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THE CABINET

**Wednesday, 19th January, 2022 at 7.15 pm in the Council Chamber,
Civic Centre, Silver Street, Enfield, EN1 3XA**

**The meeting will also be broadcast live. Please use the following link to view
the meeting: <https://bit.ly/3HZzJeD>**

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 - 10)

To confirm the minutes of the previous Cabinet meeting held on 8 December 2021.

5. TRADING COMPANY ANNUAL ACCOUNTS AND PERFORMANCE
(Pages 11 - 82)

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

6. QUARTERLY CORPORATE PERFORMANCE REPORT (Q2) (Pages 83 - 132)

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

7. CAPITAL PROGRAMME MONITOR PERIOD 8 2021/22 (Pages 133 - 158)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5349)**

8. HRA REVENUE AND CAPITAL PROGRAMME MONITOR PERIOD 8 2021/22 (Pages 159 - 178)

A report from the Executive Director Resources is attached. **(Key decision – reference number 5350)**

9. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 179 - 182)

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 16 February 2022 at 7.15pm.

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CABINET - 8.12.2021

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 8 DECEMBER 2021****COUNCILLORS**

PRESENT 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 and Cohesion), Guney Dogan (Cabinet Member for Commercial Services), Mary Maguire (Cabinet Member for Finance and Procurement), Alev Cazimoglu (Cabinet Member for Health and Social Care), George Savva MBE (Cabinet Member for Licensing and Regulatory Services), Gina Needs (Cabinet Member for Social Housing), Mahtab Uddin (Cabinet Member for Children's Services) and Ahmet Hasan (Associate Cabinet Member for Enfield North)

ABSENT Mustafa Cetinkaya (Associate Cabinet Member for Enfield South East), Katherine Chibah (Associate Cabinet Member for Enfield West) and Ergin Erbil (Associate Cabinet Member - Non-geographical),

OFFICERS: Ian Davis (Chief Executive), Fay Hammond (Executive Director Resources), Sarah Cary (Executive Director Place), Anne Stoker (Director of Children's Services), Melanie Dawson (Senior Solicitor), Peter George (Programme Director - Meridian Water), Joanne Drew (Director of Housing and Regeneration) and Matt Bowmer (Interim Director of Finance) Jane Creer (Secretary)

Also Attending: Councillor Michael Rye, local press representatives and officers observing

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mustafa Cetinkaya, Katherine Chibah and Ergin Erbil, and from Tony Theodoulou (Executive Director People) who was represented by Anne Stoker (Director Children and Family Services).

2**DECLARATIONS OF INTEREST**

There were no declarations of interest.

3**DEPUTATIONS**

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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 13 October 2021 be confirmed as a correct record.

**5
MERIDIAN WATER ESTATE MANAGEMENT AND PLACE KEEPING STRATEGY**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place, seeking approval for the implementation of the Meridian Water Estate Management and Place-keeping framework.

NOTED

1. The need for the framework was outlined, and for the formation of an Estate Management Company.
2. It was confirmed that consistent standards would be ensured across all the public realm, that the Council would retain overall control of estate management, and there would be appropriate governance in place.
3. Officers confirmed that the Estate Management Company would be established at the start of next year, and would become operational when the first homes were constructed.
4. Officers advised how the Council's sustainability strategy would be supported, including recycling initiatives and a community garden. There were opportunities to be innovative at the estate.

Alternative Options Considered:

1. Option 1: Do nothing. This is not an option as Meridian Water will require multiple levels of management to ensure a safe and pleasant environment for residents and visitors. A management plan is a contractual obligation with the developer, and the management of the estate as it currently stands sits within the Meridian Water team, therefore a precedent is set.
2. Option 2: Run all estate management for Meridian Water directly from Enfield, without an EMC in place. As Meridian One and Meridian Two are to be private estates this would require consent from the developer and internal agreements within the Council to deliver services. It is unlikely that Vistry would provide consent for a number of commercial reasons, including the risk to sales.
3. This is not an option as it runs contrary to the commercial position presented when developers were invited to bid for the opportunity. The establishment of an Estate Management Company was written into the Development Agreement and Head leases.

