2 kg per h/h	416.1 kg per h/h	550.1 kg per h/h
Percentage of household waste sent for reuse, recycling and composting	32.6%	34.8%	33.5%	31.9%

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
Annual KPI (March 21 outturn to be shared shortly)			which does not reflect likely delivery given a range of external factors, including current availability and cost of related measures. Updated emissions trajectory based on milestones in the Climate Action Plan is being prepared as part of the Year 1 progress report.
No Q1 Data available	150 kg per h/h	600 kg per h/h	PROVISIONAL DATA FROM WASTE DATA FLOW FOR Q4 @ 27.7.21 Q1 - 149.9kg per h/h Q2 - 136.3kg per h/h Q3 - 129.9kg per h/h Q4 - 134.1kg per h/h Further information can be found in Appendix 2
No Q1 Data available	37%	37%	PROVISIONAL DATA FROM WASTE DATA FLOW FOR Q4 @ 27.07.2021 Q4 - 31.9% Further information can be found in Appendix 2

Cross Cutting Theme 3: Fairer Enfield

Indicator	End March 31 st 2018	End March 31 st 2019	End March 31 st 2020	End March 31 st 2021
	Value	Value	Value	Value
Gender Pay Gap: difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings; Mean Hourly Rate	4.5	3.9	2.6	1.8
Gender Pay Gap: difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings; Median Hourly Rate	-2.9	-6.1	-3.1	-3.2

Q1 2021/22		Annual Target 2021/22	Notes
Value	Target		
Next data release 31 st March 2022			In summary the gender pay gap in terms of average (mean) Pay has reduced again from 2.6% to 1.8% following the trend over last 4 years
Next data release 31 st March 2022			Females have a higher rate of median pay than Males. Data us update as of 31st March of each year

Cross Cutting Theme 4: Early Help

Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Community Hub Covid19 Financial Advice Calls		301	1,066	1,637	409	Data Only		
Community Hub Covid19 Food Calls		222	765	1,379	441	Data Only		
Community Hub Covid19 Isolation Calls		177	386	732	355	Data Only		
Community Hub Covid19 Other Advice Calls		378	887	401	201	Data Only		
Number of Housing Advice Cases	908	957	693	619	782	Data Only		
Community Hub Covid19 Total Calls		1,078	3,104	4,337	1,787	Data Only		
Total amount of DHP paid out	£795,798	£1,436,192	£2,100,643	£3,182,557	£856,918	Data Only		
Financial Assessments -Percentage completed within 21 days	87.5%	89.8%	89.2%	89.1%	91.3%	95%	95%	Q1: 484 of 530 assessments completed within 21 days (91.3%) Improvement for 21/22 compared to 20/21 due to focussing more resources on these claims and working with ASC to make sure referrals for a financial assessment are made quicker.

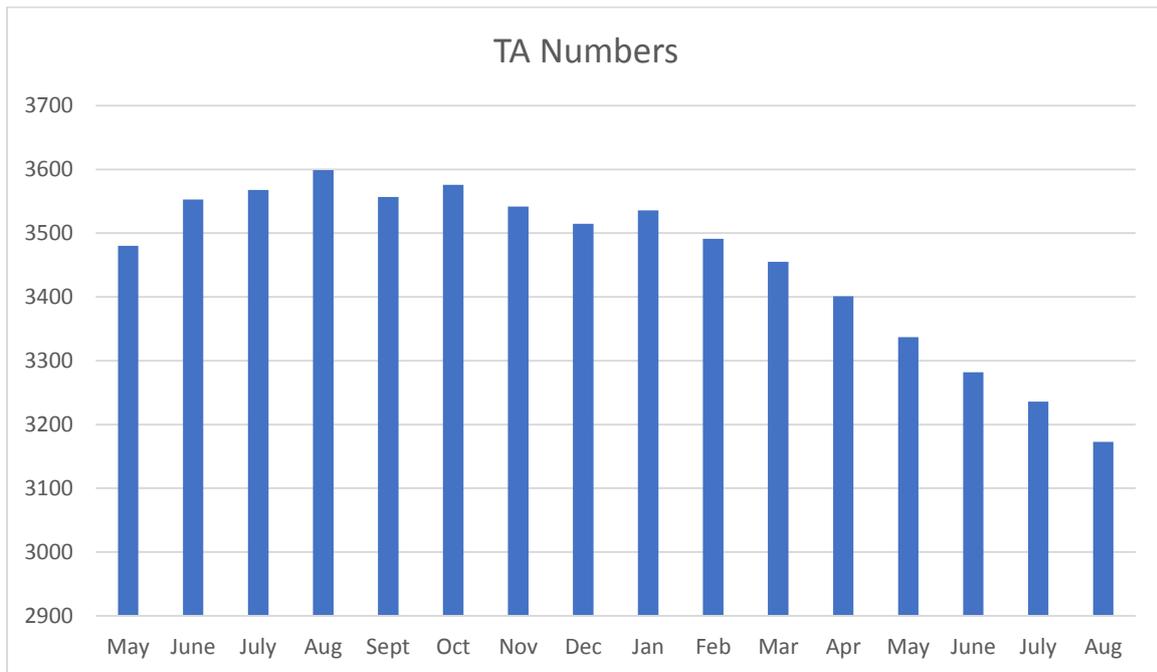
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Action Plan Subject: Temporary Accommodation

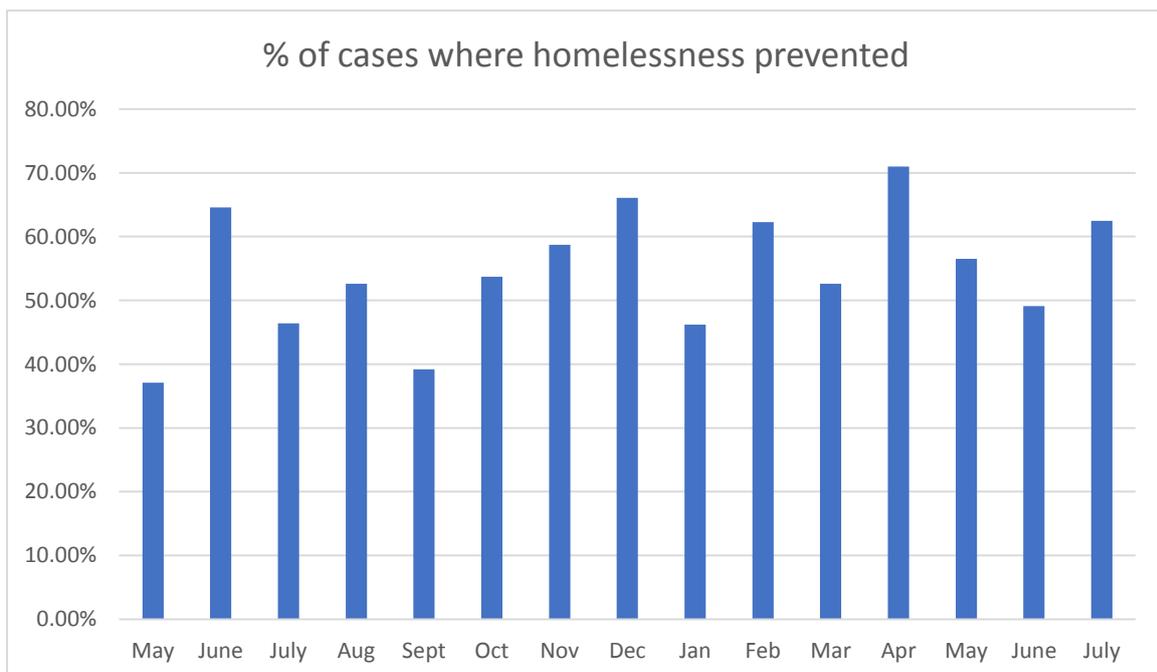
Lead Director: Executive Director Place

Total Numbers

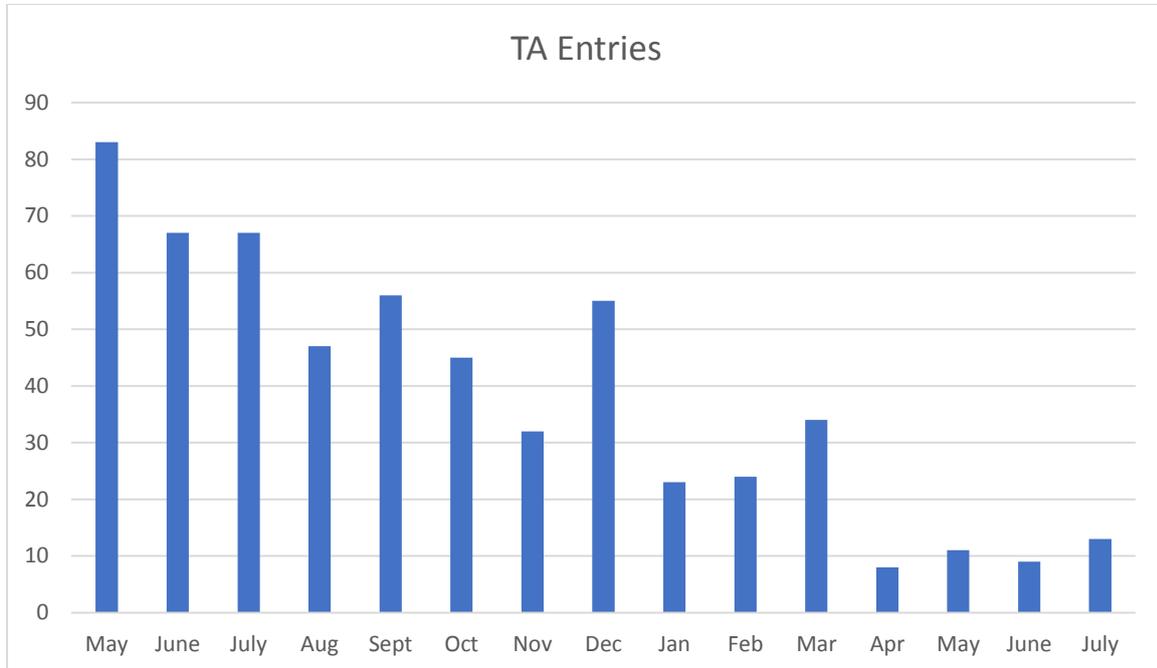
Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. We are on track to deliver on a target of 2691 households in temporary accommodation by year end.



TA Prevention

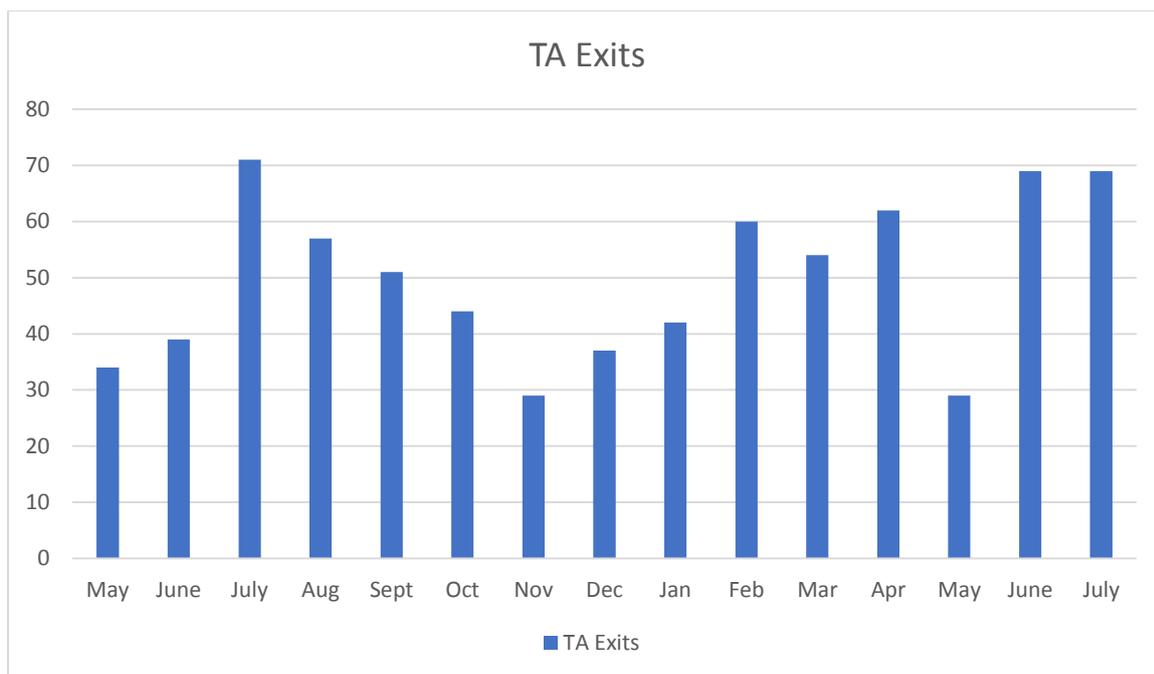


Prevention activity from has continued to be at a higher rate. Prevention of homelessness includes households where we have moved them directly into alternative privately rented. This is therefore a reflection of both the prevention activity and an increased focus on PRS procurement. This is reflected in the reduced numbers of households entering temporary accommodation.



TA Exits

The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. As the Covid restrictions are lifted the numbers of people leaving temporary accommodation are increasing. The Sustainable Housing Team is working with residents to assist them in securing privately rented accommodation, using the Allocations Scheme and 'Find Your Own Home' to incentivise people to move.



The main obstacle to moving households out of temporary accommodation is staffing as residents need to be supported through this process. The Move On Team in Sustainable Housing is currently operating at well below capacity but we are in the process of onboarding 7 new members of staff. This will enable us to increase the support to households moving out of temporary accommodation.

Covid Emergency Accommodation Update

The funding for Everyone In came to an end in June 2021. We have secured money for move on accommodation from the GLA for 72 people. We have 20 people still in emergency accommodation.

No Recourse to Public Funds

Our legal ability to offer support to single people with no recourse to public funds ended in June when the Covid measures were lifted. Earlier in the year we have over 90 people in this position and by June had managed to resolve the immigration status of most people. This left us with a cohort of 26 people in emergency accommodation. By the end of June, we had resolved a further 14 cases and the remainder were issued with notices to quit following an intensive round of checks on vulnerability, care needs and offers of voluntary repatriation. As at the end of June, two people with no recourse to public funds were accommodated and they were housed in the Somewhere Safe to Stay Hub.

Transformation Programme Update

Outreach

The Outreach Team cover all our prevention activities.

The new service Launched in October 2020 with a skeleton staff. Despite this successful prevention activities rose from 39.2% in September to 70% in April. Recruitment to front line roles is ongoing and staff are being onboarded in tranches to ensure continuity of service.

Work is underway to set up the Floating Support Team. Agreement has been reached with Adult Social Care for the Riverside staff to be collocated with the new team to enable a more coordinated approach to floating support.

Sustainable Housing

The Team cover four key areas:

- Residents in Temporary Accommodation
- Domestic Abuse & Safeguarding
- Duty to Refer and Discharge from institutions
- Street Homelessness

Managers have been appointed for each core area. Recruitment is now being completed for the front-line staff.

Market Management

This team brings together the procurement and management of properties into a single team. The restructure is complete, and the remaining vacancies are being recruited to. This includes better management of our nightly paid portfolio to improve the quality of accommodation.

Future Pressures

The impact of Covid cannot be underestimated. As the lockdown measures are lifted, we are seeing an increase in the number of people approaching us for help. Budget provision has been made for a 20% increase in cases. This is particularly relevant for PRS evictions where landlords have been prevented from evicting their tenants.

The number of new cases rose dramatically in April following the end of the last lockdown. Cases have been increasing since May, driven by the lifting of the ban on evictions. The success of the service has been in intervening to ensure that people do not need to go into emergency accommodation and in assisting those in emergency accommodation to secure privately rented.

In June 58 households presented as homeless on the day and July saw another 60 households presenting as homeless on the day. Despite this we successfully managed to keep the majority in their existing accommodation rather than moving them into temporary accommodation.



Twelve Point Plan

The impact of Covid and successive lockdowns have impacted on our ability to deliver against the previous nine-point plan. This was drawn up at the end of the first lockdown. We have a new twelve-point plan in place to accelerate reductions in our use of temporary accommodation. We are conscious that the original five-year business plan was drawn up before Covid and that this means that the service will have a significant overspend even if the ambitious targets for reducing the use of temporary accommodation are met this financial year.

We have carried out a review of our five year business plan based on our experience over the last year. This will be presented to a future Cabinet meeting for approval.

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

Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

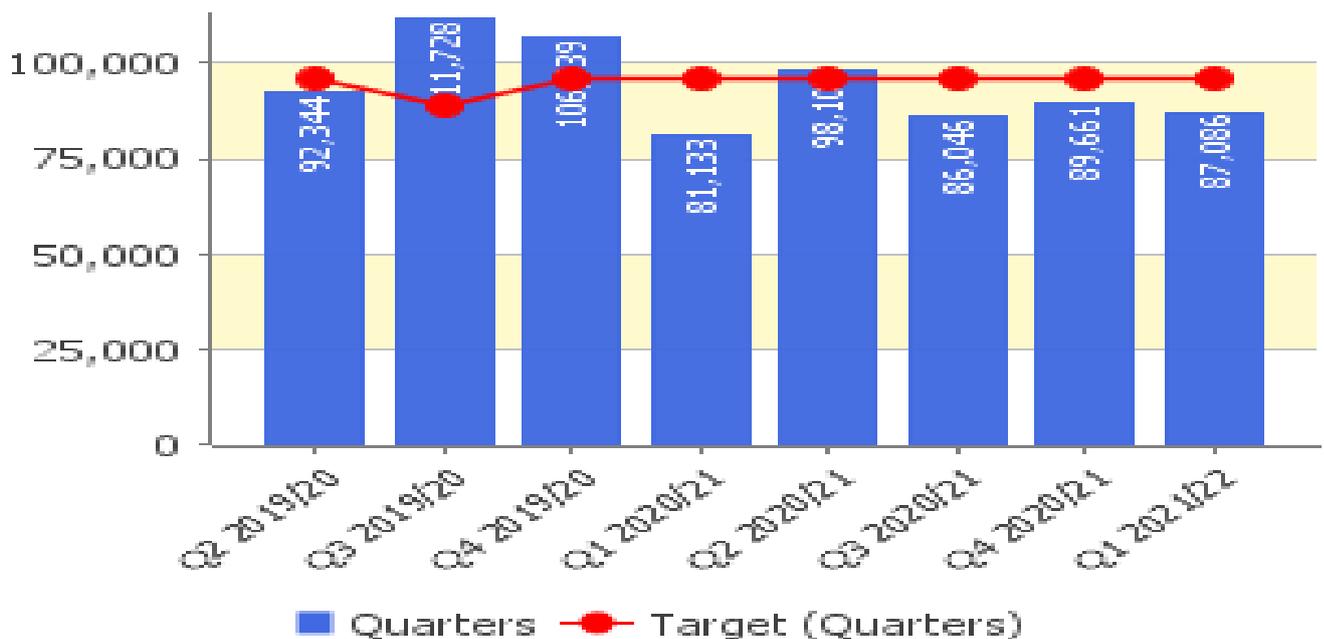
Call answer rates and wait times are determined largely by demand variances, specifically the volume and length of telephone calls

Current performance is below.

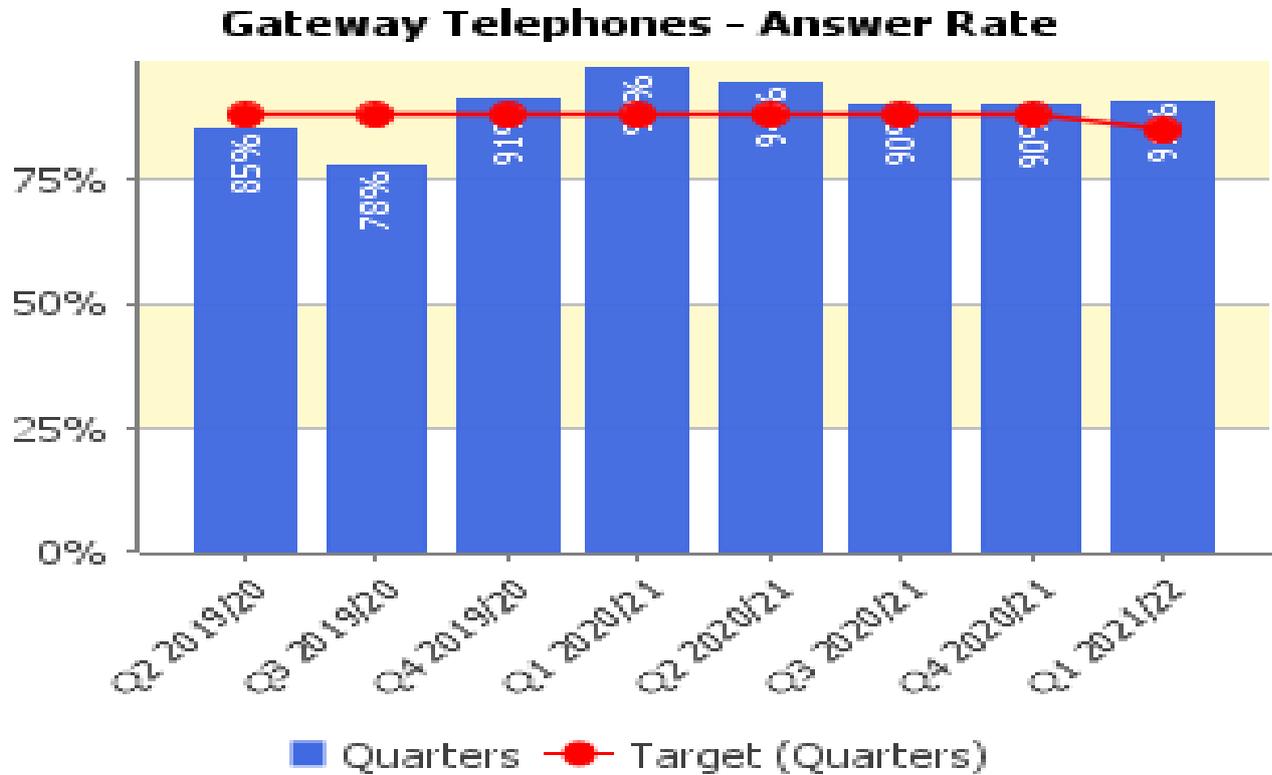
Indicator	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	
	Value	Value	Value	Value	Value	Target
CE 007 Customer Satisfaction: Webchat	77.3%	84.4%	86.8%	86.1%	83.2%	85.0%
CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.7%	82.1%	84.3%	86.4%	75.2%	85%
GWH 002 Gateway Telephones - Answer Rate	98%	94%	90%	90%	91%	85%
GWH 003 Gateway Telephones - Average Wait Time	00h 00m 34s	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 00s
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	100%	96%	95%	93%	83%	90%

In terms of Call Volumes there was a decrease of 2900 calls between Quarter 4 and Quarter 1.

Gateway Telephones - Volume of Calls

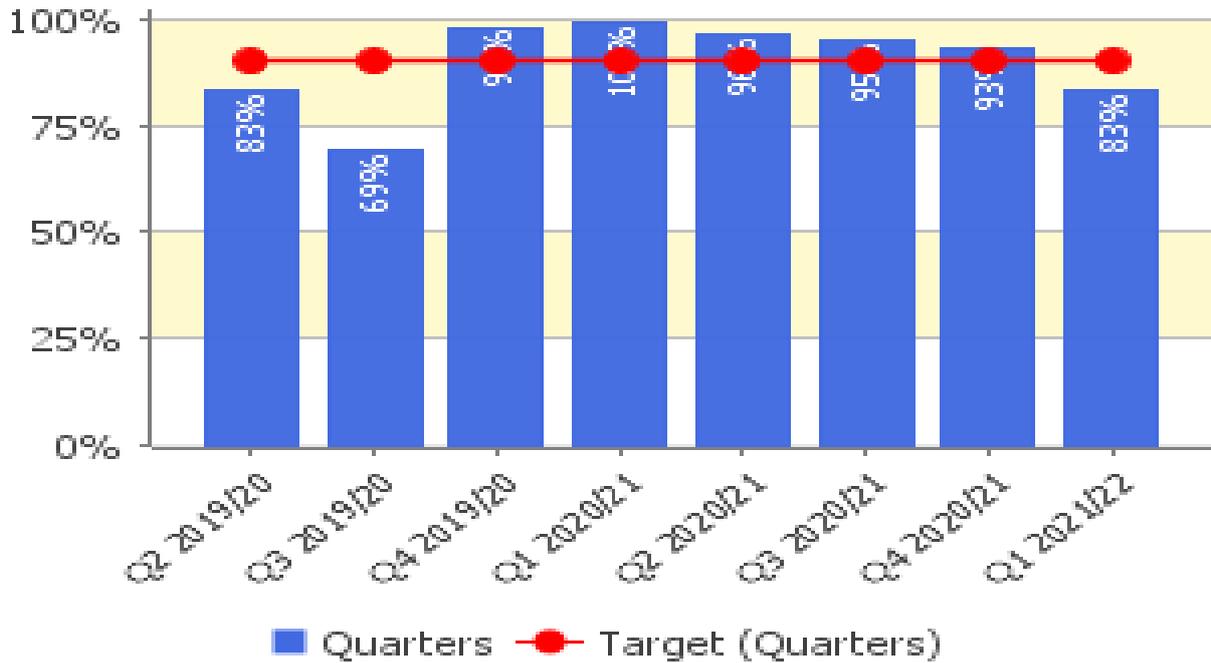


The Answer Rate is now showing at 91% which is well above the 85% target



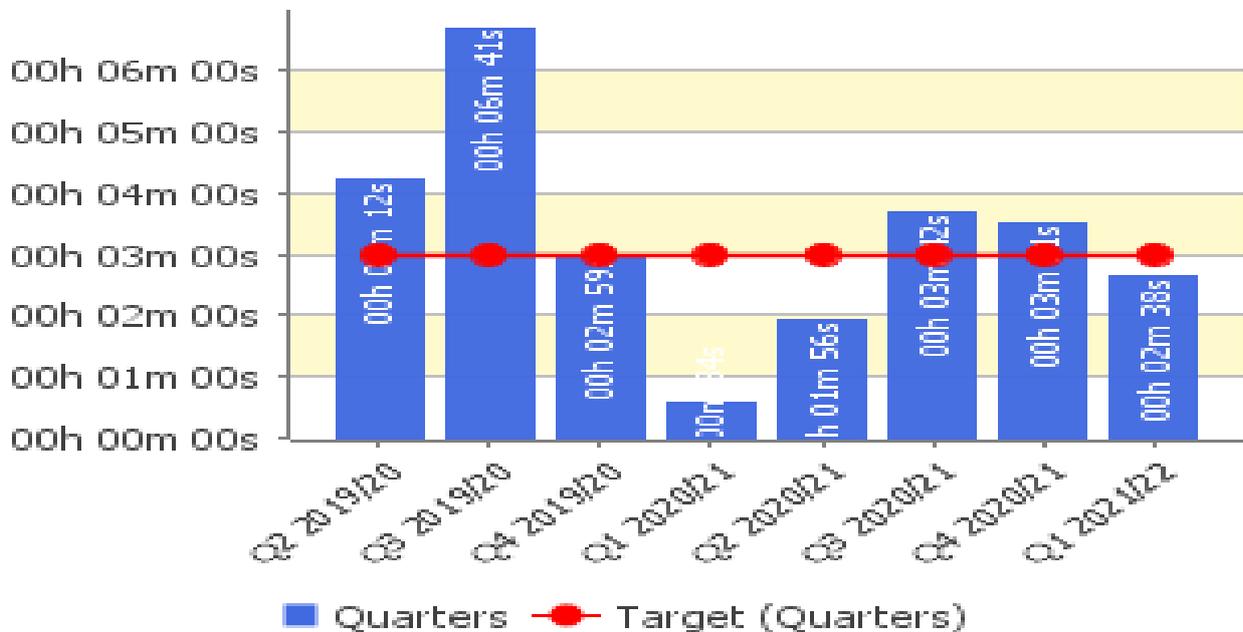
83% of all calls were answered within 5 minutes which is below the 90% Target. The reason for this is that we have had new staff to be trained, and we are confident that next quarter will see this performance back on target as it was last year.

Customer Services: % of Calls Answered Within 5 Minutes



Average Wait Times continue to be positive and have improved since the last 2 quarters due to more staff taken on and cross training of council housing staff to take general calls as required.

Gateway Telephones - Average Wait Time

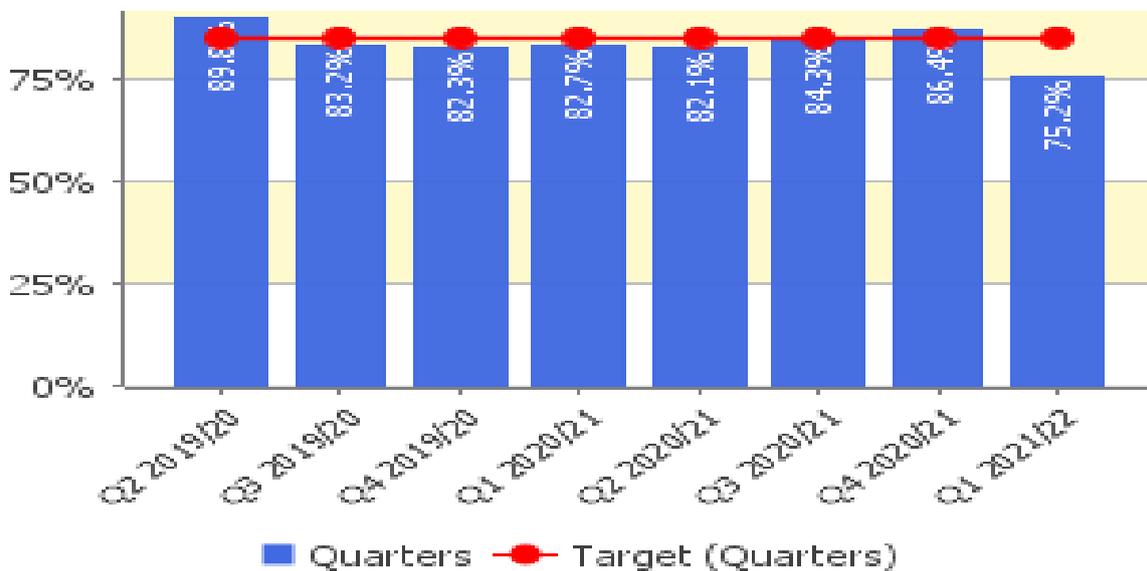


Customer Satisfaction with Webchat continues to be high and is now at 86%.