DECISION: The Cabinet agreed to

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1. Approve the Estate Management and Place-keeping Framework at Meridian Water, as set out in the report and appendices.
2. Note the establishment of the internal Meridian Water Estate Management governance board.
3. Note that a report will be brought back to Cabinet later in 2022 seeking approval for the Meridian Water Estate Management Strategy as well as providing an update on progress.
4. Approve the formation of an Estate Management Company limited by guarantee for the purposes of mobilising and delivering estate services at Meridian 1 and 2.
5. Delegate to the Meridian Water Programme Director (in consultation with the Director of Law and Governance) to finalise the constitutional documents of the Estate Management Company and other such matters as are necessary to (i) incorporate and register the company and (ii) facilitate the objectives identified in the report.
6. Approve the principle of extending a working capital facility estimated at £355k treated as a loan from the General Fund reflecting the estimated costs to be covered until such time as sufficient service charge income is generated and on the proviso a satisfactory Business Plan is submitted to demonstrate the loan can be repaid with interest, within a reasonable timeframe with no cost to the Council.

Reason:

NOTED the detailed reasons set out in paras 8 to 12 of the report.

(Key decision – reference number 5309)

6

MERIDIAN WATER RESIDENTIAL DELIVERY PROGRAMME

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place providing an update on the progress made to deliver new homes and sustainable neighbourhoods at Meridian Water.

NOTED

1. The progress at Meridian Water was outlined. Cabinet was asked to support accelerating the delivery of homes within Meridian Four.
2. A supplementary report amendment was tabled in respect of Meridian Four residential programme and unit mix and is appended to the minutes.
3. Proposals around Build to Rent provision were clarified.
4. Officers confirmed that a new health centre would be included in Meridian One and would also serve existing communities at Angel Edmonton.
5. Officers confirmed that a minimum 10% of the housing would be fitted out for those with mobility needs. More information on specialist housing would be brought to Cabinet in the New Year.

Alternative Options Considered:

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1. As described options for Meridian Four were presented to Cabinet on the 16th September 2020, it is considered optimal that the Council delivers an entirely rented scheme.
2. A number of scenarios with regard to mix and tenure have been considered. The viability of a number of scenarios have been tested these are set out in Part 2 of the report.
3. The option that the RIBA 4 technical design does not start until the forward funding from the BtR Investor has been secured has been considered. Whilst it has the benefit that the Council would not have to fund the design work it will result in a delay in the delivery of new homes by some 12 months.
4. Do nothing – this would result in no new market or affordable homes being delivered on Meridian Four, no regeneration of the area and also no income being received to pay down the existing Council debt.

DECISION: The Cabinet agreed to

1. Note the progress to date in delivering Meridian Water, as set out in paragraphs 18 to 49 of the report.
2. Note that the expenditure and resource estimates are based on the budgets as approved by Council on 2 March 2021 (KD5210).
3. Note reconfigured capital expenditure from this review of an additional £1.93m and £6.16m in financial years 2021/22 and 2022/23 respectively, to be contained within existing overall approved budgets and reported as part of the Q2 Capital monitoring cycle appearing elsewhere on this agenda.
4. Note the Council's role as Master Developer on the Meridian Water Site.
5. Note the Meridian Four financial update and approve the revised approach to tenure mix and viability as set out in the Confidential Appendix to accelerate the delivery of homes.
6. Confirm the strategy to progress and accelerate the delivery of circa 846 homes as set out in the Confidential Appendix, noting the positive impact on the Phase 2 financial appraisal and that the delivery cost increase is contained within the Meridian Water approved project capital programme.
7. Delegate to the Programme Director of Meridian Water in consultation with the Executive Director of Resources, the decision to forward fund the Meridian Four RIBA 4 design, as set out in the Confidential Appendix.

Reason:

1. To update Cabinet on the progress made on the Meridian Water Residential Delivery Programme in respect of Meridian One, Two, Three and Four.
2. Following Cabinet Approval (16th September 2020, KD 5174), soft market testing of the Build to Rent Investor market has been completed by the Council's advisors Gerald Eve. After testing the delivery strategy presented at Cabinet, it was found that there continues to be interest from Investors in the Meridian Water project.

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3. Meridian 4 is planned to deliver circa 846 homes to: (a) Accelerate the delivery of homes; (b) Appeal to broadest range of potential investors and partners; (c) Offer the Council a developer's profit; (d) Work within the Outline Planning Permission parameters; and (e) Create critical density and optimal placemaking opportunities early in the scheme's development.
4. The tenure mix and viability of the scheme have changed and been further detailed since last presented to Cabinet (KD 5174) as set out in the Confidential Appendix.
5. The number of homes proposed within the project has necessitated the reconfigured capital expenditure.

(Key decision – reference number 5252)

7

QUARTERLY REVENUE MONITORING 2021/22 QUARTER 2

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 to the end of September 2021.