One area that has seen a downturn in performance is customer satisfaction on telephony which has fallen to 75.2% - a big drop from Q4 last year when it was above the target rate. This overall customer satisfaction rating is derived from data on two specific services. We are working with those specific services to rectify the reasons for customer dissatisfaction, which is also mirrored by increased waiting times for these two services (despite the overall good average wait time recorded above). Customer services are also increasing emphasis on call monitoring to establish training needs.

Customer Satisfaction: Telephone Advisor 'Professional' Rating



Covid-19 Related Support Work

The Community Support Line which is accessible via the contact centre line #1000 (Option 7) recorded 1787 calls in Quarter 1 21/22 with levels of demand dropping as restrictions eased.

Action Plan Subject: Sickness Absence
Lead Director: Director of Human Resources & Organisational Design

Please note the following definitions for the purposes of this report.

FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.

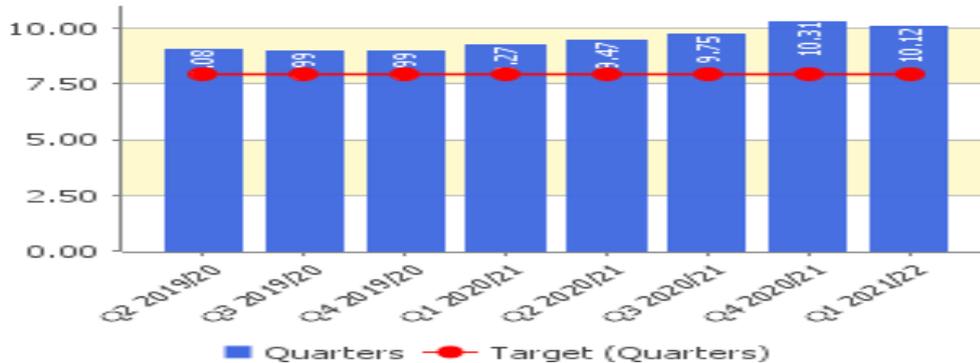
Average FTE Days: This is the number of FTE working days lost to sickness absence

Sickness absence includes sickness relating to or due to Covid-19 but not self isolation cases. 20% of Sickness in the April- June was related to Covid-19.

Compared to the same period last year sickness levels are lower in the CEX and Place Departments and higher in Resources and People departments

The rolling 8 quarters for sickness absence up to Quarter 1 (January – March 2021) is in the chart on the left-hand side. Current Council wide performance is above target with 10.12 FTE days being lost. The target is 7.96 FTE days lost which was the London average in 2018/19.

Average Sick Days - Council Staff (rolling 4 quarters)



Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)



Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)



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

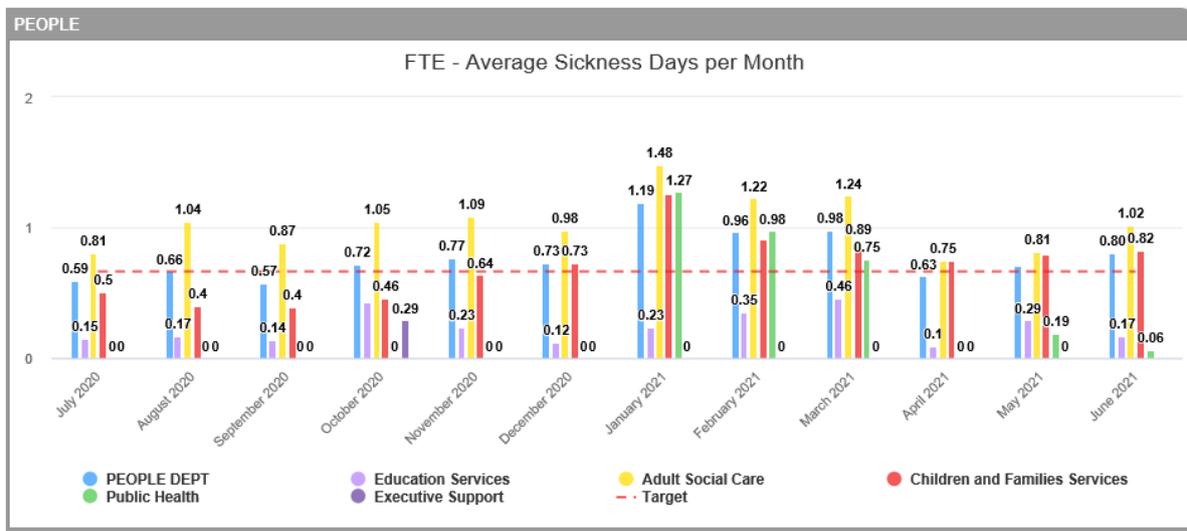
The Place Department did have higher levels of Covid-19 sickness absence during Q1, but it should be noted there are front line services within this department where officers cannot work from home as alternative to attending at work.

The Development Team appears to show a sharp rise in absence. This is a small team and therefore a small number of absence cases can result in a significant increase.

Within both Housing & Regeneration and Environment & Ops that previously had higher levels of sickness absence, the trend is now showing a gradual improvement. A number of interventions have been put in place to support sickness absence in these services, including sickness review boards and proactive management of absence cases supported by the HR Business Partner Team.

People Department

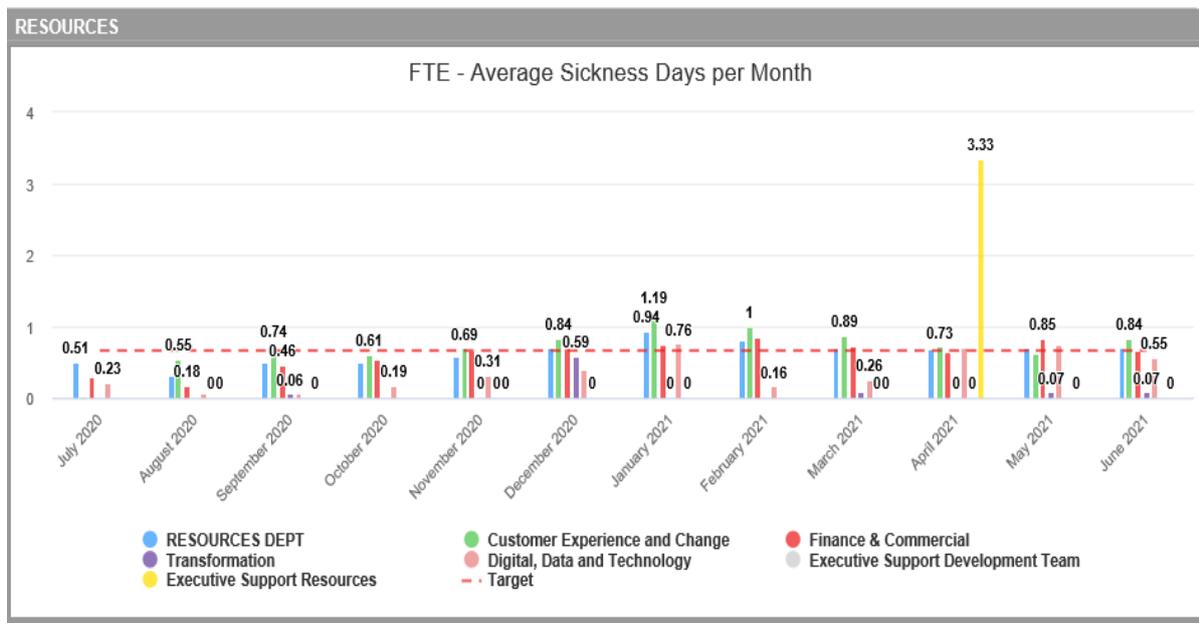
Sickness absence is monitored on a regular basis.



- The Directorate acknowledges the slight increase in sickness levels due to the transfer of IWE back in-house from June 2020. This can be evidenced in the overall increase in sickness absence in Adult Social Care since June 2020.
- The combination of a frontline workforce still required to work, and the consequences of the Covid-19 pandemic will have had a direct impact on the absence stats for the People Department. As frontline workers who have been working out in the community delivering services throughout the pandemic, they are at greater risk of contracting Covid-19 than staff who work primarily from home.
- The HR Team meet regularly with Directors and Head of services to address not only sickness absence but other issues across the teams.
- There are robust plans in place to address the overall absence levels across departments.

In addition, the departments will be reinstating the bi-monthly DMT meeting where overall sickness absence management is discussed

Resources Department



The Executive Support team appears to show a sharp rise one off rise in absence in April 2021. This is a small team and therefore a small number of absence cases can result in a significant increase of this nature.

Absence is monitored and reviewed and regularly discussed at management team meetings.

Absence reasons:

The top three absence reasons for this quarter are:

- Stress and Depression and Anxiety
- Other known causes
- Other musculoskeletal problems - exclude back problems- include neck problems

Action Plan Subject: Waste and Recycling

Lead Director: Executive Director Place

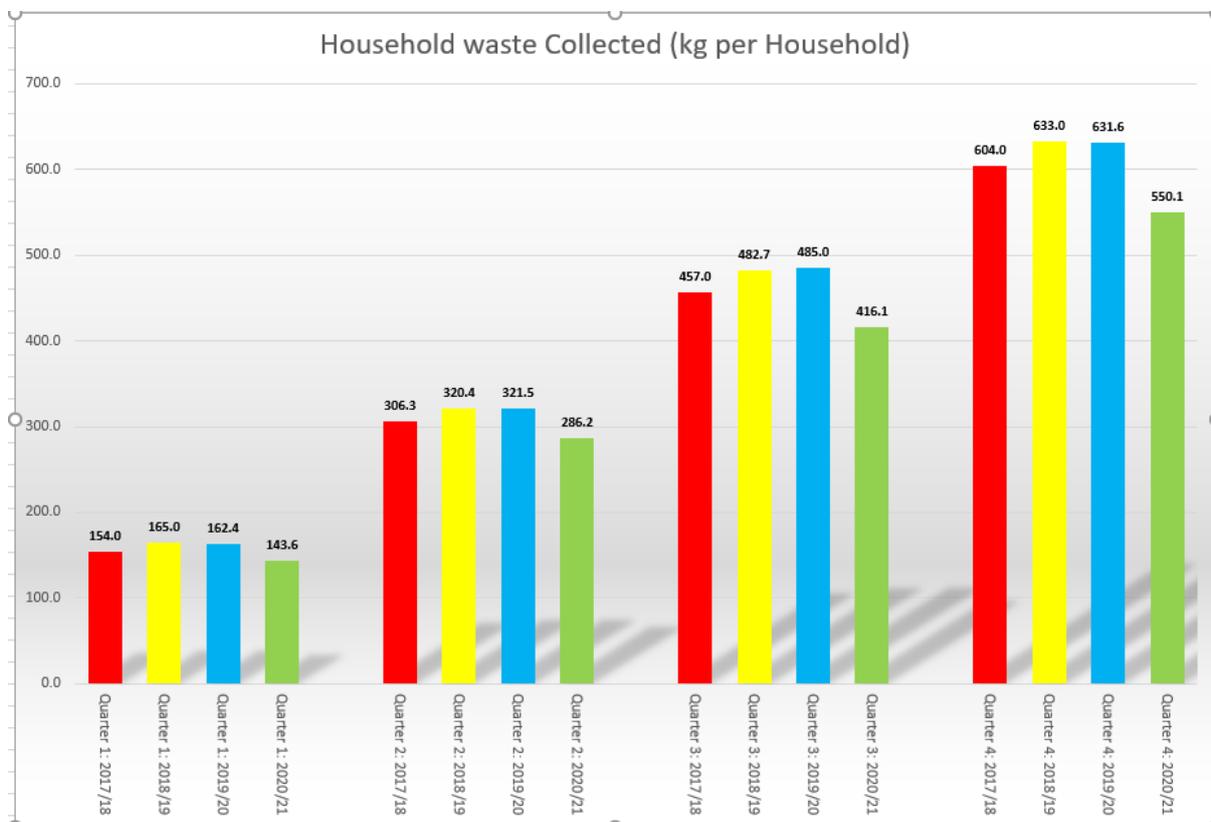
The amount of residual waste per household (known as NI191) and the percentage of household material sent for reuse, recycling and composting (known as NI192) is reported to Government through the system called Waste Data Flow and is available to the public once data verification is complete.

The process is that data is collected and verified by the London Borough of Enfield (LBE), North London Waste Authority and then Waste Data Flow. Data remains provisional until published which is generally around six months after the quarter.

Current Performance

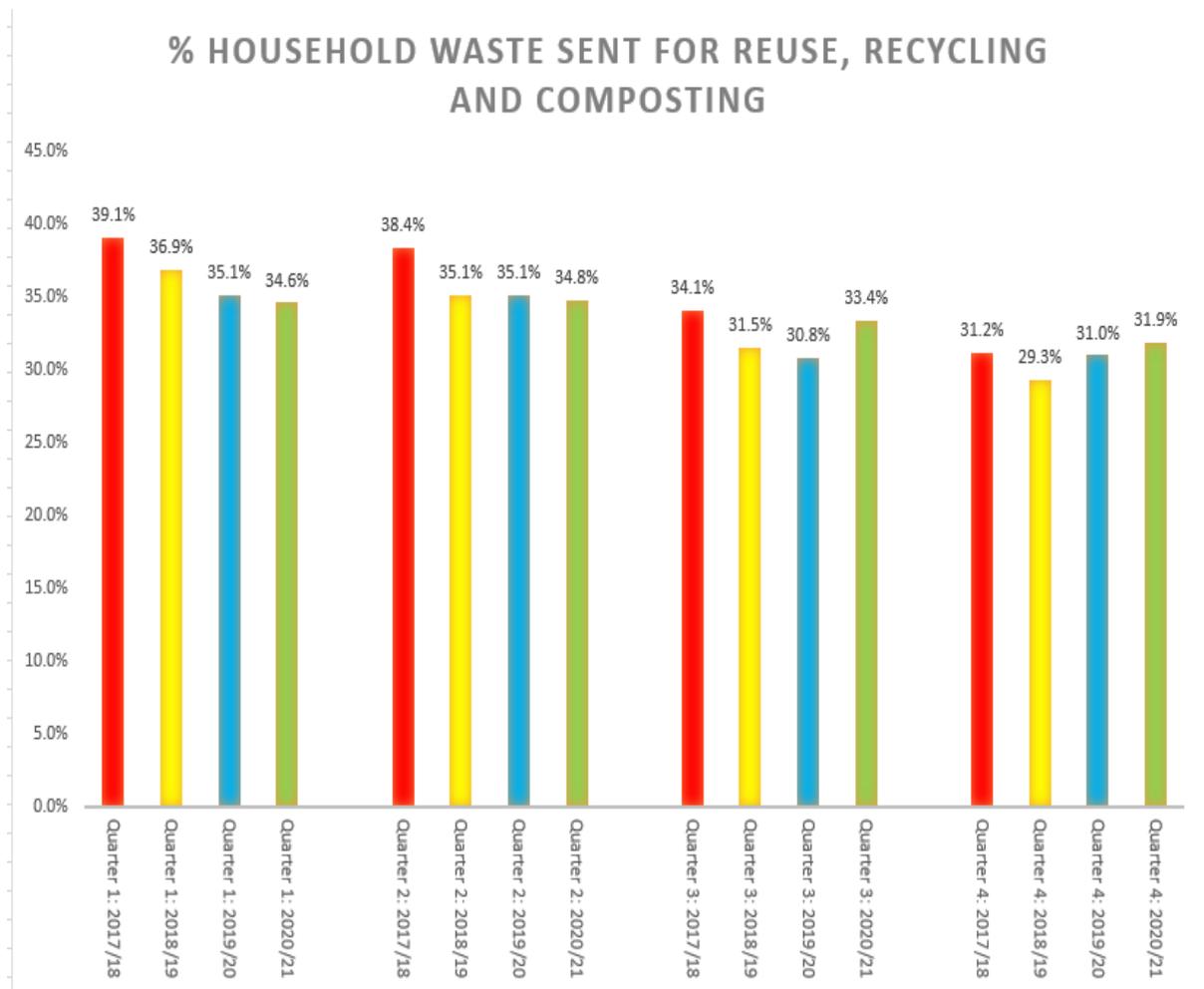
The most recent available data is quarter 4 (1 Jan 2021 to 31 March 2021)
Graph 1 shows household waste collected, kg per household – NI 191

Based on the data below, household waste collected, kilogram per household for Q4 showed a reduction from 631.6 kilogram per household in 2019/20 to 550.1 kilogram per household in 2020/21. This was after the waste service change commenced in March 2020.



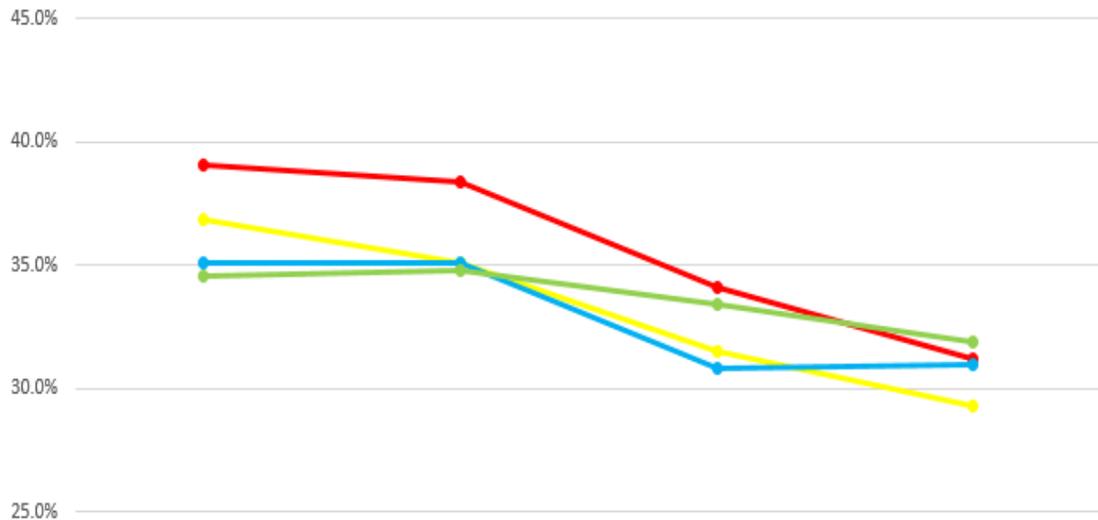
Graph 2 below shows the percentage of household waste sent for reuse and recycling and composting – NI 192

The percentage of household waste sent for reuse and recycling and composting was 31.9% percent which is an improvement compared to the previous year (30% percent)



After we introduced the waste service changes in Quarter 1 2020/21, we have seen the recycling rate stabilise and then increase slightly for the last two quarters of 2020/21 when compared to the same quarters for the previous year (2019/20).

Recycling Rate Trend Graph



	Quarter 1:	Quarter 2:	Quarter 3:	Quarter 4:
2017/2018	39.1%	38.4%	34.1%	31.2%
2018/2019	36.9%	35.1%	31.5%	29.3%
2019/2020	35.1%	35.1%	30.8%	31.0%
2020/2021	34.6%	34.8%	33.4%	31.9%

On-going Action Plan

On 2 March 2020, the second phase of the waste service change was implemented. The service changed from a weekly collection of refuse and weekly collection of dry recycling to alternate weekly collections. The plan was that once the physical/operational changes were embedded (normally 3-6 months e.g. June to Sept 2020) a series of behavioural face to face engagement and communications would then be deployed to support and change resident behaviour to increase recycling across the borough.

However, implementation of the service change was disrupted by Covid-19 and face to face and roadshow event behavioural engagement and communications were delayed.

Timescale for Improvement

These outreach programmes will be focused on four key areas:

Contamination at Kerbside – to improve the current quality of recycling from residents

- Borough wide marketing campaign running from 14th June 21 – 31st March 2022; remind residents what can/can't go in their recycling bin

Current Update:

- **28th June – 6th July:** identified areas that are regularly contaminating recycling bins from Monday, Tuesday and Wednesday rounds; total of 6,721 properties were covered under the project; recycling officers undertook face to face door-stepping on the day before collection day, inspected recycling, noted contaminant present in the bins. If the bin was contaminated, we door knocked and engaged with residents. Glance card on 'do's and don'ts' of recycling were delivered to all properties. 2,773 bins were found contaminated during the visits. The engagement rate was 15% for the total number of heavily contaminated bins.
- 26th July – rejection of contaminated bins commenced; bins were stickered advising of the items the bin is contaminated with and this has seen an improvement in the contamination rate recorded at our reprocessor.

Recycling at Kerbside – to increase the amount of material recycled

- 05th July-25th August– borough split in to 4 groups for targeted communications and face to face engagement: Category 1: Good Performers (waste minimisation – digital campaign) included 12,387 properties, Category 2: High Waste Producers (waste minimisation – door knocking) included 3,269 properties, Category 3: Poor Food Recyclers (target food recycling through door knocking and glance cards) included 3,999 properties and Category 4: Poor Performers (all recycling through door knocking and glance cards) included 12,449 properties.
- The total number of engagements on social media using Enfield Contamination Comms was 1,845; engagement using NLWA images was 9,397; and there were 98 engagements for 'Thanks for Recycling' message on Facebook.
- For face to face engagement all doors were knocked for Category 2, Category 3 and Category 4; glance cards with information on recycling and food recycling were dropped at all properties (19,717); the face to face engagement rate for these categories was 28%.
- Outcomes of these actions should be delivered in coming quarters

Recycling on Estates:

- June- August: trial on 3 estates using new reverse lid bins, clear messaging, and face to face resident engagement. We have engaged with residents at those sites before and during the trial to promote recycling. Weekly monitoring was conducted.
- The trial has resulted in an improvement in the quality of recycling collected from the trail estates due to less contamination
- 30 further estates to be identified and start mid-September

Schools:

- Refresh LBE website and create a school's toolkit on recycling
- Online workshops and hot topic sessions
- c.6 school roadshows to align with outreach targeted areas of poor performers
- Liaising with schools to have our first meeting to discuss the toolkit and to do after school road shows
- Conducting workshop for pupils with Enforcement team at Enfield Heights – date to be confirmed.

Improvement is expected to take place as Covid restriction are removed. Face to face and road show behavioural engagement and communications started in June/ July 2021 and will last until March 2022.

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

The charts below show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.

This covers the period (April 21-June 21) Quarter 1 of this financial year

The figures show consistency in performance at a challenging time of the pandemic when council business as usual has been interrupted. Performance is improving, as we are aware performance across these areas was directly impacted by the Covid Pandemic.

At the same time as an increase in performance, there has been an increase in MEQs, FOIAs and Complaints received, some of these resulted from large scale projects and consultations.

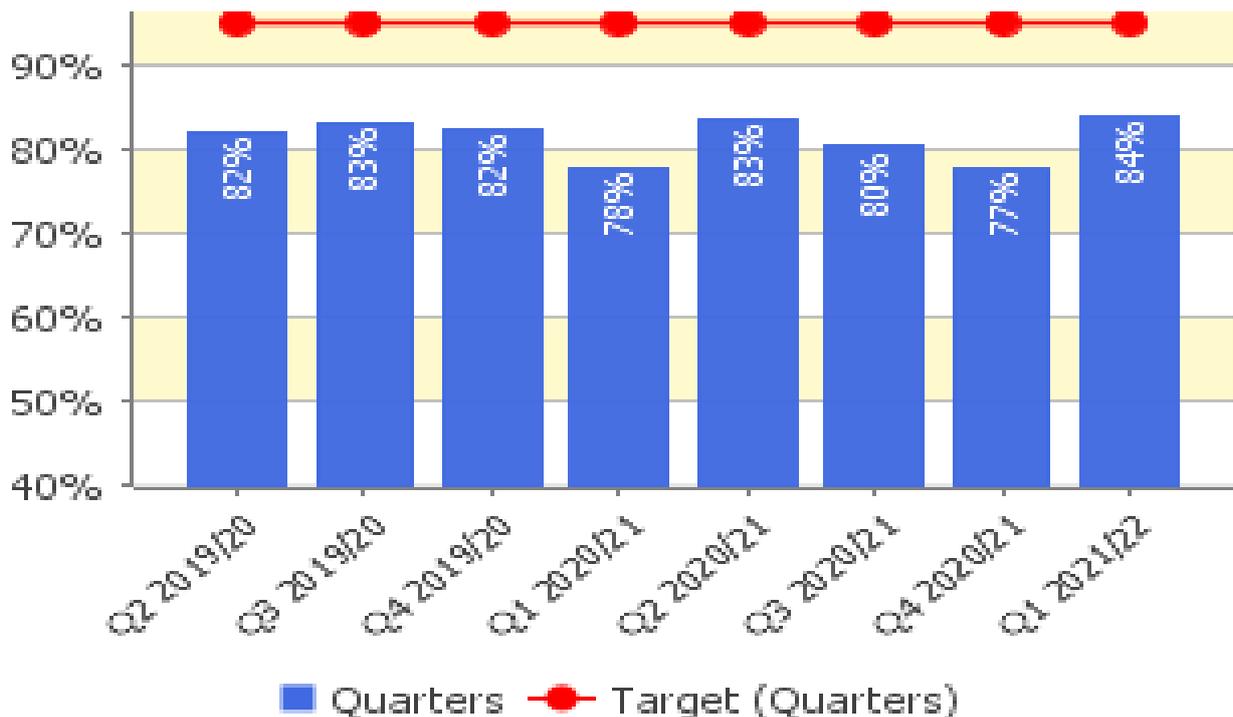
Improvements that have been made are that all heads of service now have access to Power BI (reporting tool to see all open requests), the profile and awareness of the Ombudsmen role in Complaints is being raised, a new system for recording complaints and requests for information is being worked on and the central team is enabling greater access to standard responses and templates

The team are continuing to work on new system and embed developments to enable better monitoring and working with New Heads of Services to ensure they understand their role and the role of the teams that will support and drive up performance.

Complaints: Complaints performance increased to 84% being resolved within timeframe in Quarter 1

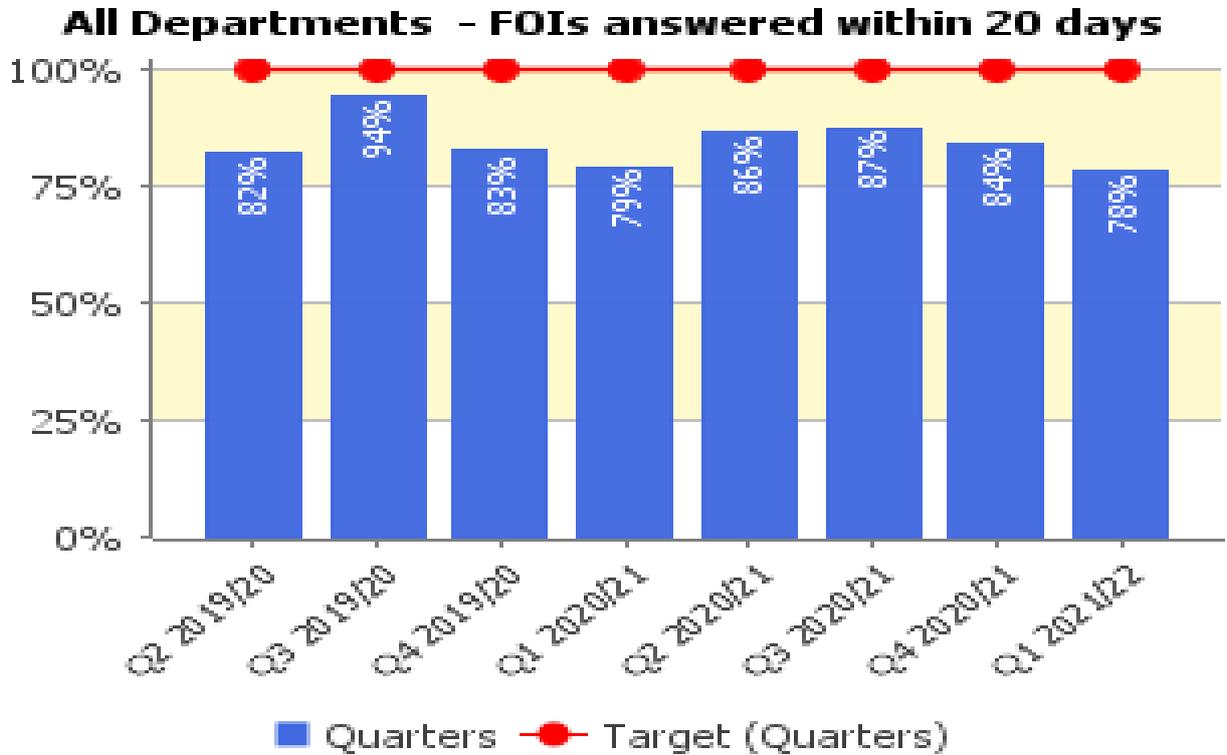
Actions and Next Steps:

Initial Review Complaints - Council Overall (% inside target)