NOTED

1. The revenue budget forecast, including the impact of Covid-19 and Government funding, was outlined and particular pressures highlighted.
2. The underlying budget was resilient and sustainable.
3. Councillor Mahtab Uddin highlighted the increased demands in children's social care.
4. Councillor Alev Cazimoglu reported the stresses in adult social care costs.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the £0.465m adverse position on the General Fund after the use of £3m contingency and £5.6m overspend in the Dedicated Schools Grant (DSG) forecasted revenue outturn position for 2021/22.
2. Note the Covid-19 impact of £36.9m 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. Cabinet Members note the forecast level of reserves and implications for 2021/22 and challenging financial position over the life of the MTFP.

Reason:

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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 5338)

8

QUARTERLY CAPITAL MONITORING 2021/22 QUARTER 2

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 2021/22 to 2030/31.

NOTED

1. The forecast year expenditure for the approved programme was outlined for the General Fund, Housing Revenue Account (HRA) and Enfield Companies, and the programmes with approval to spend and the requested additions.
2. Councillor Barnes highlighted investments being put forward which would have a positive environmental impact.
3. The Chair welcomed the borrow to invest programme and the support of residents and businesses.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the inclusion of the following capital programmes, including updated grant funding, as detailed in Table 3. 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:
 - a. Corporate Condition Programme-KD5371
 - b. IT Investment
 - c. Community safety
 - d. Housing Adaptations and Assistance-KD5365
2. Recommend to Council, approval of the following additions to the capital programme as detailed in Table 4:
 - a. Community Safety – Youth Bus
 - b. Edmonton Cemetery Mausoleum
 - c. Housing Adaptations and Assistance
 - d. Joyce and Snells
 - e. Tennis Courts at Broomfield Park
 - f. Healthy Streets

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- g. TFL-Traffic and Transportation
- h. HGL - Enfield Let Equity Investment

3. Note that Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,730,629k.
4. Note that Appendix B details requested additions, that are subject to further approval.
5. Note that Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,691,468k.

Reason:

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

(Key decision – reference number 5340)

9

QUARTERLY HRA MONITORING 2021/22 QUARTER 2

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources to inform Cabinet of the current forecast outturn position of the Housing Revenue Account (HRA).

NOTED

1. The forecast revenue budget monitoring position and the current position (as at the end of September 2021) of the HRA's 10 Year Capital Programme were outlined.
2. Budget pressures and re-profiling were highlighted.
3. Investment in the fire safety programme was welcomed.
4. Officers confirmed that the Exeter Road and Upton and Raynham project would be reaching the final planning process stages soon and a report would be submitted to Cabinet in the mid-term future.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the Quarter 2 HRA forecast outturn position for 2021/22 for both revenue and capital.
2. Note the revenue Covid-19 impact of £0.315m.
3. Note the reduction in the 10-year HRA capital programme of £94.8m made relating to reconfiguration of Joyce & Snells scheme approved by Cabinet 15th September 2021 (KD5343)

Reason:

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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 5341)

10

HRA BUSINESS PLAN - MID YEAR UPDATE

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources reviewing the financial assumptions in the Housing Revenue Account (HRA).

NOTED

1. The update on the HRA 30-year business plan position and the main changes were outlined.
2. The main points of the Development Programme were summarised in para 28 of the report, noting the 3,500 new home starts over the next 13 years and the funding mechanisms.

Alternative Options Considered:

Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the updated HRA Business Plan and financial assumptions on which we will ensure an affordable and viable 30-year plan.
2. Recommend to Council the revised 10-year HRA Capital Programme budget, including reduction of £94.8m in the overall budget requirement.
3. Note the reduced HRA borrowing requirement from £656.2m to £622.6m over the next 10 years.
4. Recommend to Council to approve the updated hurdle rates and build costs on development schemes as a result of adverse market conditions which will enable us to continue to build new homes during this period.
5. Recommend to Council to approve acceptance of successful GLA grant bid of £166.5m as part of the AHP 21-26 programme and entering into of grant agreement for starts from 2023-2028. This secures funding for the first phases of the Joyce and Snells regeneration scheme.
6. Note September CPI of 3.1%, which increases the social and affordable rents levels in April 2022 by 4.1%, approval will come forward as part of the HRA rent setting report recommended to Council on 23rd February 2022.
7. Note the reduction in borrowing interest rates for 2021-22 and 2022-23, approval will be recommended to Council as part of the Treasury Strategy update report on 23rd February 2022.