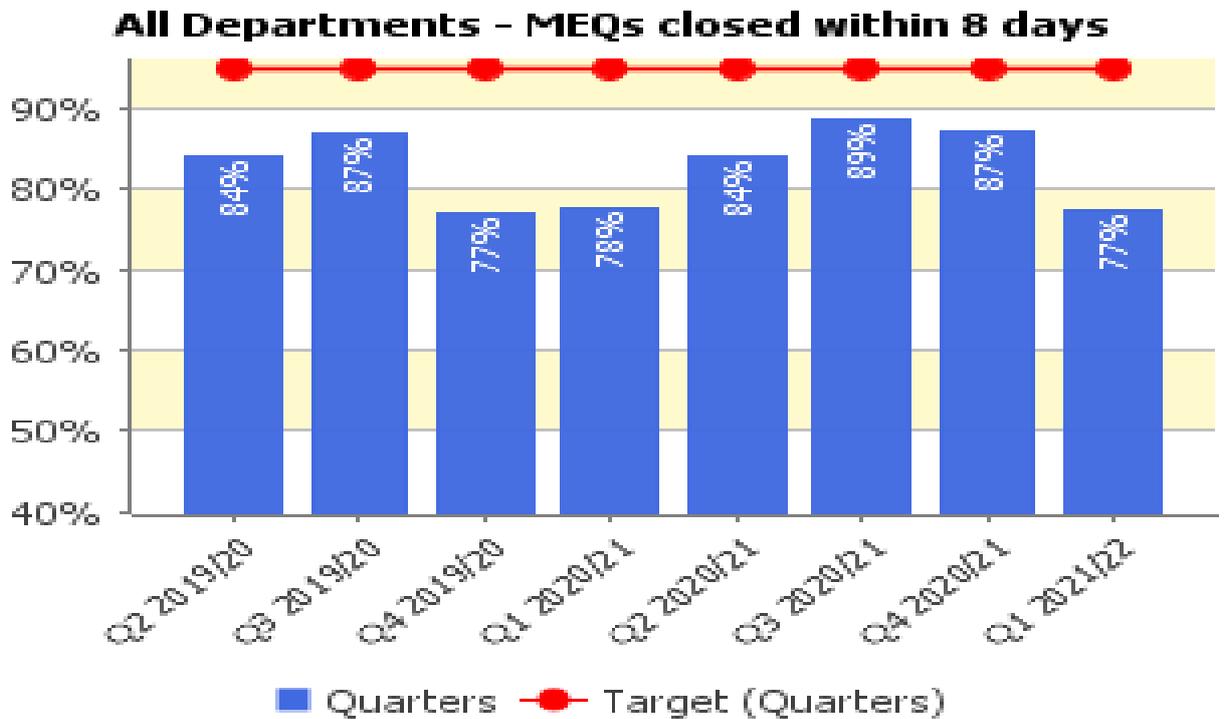
FOIS: For Quarter 1 for FOIs, performance was 78% below the 100% target. There is a decrease on Quarter 4.

Actions and Next Steps:



MEQS: In Quarter 1 performance was 77% answered in 8 working days against a target of 95%. This is a 10% reduction in performance from Quarter 4

Actions and Next Steps:



London Borough of Enfield**Cabinet****13 October 2021**

Subject: Medium Term Financial Plan 2022/23 to 2026/27 and Early Savings Proposals**Cabinet Member: Cllr Maguire, Cabinet Member for Finance & Procurement****Executive Director: Fay Hammond, Executive Director Resources****Key Decision: KD5337**

Purpose of Report

1. This report provides an update on the funding and spending assumptions set out in the Medium Term Financial Strategy 2022/23 to 2026/27 approved by Cabinet in July and brings forward early savings proposals to balance the 2022/23 budget.

Proposals

2. Cabinet is recommended to:
3. Note the late commencement of the 2021 Comprehensive Spending Review.
4. Note the timing of the implementation of Fair Funding and the Business Rates reset.
5. Note that the London Business Rate Pool will not be operating in 2022/23.
6. Note the funding and spending pressures set out below.
7. Approve early savings proposals of £4.966m set out in Appendix Three
 - £4.366m from efficiencies and,
 - £0.600m from income generation
8. Note the current forecast funding gap of £10.532m in 2022/23 and £44.161m across the medium term after taking the savings proposals into account.
9. Note the anticipated ongoing investment in Adult Social Care and Children's Services required to meet demand pressures.

Reason for Proposals

10. The Council has a statutory duty to approve a balanced budget for 2022/23 in February along with consideration of the finances over the medium term and the Council's reserves and balances. It is essential that there is a clear understanding of the anticipated income and expenditure flows for the

Council, despite the uncertainties, and for proposals for savings to come forward early to ensure full delivery from 1 April 2022 or indeed to also contribute to addressing the financial pressures in 2021/22.

Relevance to the Council Plan

11. The primary purpose of the development of the Budget and Medium Term Financial Plan is to direct resources to deliver the objectives set out in the Council's Corporate Plan:
12. Good homes in well-connected neighbourhoods;
13. Safe, healthy and confident communities;
14. An economy that works for everyone.

Medium Term Financial Strategy

15. Financial Resilience remains at the heart of the approach to delivering the 2022/23 Budget; this is set out in the Medium Term Financial Strategy agreed at Cabinet in July 2021.
16. There has been positive work on creating a more robust and resilient budget. Under resourced pressures have been addressed and unrealistic savings and income targets taken out of the Council's base budget, much of this work being driven through the Council's Budget Pressures Challenge Board.
17. The benefit of this work came through in 2020/21 when there was no repeat of historical service overspends and the Council was able to strengthen its balance sheet, increasing its Risk Reserve and setting resources aside for the ongoing pressures arising from the Pandemic.
18. The work on ensuring estimates are realistic continues through transparent reporting and openness to scrutiny supported by further Pressure Challenge Board sessions as well as robust monitoring of the delivery of agreed savings programmes.
19. The Council's budget gap is driven in the main through increases in demographic pressure and inflationary pressure which are not matched with increases in government funding. Over the last two years, the Council has invested in Children's and Adult Social Care to keep pace with the demographic pressures. This continues in 2022/23, a total of £6.3m general fund budget (£3.524m ASC and £2.790m Children's and Education) is required to meet pressures, net of efficiencies, as reported in this updated position.

Government Funding Announcements

20. There have been a number of announcements and updates on Government Funding across the summer. Of greatest importance is the timing of the Comprehensive Spending Review work which was delayed by the Parliamentary recess in July. The financial envelope for this review is expected in late September with the actual outcome due along with the Office of Budget Responsibility's (OBR) fiscal update on 27 October. Also of note and to be welcomed is that this will be a multi-year settlement covering 2022/23 to 2024/25, the first for three years. Local Government will be able to undertake some forward planning on funding with increased certainty. The economic context in which the review will be undertaken is at least

relatively more positive than earlier in the year. The economic data is improving, GDP (Gross Domestic Product) is rising – up 4.8% at the end of June 2021 on the previous quarter with most economists now of the view that the economy will have recovered to pre pandemic levels by the end of the fourth quarter. There had been speculation of £17bn of public sector cuts and the pressure for this is significantly eased.

21. On 7 September, the Prime Minister launched the Government's white paper on social care: "Build Back Better; Our plan for Social and Health Care. The key recommendation of the Dilnot Review back in 2011 is now progressing with an £86,000 cap placed on care costs, up on the £50,000 which could have been anticipated. There was an overall package of £30bn announced but the vast bulk of this, £25bn over three years, goes to Health to support the backlog on minor procedures, infection control and hospital discharge. The balance of £5.5bn over three years will be allocated to Adult Social Care, primarily to offset the cost of lost income from the increased cap.
22. The initiative is funded by a 1.25% premium on National Insurance which is ring fenced for care and which will collect £12bn nationally. This, of course, has an impact locally with an inflationary pressure on the Council's pay bill of £1.4m and pressure on supplier costs which could be in the order of £2m. It is currently unclear if this will need to be met by the Council or if Government resources will be forthcoming. These costs have been built into the 2022/23 budget.
23. Alongside the Build Back Better announcement Government have said, "We expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies". This does send a clear indication that the Spending Review in October will set an expectation on Local Authorities to increase Council Tax through the continuation of the Adult Social Care precept. This net pressure is reported as £3.524m as set out in the detail of this report.

Fair Funding

24. It is clear that the Fair Funding Reforms along with the Business Rates Reset and changes to the New Homes Bonus scheme are to be delayed to 2023/24 at the earliest, some four year later than originally planned. There is some speculation that it could be delayed still further beyond the new spending review period.
25. Any further delay to the implementation of the Fair Funding reforms is bad news for Enfield. There are a number of significant inequities built into the existing system which are expected to be resolved, including unwinding of the damping arrangements (equating to a current underfunding of £7m), Council Tax equalisation and proper recognition of public health requirements in the needs element of the formula. The Council will continue to lobby for implementation of the reforms at the earliest possible time.
26. The same applies to the Business Rates Reset and replacement of the New Homes Bonus (NHB) scheme. It is difficult to directly attribute housing growth to this NHB incentive which is an un ring-fenced grant and has been used to fund core services.

Economic Update

27. As well as the improved GDP numbers above the most significant economic news is the rising CPI. The August year on year increase was 3.2% as was widely expected with economic forecasters advising that the increases will continue into the autumn putting pressure on the cost of Council services. The most significant spikes have been in the construction sector over recent months with supply chain challenges possibly caused by both Covid-19 and Brexit and the impact is felt most in the Council's Capital Programme.
28. The inflationary pressures are likely to ease back to the Bank of England's target rate of 2% and hence the Monetary Policy Committee is likely to hold fire on any changes to the base rate. PWLB are, however, influenced by Gilt prices and the inflationary pressures will put some pressure on these over the forthcoming months before returning to current levels early in the new calendar year.

Review of Funding and Spending Assumptions

29. The Council launched its Medium Term Financial Strategy in July 2021 reporting a funding gap of £13.7m in 2022/23 and £42.7m gap across the medium term. Over the summer work has progressed on identifying savings proposals to address this gap and also on reviewing the underlying assumptions, especially in light of the Quarter One Revenue Monitoring and Capital Monitoring which were considered by Cabinet in September. This has now been updated to a budget gap of £52.486m as set out in Table One below.
30. Following the quarter one budget monitoring position, an assessment is being undertaken of the Covid-19 risks in the longer term which was also the subject of a paper to Finance & Performance Scrutiny Panel on 14 September. The pressures are in the order of £5.151m and are discussed later in this report. They are currently included in 2022/23 and will be underwritten from the £10m Covid-19 Reserve created for this purpose at the end of 2020/21 in the absence of any known future Covid-19 Government funding. The Covid-19 adverse financial implications are expected to persist beyond 2022/23 but at this stage remain difficult to accurately predict.
31. Furthermore, there are pressures in a number of areas of welfare support which have historically been met from a mixture of grants and reserves. These are also considered later in this report. In the short term they will continue to be supported from the Council's reserves.

Table One – MTFP Summary

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Funding	12.923	(5.319)	(6.357)	(4.477)	(3.021)	(6.251)
Spending	1.281	15.197	15.573	13.804	12.882	58.737
Gap	14.204	9.878	9.216	9.327	9.861	52.486
Savings						
FYE Savings *	1.294	(1.032)	(2.184)	(0.197)	0.000	(2.119)

New Savings Proposals	(4.966)	(0.300)	(0.940)	0.000	0.000	(6.206)
Savings	(3.672)	(1.332)	(3.124)	(0.197)	0.000	(8.325)
Remaining Gap	10.532	8.546	6.092	9.130	9.861	44.161

- *Year one full year effects is a pressure as there are some one off savings that have needed to be reversed out.*

32. Funding Assumptions

33. This is the area of greatest uncertainty and there is little to update on since the Strategy in July. The only change being the reinstatement of the £0.624m Lower Tier Services Grant which had been thought to be a one off in 2021/22 but is ongoing.

34. The current position is set out in Table Two below and the full detail in Appendix One.

Table Two – Funding Assumptions Changes

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
General Government Grant	0.000	0.000	0.000	0.000	0.000	0.000
Specific Government Grants	1.479	1.258	0.907	0.818	0.736	5.198
Covid-19 Grants	17.546	0.000	0.000	0.000	0.000	17.546
Business Rates	0.000	(1.000)	(1.500)	(1.500)	0.000	(4.000)
Council Tax Collection Rate	(1.290)	(0.667)	(0.685)	0.000	0.000	(2.642)
Council Tax Base	(0.682)	(0.682)	(0.682)	(0.682)	(0.682)	(3.410)
Council Tax rate increases	(2.958)	(3.029)	(3.198)	(3.113)	(3.075)	(15.373)
Council Tax Support (Covid-19 pressure)	(2.399)	(1.199)	(1.199)	0.000	0.000	(4.797)
Collection Fund	(0.700)	0.000	(3.188)	0.000	0.000	(3.888)
Use of Reserves	1.927	0.000	3.188	0.000	0.000	5.115
Total	12.923	(5.319)	(6.357)	(4.477)	(3.021)	(6.251)

35. Grants

36. The Multi Year Settlement announcement will be made as part of the Chancellor's Budget announcement on 27 October with the Local Government Settlement and the full detail to follow in the early weeks of December. An update will be provided in the December Cabinet report as there is insufficient information to even speculate at this stage.

37. There are a number of specific grants expected to reduce in 2022/23 causing pressure on the Council's overall finances and other than the Lower Tier Services Grant of £0.624m the assumptions on these remain unchanged. These include Homelessness Prevention Grant, Rough Sleeping initiative, Housing Benefit Subsidy and New Homes Bonus. This is a fairly prudent position to hold and there is some belief that Homelessness Prevention Grant may hold or even see a small increase.
38. There were two Covid-19 grants awarded for 2021/22 – general support of £10.534m and the Sales Fees & Charges Losses Compensation grant of £0.750m which were clearly announced as one off, and these are reversed out.
39. Local Taxation
40. Local Taxation is similar to the position on general grant it is too early to update assumptions in this area of funding at this point albeit there are positive signs coming through the Quarter One Revenue Monitoring 2021/22 reported to Cabinet in September.
41. Collection Fund
42. The Business Rates and Council Tax assumptions in 2021/22 were fairly prudent and this was in part due to the potential impact of Government announcements made after Council had approved the budget in early March. For Business Rates, assumptions had been made for a reduced take from certain sectors giving rise to an overall reduction of £4m but the subsequent extension of retail and leisure reliefs to the end of the first quarter could give rise to a better outturn position. For Council Tax, the recovery rate was marked down to 96% from a historical collection rate of 98% and the removal of the furlough scheme and timing of the economic recovery was likely to give rise to a significant surge in the cost of Council Tax Support. The extension of the furlough scheme to the end of September will very likely dampen the impact. It is fair to say that there is some expectation of a Collection Fund surplus at the end of 2021/22 which would provide a one off benefit to the Council's finances.
43. Business Rates
44. There was a forecast reduction in Business rates of £4m in 2021/22 with the assumption that there would be no recovery in 2022/23 and the return to the historical levels would take upwards of three years. This assumption is unchanged at this time.
45. In 2018/19 to 2019/20 a London Business Rate Pool operated which resulted in some additional funds to Enfield. However, it has been concluded for 2022/23 not to reconstitute the pan-London pool due to the financial uncertainty that means there cannot be sufficient assurance that the pool would be in surplus.
46. Council Tax
47. There are more elements to the Council Tax assumptions than Business Rates, but it is a somewhat less complex area to forecast. The Plan assumes a year on year increase up to the Government's threshold limit of 2%. The collection rate was reduced to 96% in 2021/22 and brought back to historical rate of 98% incrementally across 2022/23 to 2025/26, the assumed rate for 2022/23 being 97%. Current monitoring would suggest the

rate will recover more strongly than this, but it is too early to change the forecast at this point. Finally, the most difficult element to forecast, Council Tax Support, has put a significant pressure on the overall Council Tax take and there has been an increase in the early part of 2021/22 despite the extension of the furlough scheme. A full assessment will have been made in time for the December report.