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8. Note the outline criteria to be used when assessing lease propositions from external investors as a means of increasing supply without entering into any binding commitment until all aspects, including Treasury Management, have been fully considered.
9. Recommend to Council to approve entering into of a Deed of Variation to the Development Agreement for the Ladderswood project for costs accrued in earlier phases and adjustments to overage income projections.
10. Recommend to Council to approve Deed of Variation to the New Avenue Development Agreement to increase the number of homes from 408 to 503, subject to planning and all relevant consents.
11. Note that there is no additional funding available to meet the Fire Safety Act 2021, made law in April and the Building Safety agenda and that additional staffing resources to meet these new functions is included in the business plan on a phased basis from April 2022.
12. Note the additional investment made in improving the environmental conditions of estates following lifestyle changes as a result of the pandemic.

Reason:

To ensure that a balanced and viable 30-Year HRA Business Plan is approved by Cabinet which meets the strategic priorities of the service.

(Key decision – reference number 5342)

11

CABINET AGENDA PLANNING - FUTURE ITEMS

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

12

DATE OF NEXT MEETING

NOTED

1. The extra Cabinet meeting on Wednesday 5 January 2022.
2. The next scheduled meetings of the Cabinet on Wednesday 19 January 2022 and Wednesday 16 February 2022 (moved from 9 February).

13

EXCLUSION OF THE PRESS AND PUBLIC

AGREED In accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for consideration of the Confidential Appendix to Item 6 of the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule

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12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

DECISION: The Cabinet agreed to note the supplementary confidential information to the report Meridian Water Residential Delivery Programme.

London Borough of Enfield**Cabinet****January 2022**

Subject: Trading Company Annual Accounts & Performance
Cabinet Member: Cllr Mary Maguire
Executive Director: Jeremy Chambers – Director of Law & Governance

Key Decision: N/A

Purpose of Report and Proposals

1. The purpose of the report is to identify and communicate the results achieved by the Council's wholly owned trading companies and provide assurance that they continue to contribute effectively to the achievement of the Council's corporate objectives

Proposal(s)

2. Recommended that Cabinet note the results presented and the progress achieved by the companies.

Reason for Proposal(s)

3. The company accounts are approved by the Company Boards and are presented to Cabinet for transparency and to ensure companies' performance remains in accordance with the Council's strategic priorities.

Background

4. During the financial year ending March 2021, four companies wholly owned by the Council operated to deliver services to residents. These were:
 1. Housing Gateway Ltd (HGL)
 2. Lee Valley Heat Network Operating Co Ltd (trading as Energetik)
5. The Council also continued the 50% owned Limited Liability Partnership Montagu 406 Regeneration LLP, set up to regenerate the Montagu industrial estate. Montagu LLP has not yet filed its accounts for the previous year (the company is required to do so by 31st March 2022). However, from a financial perspective the company was dormant for much of the previous financial year; while undertaking work and making progress towards commencement of the project, it did not process any significant number of financial transactions.

6. The companies operated for the year on the basis of business plans given final approval by Cabinet in June 2020, which included financial projections and KPI targets for companies to be measured against. These projections and targets form the basis for quarterly performance reports provided to the operational shareholder function. The final year-end results are presented in this report.

Main Considerations for the Council

Housing Gateway

7. Housing Gateway recorded a net profit of £1,381,410 against a business plan projection £430,015; thus, outperforming its projections by approximately £950,000. This is also a significant improvement on the previous year, in which the effects of Covid-19 resulted in a substantial loss.
8. The operations of Housing Gateway have further delivered an estimated £2m of cost avoidance to the Council through avoidance of expenditure on temporary accommodation. This brings the total savings achieved across the life of the company to £9.4m.
9. The company's balance sheet has recovered to a net asset position of £7.6m, up from the previous year's Covid-19 affected result of £1.25m, indicating improved financial resilience of the company.
10. In particular, the net fixed asset position is £4.4m, indicating the company's portfolio of properties was worth approximately £4.4m more than its liabilities, including Council loans, as at 31st March 2021. This is an improved position from 2019-20, in which Covid-19 devaluations decreased the net fixed asset cushion to £1.2m; however, it has still not recovered to the pre-Covid-19 level of £10m. At the time of reporting, in-year monitoring indicates that the fixed asset position has improved to approximately £6.8m, indicating that risks relating to the security of the Council's loans have continued to decrease.
11. The company has achieved its key performance indicators, with the exception of resident satisfaction, which was below target pending the completion of a new satisfaction survey, and rent arrears, which were 0.1% above target. The key issue for satisfaction was timeliness of repairs; the company utilises the Council's responsive repair service. This has been reflected in the new survey, which returned a 59% satisfaction rating, with the key issue again being repairs. Rent arrears remain at 4.6% as at 30 September 2021; this appears to be a longer-term impact from Covid-19. However, it is only marginally above target, and is not impairing the performance of the company at this stage, as is evidenced by the overall positive results.