48. Use of Reserves
49. The 2021/22 Budget was supported by the one off £1.927m use of the risk reserve and this is reversed out for 2022/23 at this time.
50. There was also £3.188m support per annum for three years from the Collection Fund Smoothing reserve to take up the shortfall on the Government's Collection Fund Loss grant – the Taxation Income Guarantee. The Collection Fund loss at the end of 2020/21 was less than originally forecast and the annual contribution from the Smoothing reserve has been adjusted accordingly.
51. The situation moved on due to the treatment of reliefs and the improving Council Tax performance. It is also important to remember that the opening balance of the Collection Fund Reserve has been inflated by £12.8m of Covid-19 reliefs. Business rate deficits will be offset by the resources received by Central Government for the previously mentioned Covid-19 reliefs and taxation losses and from resources put aside in the Collection Fund Reserve by the Council to smooth out year to year variability on Collection Fund income.
52. Spending Assumptions
53. Spending assumptions are summarised in Table Three below and set out in full detail in Appendix Two.

Table Three – Spending Assumptions

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Inflation	7.426	7.461	7.487	7.513	7.513	37.400
Investment	0.788	0.150	0.150	0.150	0.150	1.388
Demography						
Adult Social Care	2.553	2.086	2.086	2.086	2.086	10.897
Children's	0.750	0.750	0.750	0.750	0.750	3.750
SEN Transport	0.630	0.630	0.630	0.630	0.630	3.150
Pressures						
Covid-19 Reversals	(13.894)	0.911	0.000	0.000	0.000	(12.983)
Underlying	1.500	(0.187)	(0.083)	0.274	0.000	1.504
	(12.394)	0.724	(0.083)	0.274	0.000	(11.749)

Capital Financing	1.020	2.643	3.800	1.648	1.000	10.111
Levies	0.508	0.753	0.753	0.753	0.753	3.520
Total	1.281	15.197	15.573	13.804	12.882	58.737

54. Inflation

55. There has been a thorough review of the inflationary pressures on the 2022/23 budget which gives significant upside on the £7.4m outlined in the Strategy in July. Not all of the 2022/21 and 2021/22 provision has been required to be allocated out to services in year freeing up £2m. The review has also assessed the commitments for pay and prices releasing a further £1.4m.

56. However, there are new inflationary pressures arising from the impact of the National Insurance increase to fund the Government's Build Back Better programme. There will be a direct impact on Enfield's pay bill of £1.4m and an estimated pressure of £2m coming through from Suppliers bearing the additional NI cost.

57. Overall, therefore, at £7.426m the inflationary pressure is little changed from the July Strategy.

58. Demography

59. The demographic growth covers provision for ongoing demand in 2022/23 onwards. Any changes to the underlying budget required as a consequence of pressures in 2021/22 are covered below in the pressures section.

60. Adult Social Care

61. There has been an upwards adjustment of £0.467m to the forecast growth in 2022/23 arising from the pressures in 2021/22, this is driven by numbers in both Learning Disabilities and Older People. The forecasts for future years are currently unchanged but are subject to further review.

62. Children's Social Care

63. Forecasts for future growth in support for Children Looked After are unchanged at £0.750m but will continue to be reviewed.

64. SEN Transport

65. A thorough review of SEN Transport costs is underway following the pressures identified in 2021/22. This is covered in the pressures section below but at this stage the future costs are likely to remain in place, the spike predominantly in 2020/21 being assessed as a spike rather than ongoing trend.

66. Investment

67. The current assumptions contain modest investment in a number of services including Social Worker apprenticeships, repairs and maintenance, and the Council's Income & Debt team. There has been investment in the Council's Bulky Waste service during 2021/22 which has been supported through Covid-19 funding. The full impact of this investment is being assessed and will need to be built in to the MTFP. Further detail will be included in the December report, but it is anticipated to be in the order of £0.250m.

68. Capital Financing
69. A comprehensive review has been undertaken following 2020/21 Outturn and the Quarter One Capital Monitoring. There was significant slippage in capital schemes in 2020/21, primarily due to the impact of Covid-19 and these schemes had initially been brought forward into 2021/22. This has had the impact of creating an undeliverable programme of £620m for 2021/22 and the focus in the first quarter has been to reprofile £303m of this into future years. Nevertheless, this has eased the pressure on the Capital Financing budget with only a £1.020m increase now required in 2022/23 albeit still £10.1m across the medium term.
70. This work on the reprofiling of schemes is ongoing alongside the formulation of the new ten year programme for 2022/23 to 2031/32. This will be reflected in the December Cabinet update.
71. Levies
72. Enfield, along with six other North London boroughs are members of the North London Waste Authority (NLWA). Each borough will contribute towards the cost of the NLWA via an annual levy based on the volumes of waste tonnages generated. This cost of the NLWA includes the North London Heat and Power Project. This project is building a new Energy Recovery Facility in Edmonton, replacing the existing facility that has served North London for around 50 years. The estimated cost of building the new facility will significantly increase the Council's annual levy requirement and the MTFP reflects these increases over the life of the plan. The 2022/23 estimate has been adjusted down in line with the NLWA's initial forecasts for next year, with further updates to be reported at the quarterly points during the year.
73. Pressures
74. To clarify presentation the pressures have been split between the reversal of the one off Covid-19 Pressures built into the budget for 2021/22 and underlying pressures on the budget.
75. The Covid-19 pressures were funded from general grant of £10.554m and Sales, Fees & Charges Loss Compensation grant which were one off and have been reversed out. For 2022/23 Covid-19 pressures are still being budgeted for but taken out of the main tables in this report and reported separately below to give greater clarity.
76. There are underlying pressures coming through from the Council's demand led services.
77. There has been a significant growth in the demand for SEN Transport over the past two years with numbers up compared to previous years and the number of single occupancy journeys also up. A full review is underway to reduce the impact, but these currently amount to £1.9m.
78. There is also pressure across Adult Social Care, most notably Learning Disabilities and Older People totalling £1.089m in addition to the reassessment of future demographic need above. There is work in place to mitigate this pressure downwards which may come forward in December. Alongside the Build Back Better announcement Government have said "We expect demographic and unit cost pressures will be met through Council Tax, social care precept, and long-term efficiencies"

79. The pressures currently contain the £2.386m reduction in pressures coming through from the Council's Strategy to reduce Emergency Accommodation and Homelessness in the Borough. Covid-19 has put a significant strain on the delivery of the Strategy and a detailed review of the profiling of costs over the medium term is underway. This is an area of concern and has been subject to a Pressure Challenge Board in early September. This is a major undertaking and an updated position will be brought forward in December, it is likely to put pressure on overall resources.

Early Savings Proposals

80. There has been a review of the future year impact of previously agreed savings as well as the bringing forward of new proposals to address the Council's funding gap. The overall position is set out in Tables Four and Five below and the full detail set out in Appendix Three.

Table Four – Savings Summary

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Full Year Effects	1.294*	(1.032)	(2.184)	(0.197)	0.000	(2.119)
New	(4.966)	(0.300)	(0.940)	0.000	0.000	(6.206)
Total	(3.672)	(1.332)	(3.124)	(0.197)	0.000	(8.325)

* 2022/23 includes reversals of one-off savings/income hence why this is a positive figure.

81. Across the summer, the future year savings set out in the Council Budget in March and the MTFs in July have been reviewed and are broadly unchanged.
82. Further new proposals have been formulated amounting to £4.966m in 2022/23 and £6.206m across the medium term financial plan. Work is still underway on a number of other proposals, but these are not ready to be brought forward at this stage.
83. The savings contain a mix of efficiencies, service reduction and income generation and the further analysis is set out below.

Table Five – Savings split between efficiencies/service reduction and income generation.

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Efficiencies/ Service Reduction	(3.862)	(1.032)	(1.686)	(0.050)	0.000	(6.630)
Income Generation	0.190*	(0.300)	(1.438)	(0.147)	0.000	(1.695)
Total	(3.672)	(1.332)	(3.124)	(0.197)	0.000	(8.325)

* 2022/23 includes reversals of one-off savings/income hence why this is a positive figure.

Summary of the Impact by Department

84. The table below summarises the impact by department, this clearly shows the investment required across Adult Social Care, Children's and Education net of efficiency savings. These pressures have the most significant impact on the Council's financial position.

Table Six – Net Impact by Department of the Pressures and Savings Proposals

	Corporate	Chief Exec/ Resources	Adult Social Care	Public Health	Children's and Education	Place	Total
	£m	£m	£m	£m	£m	£m	£m
Demography	0.000	0.000	2.553	0.000	0.750	0.630	3.933
Inflation	5.619	0.000	1.565	0.000	0.000	0.242	7.426
Investment	0.000	0.378	0.130	0.000	0.130	0.150	0.788
Capital Financing	1.020	0.000	0.000	0.000	0.000	0.000	1.020
Pressures	0.908	0.254	1.089	0.000	2.490	(0.347)	4.394
Homelessness Demand Pressure	0.000	0.000	0.000	0.000	0.000	(2.386)	(2.386)
Covid-19 Reversals	(11.489)	(1.466)	0.000	0.000	0.000	(0.939)	(13.894)
Sub-total Pressures	(3.942)	(0.834)	5.337	0.000	3.370	(2.650)	1.281
Full Year savings	0.500	(1.010)	(0.100)	0.000	0.000	1.904	1.294
New Savings	0.000	(0.930)	(1.713)	(0.300)	(0.580)	(1.443)	(4.966)
Sub-total Savings	0.500	(1.940)	(1.813)	(0.300)	(0.580)	0.461	(3.672)
Net Change in Resources	(3.442)	(2.774)	3.524	(0.300)	2.790	(2.189)	(2.391)

Covid-19 Pressures

85. An initial assessment has been made of Covid-19 pressures persisting beyond the current financial year and impacting on 2022/23 and beyond. This has been based on the Quarter One Revenue Monitoring and has been reported through to the Finance & Performance Scrutiny Panel on 13 September. In 2021/22 there are pressures of £32.6m and these are all covered by a number of separate grant schemes.
86. However, whilst some of these pressures persist there has been clear guidance from Government that no further funding is available. These are currently forecast to be £5.151m and are set out in Appendix 4.
87. It is anticipated that the pressure in 2022/23 will be predominantly due to a surge in demand for services and the resulting workforce pressures that this creates. The surge results from both an increase in need for support, the ending of temporary arrangements such as the NHS hospital discharge

programme and the recovery from the backlog of casework that has built up during periods of lockdown.

88. Alongside additional demand, the pandemic continues to have an impact on the Council's ability to collect income from sales, fees and charges. The 2021/22 Quarter 1 monitor reflected the improvement in income levels compared to 2020/21 but it is likely that this impact will continue to be felt into 2022/23 and beyond.

Other Pressures to be met from Reserves

89. There are a number of welfare support activities that are not fully incorporated into the Council's overall budget but funded directly through reserves. For transparency and also due to reduction in Government Grant and the consequential pressure, these are now set out below.

Table Seven – Welfare Provision met from Reserves

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Discretionary Housing Payments	1.300	0.000	0.000	0.000	0.000	1.300
Emergency Support Scheme	0.207	0.000	0.000	0.000	0.000	0.207
Council Tax Hardship Payments	0.450	0.000	0.000	0.000	0.000	0.450
	1.957	0.000	0.000	0.000	0.000	1.957

90. The Emergency Support Scheme and Council Tax Hardship payments have been met from reserves for a number of years. The Discretionary Housing Payments is an emerging pressure though with Government Grant having been reduced in 2021/22 to an estimated £2.3m from £2.97m in 2020/21 at a time of growing demand giving a gap of £1.3m between need and grant. The Council is lobbying through London Councils for improved support in this area.

Reserves and Financial Resilience

91. Core to the Council's Financial Strategy has been establishing financial resilience. As well as ensuring there are robust budgets and realistic savings there has been a need to strengthen reserves. These are now on a firmer footing to cover the numerous unforeseen pressures that exist in the uncertain environment in which the Council operates. All of these reserves are under continuous review and reported through to Cabinet in the Quarterly Revenue Monitoring Report.
92. The Risk Reserve strengthened at the end of 2020/21 with the only call on it being £1.927m to balance the 2021/22 budget. There are no calls on it at the current time but give the size of the current budget gap there may need to consider similar for 2022/23.

93. Collection Fund Equalisation. Council Tax and Business Rates are an area of both pressure and uncertainty for the Council with in excess of £250m going through the Collection Fund annually. At present, the shortfall in Government funding to meet the deficit arising in 2020/21 due to Covid-19 is being met from this reserve, the opening balance being artificially high due to the regulatory accounting treatment for the Council's £12.8m share of the discretionary reliefs.
94. The key movement in Service Specific reserves is the support for welfare of £1.957m outlined above.
95. There have been planned reductions in the Capital Financing Reserve for a number of years as the budget is increased over time to match the capital financing growth driven through the Capital Programme. This need has not come through as early as initially anticipated due to some slippage in the Capital Programme and the persistence of low interest rates. Further work is being undertaken in this area to reflect the rolling forward of the ten year Capital Programme and it is likely that the calls on the reserve will be less than set out below.
96. General Fund Balance is at policy level and this is likely to remain the position but there will be a review undertaken across the autumn.

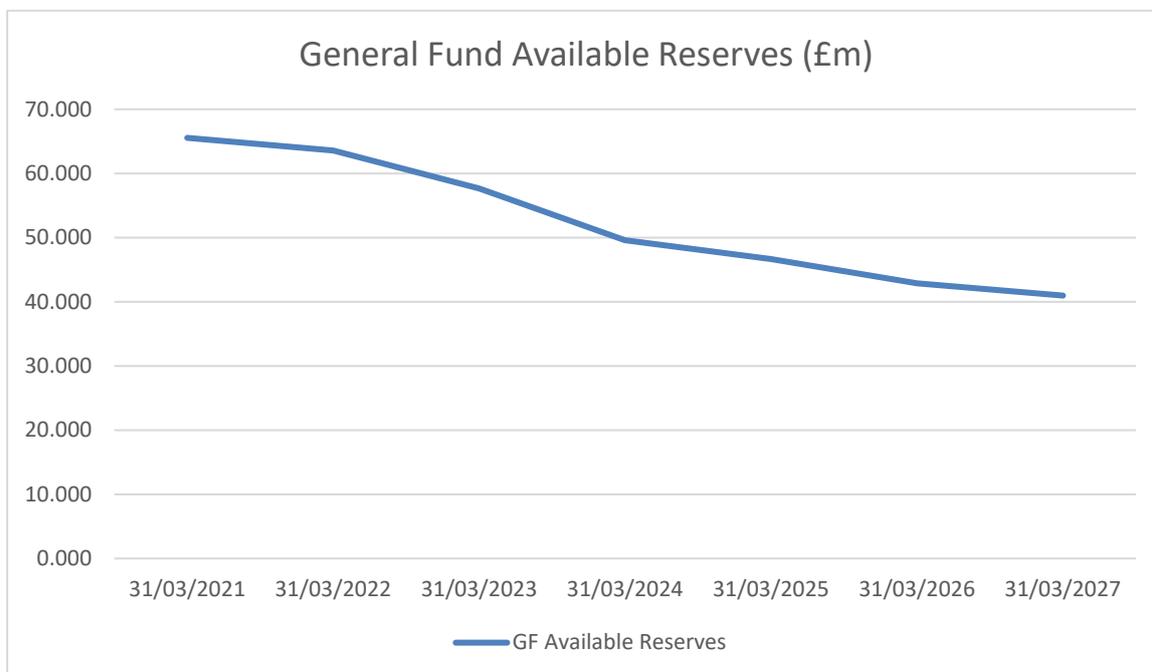
Table Eight – Summary of Forecast Reserves across the Medium Term

Reserve balances at:	31/03/22	31/03/23	31/03/24	31/03/25	31/03/26	31/03/27
	£m	£m	£m	£m	£m	£m
Risk Reserve	(18.855)	(18.855)	(18.846)	(18.855)	(18.855)	(18.855)
Covid-19 Reserve	(10.000)	(4.849)	(4.849)	(4.849)	(4.849)	(4.849)
Balance Sheet Management	(3.040)	(3.040)	(3.040)	(3.040)	(3.040)	(3.040)
Collection Fund Equalisation Reserve	(18.577)	(8.526)	(7.785)	(7.785)	(7.785)	(7.785)
Housing Benefit Smoothing Reserve	(5.276)	(5.276)	(5.276)	(5.276)	(5.276)	(5.276)
Adult Social Care Smoothing Reserve	(2.297)	(1.297)	(0.556)	(0.556)	(0.556)	(0.556)
NLWA Reserve	(1.349)	(1.349)	(1.349)	(1.349)	(1.349)	(1.349)
Subtotal MTFP Smoothing Reserves	(40.539)	(24.337)	(22.855)	(22.855)	(22.855)	(22.855)
Capital Financing	(23.732)	(17.833)	(9.789)	(6.823)	(3.030)	(1.146)

Service Specific	(10.949)	(8.722)	(8.109)	(8.234)	(8.359)	(8.484)
Property	(1.811)	(1.561)	(1.311)	(1.061)	(1.061)	(1.061)
Grants & Other Contributions	(9.375)	(8.146)	(8.046)	(8.071)	(8.096)	(8.121)
Sub total GF Usable Reserves	(105.261)	(79.454)	(68.965)	(65.899)	(62.256)	(60.522)
Insurance	(7.022)	(7.022)	(7.022)	(7.022)	(7.022)	(7.022)
General Fund Balance	(13.949)	(13.949)	(13.949)	(13.949)	(13.949)	(13.949)
GF Earmarked Reserves	(126.232)	(100.425)	(89.936)	(86.870)	(83.227)	(81.493)
HRA Earmarked Reserves	(37.807)	(28.622)	(24.919)	(24.905)	(30.366)	(25.063)
Schools	0.242	0.242	0.242	0.242	0.242	0.242
Total	(163.797)	(128.805)	(114.613)	(111.533)	(113.351)	(106.314)

97. Available General Fund reserves are the total reserves less those for the HRA, schools, Insurance, Capital financing and grants & other contributions. The chart below shows how the available reserve balances will diminish over the life of the MTFP.

Chart One – Available Reserves



Safeguarding Implications

98. None arising from this report. There are service reductions across all services including Adult Social Care and Children's Social Care. Officers are working through these to ensure there is no impact on the Council's safeguarding duties for vulnerable adults and children in the Borough. There are inherent risks in demand in these services which may be compounded by the pandemic for which the Council holds a revenue contingency and reserves.

Public Health Implications

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

Equalities Impact of the Proposal

100. Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.
101. The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for those in our communities from the protected characteristic groups or those disadvantaged through socio-economic conditions.
102. The Council undertakes Equality Impact Assessment (EqIAs) to help make sure we do not discriminate against service users, residents and staff, and that we promote equality where possible.
103. An Equality Impact Assessment will be completed for individual budget/savings proposals. These assessments will evaluate how the proposal will impact on people of all protected characteristics and will identify alternative action or mitigating action where any adverse impact is identified. This will include consultation and engagement with affected people and organisations as appropriate.
104. The 2022/23 Budget engagement will look to identify the potential impacts on the wider community of the Council's proposals to address the budget shortfall. To enable this, all voluntary and community sector organisations will be asked to share their views and the engagement activities will be accessible. To ensure communities from across the borough are able to participate, the Council will produce an easy read version of a questionnaire for those with learning difficulties, details of the engagement activities will be hosted online enabling the text to be translated, listened to and enlarged, and assistance will be offered to those who feel they may otherwise have issues in participating.
105. Participants will be able to submit their views about individual savings items and the overall proposed approach by the Council. Equalities monitoring

questions will be asked to enable this data to be cross-referenced with the opinions expressed by participants.

Environmental and Climate Change Considerations

106. This report sets out savings which also have positive environmental impact such as Street Lighting LED generating greater energy savings than anticipated, use of electric vehicles in ASC reducing costs and print cost reductions.

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

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

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

108. The report has sought to identify as many of the financial risks facing the Council at this time and where possible to also quantify them. Identification is naturally one of the key steps in managing risk and this will be supplemented by regular review, there will be further reports to Cabinet in December 2021 and February 2022.

Financial Implications

109. As set out in the body of the report.

Legal Implications

110. The Council has various legal and fiduciary duties in relation to the budget. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The Local Government Act 2003 entitles local authorities to borrow and invest as long as their capital spending plans are affordable, prudent and sustainable. The 2003 Act requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates of borrowing, investment and spending and the adequacy of the proposed financial reserves taking into account the affordability, prudence, sustainability, value for money, stewardship of assets, service objectives and practicality requirements as provided by CIPFA's Prudential Code of Capital Finance in Local Authorities concerning borrowing and investment.

111. Members are obliged to take into account all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully in adopting a budget and setting council tax. The Council must set and maintain a balanced budget and must take steps to deal with any projected overspends and identify savings or other measures to bring budget pressures under control. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge its duty properly.

112. Members have a fiduciary duty to the Council Taxpayer for whom they effectively act as trustee of the Council's resources and to ensure proper custodianship of the Council's resources.

113. This report provides a clear and concise view of the position at present, of future sustainability and the decisions that need to be made for the recommended actions outlined herein with a view to meeting the Council's legal and fiduciary obligations.

Workforce Implications

114. Any proposal that is likely to impact on posts or changes and potential closure of services, will require the Council to conduct a meaningful and timely consultation with trade unions and staff. This will include consideration of alternative proposals put forward as part of the consultation process. The Council's HR policies and procedures for restructures should be followed. Any consideration for staff structural changes should ensure there is a resilient workforce to deliver on-going service requirements. Therefore, consideration of workforce planning should be included in the process.

115. Where redundancies are necessary the appropriate HR policies and procedures should be followed. Redeployment options must be considered.

116. It is important that services engage with HR at the earliest opportunity.

Property Implications

117. There are no new specific property implications that arise from the proposals to this report. However, given the nature of what the report covers, there are a number of projects and activities mentioned that will have property implications as they come forward. These will be addressed as appropriate to the detail of each within their separate covering reports.

Other Implications

118. None

Options Considered

119. None, the Council is statutorily required to set a balanced budget and this report is a step towards this.

Conclusions

120. As set out in this report, a number of savings have been proposed as a step towards the final budget report to Council in February 2022. The Government announcement at the end of October 2021 will inform the funding estimates. Savings plans and income generation options will continue to be explored with a view to presenting a final budget in December 2021. Alongside this, ongoing estimation of Covid-19 pressures will continue. The Council is in a more financially resilient position with strengthened reserves, however, identification of savings continues to be challenging.

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Date of report 1 October 2021

Appendices

Appendix 1 – Funding Assumptions

Appendix 2 – Spending Assumptions

Appendix 3a – FYE Savings

Appendix 3b – New Savings and Income Generation Proposals

Appendix 4 – Medium Term Covid-19 Pressures

Background Papers

Medium Term Financial Strategy – Cabinet July 2021

Funding Assumptions in the Medium Term Financial Plan 2022/23 - 2026/27

Appendix 1

Funding Item	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£000	£000	£000	£000	£000	£000
General Government Grant	0	0	0	0	0	0
Specific Government Grants	12,763	1,258	907	818	736	16,482
Business Rates	0	(1,000)	(1,500)	(1,500)	0	(4,000)
Council Tax Collection Rate	(1,290)	(667)	(685)	0	0	(2,642)
Council Tax Base	(682)	(682)	(682)	(682)	(682)	(3,410)
Council Tax rate increases	(2,958)	(3,029)	(3,198)	(3,113)	(3,075)	(15,373)
Council Tax Support (Covid-19 pressure)	3,863	(1,199)	(1,199)			1,465
Collection Fund	(700)		(3,188)			(3,888)
Use of Reserves	1,927		3,188			5,115
Total	12,923	(5,319)	(6,357)	(4,477)	(3,021)	(6,251)

Spending Assumptions in the Medium Term Financial Plan 2022/23 - 2026/27

Appendix 2

Ref. No.	Dept	Directorate	Description	Category	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
Pay Awards and Inflation										
General inflation	Corporate	Corporate	General inflation (split out some more specific items - street lighting etc.)	Inflation	725	3,000	3,000	3,000	3,000	12,725
NI increase to pay for Social Care	Corporate	Corporate	NI increase to pay for Social Care - estimate of additional LBE staffing costs	Inflation	1,413					1,413
Impact of 1.25% NI increase on suppliers	Corporate	Corporate	Impact of 1.25% NI increase on suppliers	Inflation	2,000					2,000
Inflation Review	Corporate	Corporate	Inflation – reviewed including unallocated £2.0m in the base	Inflation	(2,026)					-2,026
Pay Awards	Corporate	Corporate	Pay Awards (work out true 2% cost and offset against inflation so net nil impact)	Inflation	3,187	2,576	2,602	2,628	2,628	13,621
Customer Experience & Change 1	Corporate	Corporate	Inflation specifically for IT contracts	Inflation	320	320	320	320	320	1,600
Highways inflation	Place	Place	Highways Ground Maintenance Contract Inflation (one off increase)	Inflation	47	0	0	0	0	47
Street Lighting Inflation	Place	Place	Street Lighting energy price increase, market proposal is 27.49% increase for 25 months (ending in March 23)	Inflation	184					184
Water Inflation	Place	Place	Water Price Increases (estimated 2% inflation)	Inflation	11					11
Gas & Electricity Inflation	Place	Place	Gas and Electricity Price Increases	Inflation						0
ASC_P1_1920	People ASC	ASC/PH	Customer Pathway Contract Inflation ASC	Inflation	814	814	814	814	814	4,070
ASC_P2_1920	People ASC	ASC/PH	Learning Disabilities Contract Inflation ASC	Inflation	584	584	584	584	584	2,920
ASC_P3_1920	People ASC	ASC/PH	Mental Health Contract Inflation ASC	Inflation	167	167	167	167	167	835
Total Pay Awards and Inflation					7,426	7,461	7,487	7,513	7,513	37,400
Demographic Pressures										
ASC Demographic Pressure	People ASC	ASC/PH	Adult Social Care Demographic Pressures estimated July 2019 (and updated Sept 2020 & Sept 2021)	Demography	2,553	2,086	2,086	2,086	2,086	10,897
CSC Demographic Pressure	People C&F	Children's/ Education	Further Children's Social Care Demography	Demography	750	750	750	750	750	3,750
Home To School Transport/SEN Transport	Place	Place	Home To School Transport Pressures (ongoing annual demand pressures impact of £530k) + other current pressures	Demography	630	630	630	630	630	3,150
Total Demographic Pressures					3,933	3,466	3,466	3,466	3,466	17,797
Investment / Capital Financing										
Capital Financing	Corporate	Corporate	Net position on Capital Financing estimates	Capital Financing	1,020	2,643	3,800	1,648	1,000	10,111
Social Work Apprenticeships - ASC	People ASC	ASC/PH	Social Work Apprenticeships (new)	Investment	130					130
Social Work Apprenticeships - CSC	People C&F	Children's/ Education	Social Work Apprenticeships (new)	Investment	130					130
R&M Budget	Place	Place	Repairs and Maintenance budget shortfall (non-capital planned works)	Investment	150	150	150	150	150	750
Income & Debt Team	Resources	CEX/ Resources	Investment in Income & Debt Team to address growth in complexity and level of demand and to support the drive to improve debt collection rates	Investment	378					378
Total Investment / Capital Financing					1,808	2,793	3,950	1,798	1,150	11,499

Spending Assumptions in the Medium Term Financial Plan 2022/23 - 2026/27

Appendix 2

Ref. No.	Dept	Directorate	Description	Category	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
North London Waste Authority										
NLWA	Corporate	Corporate	North London Waste Authority (NLWA) - new waste facility	NLWA	508	753	753	753	753	3,520
Total NLWA					508	753	753	753	753	3,520
Covid-19 Reversals										
Unquantified Covid-19 pressures	Corporate	Corporate	Unquantified Covid-19 pressures	Covid-19 Reversal	(4,404)					(4,404)
Unquantified Covid-19 lost income ongoing	Corporate	Corporate	Unquantified Covid-19 lost income ongoing	Covid-19 Reversal	(2,023)	(674)				(2,697)
Covid-19 Contingency	Corporate	Corporate	Covid-19 Pressures Contingency	Covid-19 Reversal	(4,183)					(4,183)
Welfare Support/Hardship	Resources	Resources	Welfare Support/Hardship	Covid-19 Reversal	(1,466)					(1,466)
			Concessionary Travel costs will reduce significantly due to fewer journeys being made as a result of COVID-19 restrictions and changes to lifestyles							(233)
Concessionary Fares	Corporate	Corporate		Covid-19 Reversal	(1,818)	1,585				(233)
					(13,894)	911	0	0	0	(12,983)
Pressures										
Morson Road Rent	Place	Place	Morson Road Depot Rent Review	Pressure	0	266	89	0		355
Local Plan (Plan Making)	Place	Place	Local Plan (Plan Making)	Pressure	(300)					(300)
Culture Pressure	Place	Place	Cultural Services Development	Pressure	(47)	(32)	(32)	(31)		(142)
Homelessness demand pressure	Place	Place	Homelessness demand pressure (£0.939m already in Unquantified Covid)	Pressure	(2,386)	(921)	(140)	305		(3,142)
			The insurance market is hardening particularly for business interruption and professional indemnity policies and an increase in premiums (estimated @ 15%) is anticipated	Pressure						150
Insurance Premiums	Corporate	Corporate		Pressure	150					
Support for Schools - Financial Difficulty work - NEW FOR 2022/23	People	Children's/ Education	Growth of £30k - £50k (averaged at £40k for now)	Pressure	40					40
			Joint Service for Disabled Children - increased demand and complexity of cases. Care provided in community settings is less costly than in residential placements.	Pressure						500
Joint Service for Disabled Children	People C&F	Children's/ Education		Pressure	500					
Translation & Interpreting for C&F	People C&F	Children's/ Education	Translation & Interpreting	Pressure	50					50
Discretionary Housing Payments	Resources	Resources	Discretionary Housing Payments	Pressure (Reserve funded)	1,300					1,300
Discretionary Housing Payments Reserve funding	Resources	Resources	DHP Funded from Reserve	Use of Reserves	(1,300)					(1,300)
Emergency Support Scheme	Resources	Resources	Emergency Support Scheme	Pressure (Reserve funded)	207					207
Emergency Support Scheme Reserve funding	Resources	Resources	Emergency Support Scheme Funded from Reserve	Use of Reserves	(207)					(207)
Council Tax Support Hardship Payments	Resources	Resources	Council Tax Support Hardship Payments	Pressure (Reserve funded)	450					450
Council Tax Support Hardship Payments Reserve funding	Resources	Resources	Funded from Reserve	Use of Reserves	(450)					(450)
Growth in IT procured in service areas	Resources	Resources	Growth in IT procured in individual service areas across the council	Pressure	254					254
Fly Tipping	Place	Place	Fly Tipping Pressure (likely to be HRA pressure)	Pressure	TBC					0
Car Park Pay & Display	Place	Place	Car Park Pay & Display under pressure	Pressure		500				500
Homelessness Savings Review	Place	Place	Homelessness Savings Review	Pressure	TBC					0
Planning Budget	Place	Place	Planning Budget to be reviewed	Pressure	TBC					0

Spending Assumptions in the Medium Term Financial Plan 2022/23 - 2026/27

Appendix 2

Ref. No.	Dept	Directorate	Description	Category	2022/23	2023/24	2024/25	2025/26	2026/27	Total
					£000	£000	£000	£000	£000	£000
SEN Transport	People C&F	Children's/ Education	SEN Transport Pressure	Pressure	1,900					1,900
Corporate Unachieved Savings	Corporate	Corporate	Tail end spend & Procurement cards unachieved savings written out	Pressure	250					250
Base pressures across Learning Disabilities	People ASC	ASC/PH	Base pressures across Learning Disabilities	Pressure	440					440
Base pressures across Older People/Physical Disabilities	People ASC	ASC/PH	Base pressures across Older People/Physical Disabilities	Pressure	649					649
Total Pressures					1,500	(187)	(83)	274	0	1,504
Overall Pressures in the MTFP 2022/23 - 2026/27					1,281	15,197	15,573	13,804	12,882	58,737

FYE Savings in the Medium Term Financial Plan 2022/23 - 2026/27

Appendix 3A

Ref	Proposal Summary	Saving Category	Dept	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	Total £000
CORP 20-21 S01	Utilisation of council tax balances; £2,000k in 2020/21 reducing to £500k in 2021/22 and then £0 in 2022/23	Efficiencies/ Service Reduction	Corporate	500					500
RES 20-21 S02	Update of financial systems	Efficiencies/ Service Reduction	Resources		0	(250)			(250)
RES 20-21 S04	Payroll Service expansion to schools	Income	Resources			(50)	(50)		(100)
RES 20-21 S05	Staff savings from implementation of a vendor payment portal	Efficiencies/ Service Reduction	Resources			(200)			(200)
RES 20-21 S06	Single view of the customer debt	Efficiencies/ Service Reduction	Resources			(50)			(50)
RES 20-21 S15	Reducing cost of maintaining staff laptops and devices	Efficiencies/ Service Reduction	Resources	(60)					(60)
RES 20-21 S16	Procurement saving resulting from replacing our digital customer platform	Efficiencies/ Service Reduction	Resources	(400)	(400)				(800)
RES 20-21 S17	Application Rationalisation - ongoing reduction of other applications	Efficiencies/ Service Reduction	Resources	(200)					(200)
RES 20-21 S19	Automation of routine processes including the exploration of Artificial Intelligence	Efficiencies/ Service Reduction	Resources	(50)					(50)
RESOURCES 21-22 S01	Staffing efficiencies within Resources Department	Efficiencies/ Service Reduction	Resources	(250)					(250)
RESOURCES 21-22 S02	Customer Operations	Efficiencies/ Service Reduction	Resources	(50)	(50)	(50)	(50)		(200)
PEOPLE 20-21 S05	Increased income through fees and charges for chargeable Adult Social Care Services	Income	People ASC	(100)	(100)	(100)			(300)
ASC1	Reardon Court – Extra Care	Income	People ASC	0	(113)	(377)			(490)
PLACE 20-21 S01A	Increase in fee income in the planning service	Income	Place	(20)					(20)
PLACE 20-21 S01D	Building Control Plan Drawing Service	Income	Place	(20)					(20)
PLACE 20-21 S02B	Montagu Industrial Estate Redevelopment	Efficiencies/ Service Reduction	Place		(300)	(900)			(1,200)
PLACE 20-21 S02G	Reardon Court Development Rental Income	Income	Place		0	0			0
PLACE 20-21 S03	Crematorium Development	Income	Place	0		0			0
PLACE 20-21 S05A	Meridian Water Meanwhile use income	Income	Place	86	0	(81)			5
PLACE 20-21 S05B	Meridian Water Non-Residential Rental Income	Income	Place			(97)	(97)		(194)
PLACE 20-21 S10	Inflation uplift on external clients and receipts income	Income	Place	(180)	(180)	(180)			(540)
PLACE 20-21 S11	Homelessness Service Review	Efficiencies/ Service Reduction	Place	(125)	(125)				(250)
PLACE 20-21 S12	Southgate Cemetery - Mausoleum and Vaulted graves sales	Income	Place	46	(10)	10			46
PLACE 20-21 S17	Reprofiled Holly Hill Bunding Income	Income	Place	600					600
ENV6	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	Income	Place	(6)					(6)
ENV7	Additional Traffic & Transportation income from recharges to capital	Income	Place	25					25
ENV12	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	Income	Place	(31)					(31)
HPR5	Temporary Accommodation - Future Years	Efficiencies/ Service Reduction	Place	839	256	141			1,236
HPR7	Market Rentals for Council Properties	Income	Place	(10)	(10)				(20)
PLACE 21-22 S13	Economic Development Team	Efficiencies/ Service Reduction	Place	300					300
PLACE 21-22 S20	Bunding Income (one off in 2021/22)	Income	Place	400					400
				1,294	(1,032)	(2,184)	(197)	0	(2,119)

Early Savings Proposals 2022/23 - 2026/27 (October Cabinet)

Appendix 3B

Ref	Description of saving	Category	Dept	2022/23	2023/24	2024/25	2025/26	2026/27	Total
				£000	£000	£000	£000	£000	£000
CEX 22-23 S01	Corporate Strategy service restructure	Efficiency	CEX	(100)					(100)
CEX 22-23 S02	Enfield Strategic Partnership review of reserves	Efficiency	CEX	(100)	100				0
CEX 22-23 S03	Digitalisation/ decentralisation of MEQ & Complaints Team responsibilities	Efficiency	CEX	(150)					(150)
CEX 22-23 S04	Legal team capitalisation	Efficiency	CEX	(50)					(50)
CEX 22-23 S05	Audit Team budget review	Efficiency	CEX	(50)					(50)
PEOPLE 22-23 S01	Better Care Fund - Substitution	Efficiency	People ASC	(300)					(300)
PEOPLE 22-23 S02	Review of Adult Placement Service, Outreach & Enablement	Efficiency	People ASC	(260)					(260)
PEOPLE 22-23 S03	Strength based Programme - Reduced long term demand	Demand Management	People ASC	(200)					(200)
PEOPLE 22-23 S04	Disabled Facilities Grant - Substitution	Efficiency	People ASC	(200)					(200)
PEOPLE 22-23 S05	Care Purchasing demand, transition and Continuing Health Care	Efficiency	People ASC	(683)					(683)
PEOPLE 22-23 S06	Print costs/Home working	Efficiency	People ASC	(35)					(35)
PEOPLE 22-23 S07	Reduced fuel costs move to electric vehicles	Efficiency	People ASC	(35)					(35)
PEOPLE 22-23 S08	Public Health	Efficiency	People Public Health	(300)					(300)
PEOPLE 22-23 S09	Review of alternative funding streams for Education services	Service Reduction	People C&F	(80)					(80)
PEOPLE 22-23 S10	Service Efficiencies	Service Reduction	People C&F	(300)					(300)
PEOPLE 22-23 S11	Enhanced Pension Costs	Efficiency	People Education	(200)					(200)
PLACE 22-23 S01	Corporate Maintenance Facilities Management Operational Efficiency (Security, Cleaning, Staffing)	Efficiency	Place	(100)					(100)
PLACE 22-23 S02	Economic Development - income and grants	Income	Place	(100)					(100)
PLACE 22-23 S03	New Burial Ground	Income	Place			(940)			(940)
PLACE 22-23 S04	Fleet Centralisation	Efficiency	Place	(50)					(50)
PLACE 22-23 S05	Litter Enforcement Contract Income	Income	Place	(50)					(50)
PLACE 22-23 S06	Commercial waste	Income	Place	(100)					(100)
PLACE 22-23 S07	Recycling Improvements	Efficiency	Place	(68)					(68)
PLACE 22-23 S08	Garden Waste Income	Income	Place	(150)					(150)
PLACE 22-23 S09	Parks Operations Efficiencies	Efficiency	Place	(50)					(50)
PLACE 22-23 S10	Review of recharging of Place back office costs	Efficiency	Place	(500)					(500)
PLACE 22-23 S11	Energy Savings generated from the Salix investment on Corporate buildings	Efficiency	Place	(75)					(75)
PLACE 22-23 S12	Streetlighting additional saving	Efficiency	Place	(100)					(100)
PLACE 22-23 S13	Traffic Order Income	Income	Place	(100)					(100)
RESOURCES 22-23 S01	Out of hours service: review existing service users, reduce service and reduce costs	Service Reduction	Resources	(30)					(30)
RESOURCES 22-23 S02	Council Tax Review Scheme – improves collection fund position (currently working on estimates e.g. reduction of single person discounts)	Efficiency	Resources		(300)				(300)
RESOURCES 22-23 S03	Internal enforcement (Business Case March 2021, go live April 22)	Efficiency	Resources	(300)	(100)				(400)
RESOURCES 22-23 S04	Care Charges (for Adult Social Care) service redesign	Income	Resources	(100)					(100)
RESOURCES 22-23 S05	Exchequer Service Pension recharge	Efficiency	Resources	(50)					(50)
				(4,966)	(300)	(940)	0	0	(6,206)

Medium Term Covid-19 Pressures

Appendix 4

Description of Pressure	Category	Dept	2022/23	2023/24	2024/25	2025/26	2026/27	Total
			£000	£000	£000	£000	£000	£000
One off pressures across Learning Disabilities	Covid Pressure	People ASC	400	(400)				0
One off pressures – Older People/Physical Disabilities	Covid Pressure	People ASC	500	(500)				0
ASC workforce pressures	Covid Pressure	People ASC	215	(215)				0
ASC: Additional long term care purchasing costs as a result of cancelation of routine operations, hip, knee etc	Covid Pressure	People ASC	250	(250)				0
ASC: Learning Disability Service – Placement breakdown	Covid Pressure	People ASC	100	(100)				0
ASC: Hospital Discharge	Covid Pressure	People ASC	300	(300)				0
Children’s Social Workers (fixed term posts)	Covid Pressure	People C&F	620	(620)				0
Children’s Social Workers (agency staff)	Covid Pressure	People C&F	401	(401)				0
Children’s short breaks & block bookings	Covid Pressure	People C&F	130	(130)				0
Education workforce pressures	Covid Pressure	People Education	40	(40)				0
People: Miscellaneous costs	Covid Pressure	People	15	(15)				0
Additional Legal Support for Children & Families	Covid Pressure	People C&F	200	(200)				0
Resources workforce pressures	Covid Pressure	Resources	600	(600)				0
CEX workforce pressures	Covid Pressure	CEX	20	(20)				0
CEX: Comms, project work	Covid Pressure	CEX	60	(60)				0
Loss of Sales, Fees & Charges (Place)	Covid Pressure	Place	500	(500)				0
Loss of Sales, Fees & Charges (Resources)	Covid Pressure	Resources	800	(800)				0
			5,151	(5,151)	0	0	0	0

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THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

MUNICIPAL YEAR 2021/2022

NOVEMBER 2021

- 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. Meridian Water Residential Delivery Programme** Sarah Cary

This will provide an update on progress. **(Key decision – reference number 5252)**
- 3. Quarterly Revenue Monitoring 2021/22 Quarter 2** Fay Hammond

This will provide the quarter two revenue monitoring 2021/22. **(Key decision – reference number 5338)**
- 4. Quarterly Capital Monitoring 2021/22 Quarter 2** Fay Hammond

This will provide the quarter two capital monitoring 2021/22. **(Key decision – reference number 5340)**
- 5. 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)**
- 6. Half Yearly Treasury Position 2021/22** Fay Hammond

This will provide the half yearly treasury position 2021/22. **(Key decision – reference number 5339)**
- 7. 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)**

8. 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)**

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)**

4. Meridian Water Community Housing Strategy Sarah Cary

This will seek approval of the Meridian Water Community Housing Strategy. **(Key decision – reference number 5226)**

5. Planning Enforcement Plan Sarah Cary

This will seek approval, following consultation, to the adoption of a new Planning Enforcement Plan setting out the approach to handling enforcement investigations, serving enforcement notices and prosecutions. **(Key decision – reference number 5386)**

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

1. **Schools Capital Programme 2022-23** Tony Theodoulou

This will seek approval of the Updated School Condition and Fire Safety Programme 2021/22 to 2022/23 (Schools Capital Programme). **(Key decision – reference number 5383)**

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)**

MUNICIPAL YEAR 2022/2023

1. **Meridian Water Masterplan Version 2 and Financial Model** Sarah Cary

This will provide an overview of the Meridian Water Masterplan Vison and seek approval for its direction of travel and refinement. **(Key decision – reference number 5362)**

2. **Meridian Water Design Guide and Infrastructure** Sarah Cary

This will provide an overview of the Meridian Water Masterplan Vison and seek approval for its direction of travel and refinement. **(Key decision – reference number tbc)**