Energetik

12. Energetik has recorded a positive result, outperforming its business plan projection for the year by £310,000. It is the third successive year that the

company has substantially outperformed its business plan, and it is now in a strong overall net position against its business plan since its inception.

13. Building on a first gross profit recorded in 2019-20, the company has also delivered a first operating profit, indicating that its connections have covered the costs of running the business, before interest payments. The gross profit has also tripled from the previous year. This is promising progress, indicating that the company's core business model is sound and fundamentally profitable even at a low level of properties.
14. However, the final net profit result takes into account repayment of the company's loans and interest to the Council, which leaves a final overall loss of (£371,851); as highlighted above, this is a substantial improvement on the projected business plan position. The emphasis now is to continue building out the network and increasing connections over the coming years, such that the scale of connection income expands to cover loans and interest payments and delivers net profit, projected by the business plan in 2026-27.
15. The company has a net asset position of £2.3m, up from (£2.2m) in the previous year. However, while a beneficial development in securing the company's future and resilience, this should be approached with caution. Fixed assets remain at (£700,000), indicating the company's fixed assets are worth less than its loans. Further, the audited fixed asset valuation includes intangible fixed assets of £6.8m. While intangible assets have value, they are practically difficult to sell without sufficient accompanying revenue-generating fixed assets.
16. A key risk for Energetik is the connection of properties on the schedule projected in the business plan. At 31st March 2021, Energetik had projected 343 handed over properties. It achieved 643 handed over properties, with 542 occupied, substantially outperforming its target; in fact, the company has already achieved the 607 handed over properties required by 31st March 2022.
17. While this is excellent progress to date, it should be noted that a large proportion of the connection burden as per the business plan schedule falls in the coming years, 2022-23, and 2023-24. These years require a high number of properties and the delivery of these from Meridian Water in particular will be a significant risk factor for the company. The progress in building Energetik's network and energy centre to deliver Meridian Water connections is progressing well, with a projected completion date of February 2023.
18. Energetik has completed the key actions required by its operational plan for the year and has performed well on KPI targets. Where targets have been missed this has in part been due to the company's service contractor; Energetik's contract with its service contractor includes a penalty system for underperforming KPIs, and these have been enacted to recover contract fee for Energetik wherever applicable under the contract terms.

19. The completion of key actions enables the company to move forward with the build out of its network to receive planned connections, as well as exploring potential opportunities for expansion.

Safeguarding Implications

20. There are no safeguarding implications to this report.

Public Health Implications

21. The specific proposal does not have any implications for public health. However, Energetik and HGL do contribute to public health through the low-cost heating and housing they respectively supply, and therefore it is important to monitor their performance to ensure such benefits continue.

Equalities Impact of the Proposal

22. The proposal is to note progress. As there is no decision required, an Equalities Impact Assessment is not applicable.

Environmental and Climate Change Considerations

23. The proposal does not have any direct climate change or environmental impacts, although Energetik's business plan works towards significant carbon reduction in energy provision. Impacts of particular company proposals or business plans will be considered in the relevant reports.

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

24. If companies' performance is not monitored and reported, then the companies may fail to deliver against objectives, and may not contribute towards the Council's Corporate Plan, or provide a return on the Council's investment. Cabinet may be unable to fulfil its role as shareholder guardian in ensuring that companies continue to align strategically with the Council's objectives. Further, the companies may
25. The key factors to monitor for HGL over the coming months will be arrears levels, and the progress of Enfield Lets; at the time of the accounts, Enfield Lets had only been in operation for six months and was in its infancy in terms of properties managed. Therefore, it's whole year effect cannot be gauged. Specific monitoring is being undertaken on Enfield Lets to measure its progress against its individual business case. It will also be important to monitor the portfolio value and by extension the net balance sheet position to ensure continuing recovery of the fixed asset position following the short-term effect of Covid-19.
26. For Energetik, the key factors to monitor will be connections, to ensure that the project remains on schedule as per the business plan, and the progress in building the heat network at Meridian Water.

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

27. The proposal is to note progress, to provide assurance on company performance, and to provide an opportunity for oversight and challenge. There are therefore no specific risks arising from the proposal relating to the companies considered.

Financial Implications

28. HGL had £121,417,564 in long-term loans from the Council outstanding at 31st March 2021 (note 15 of the accounts), against a portfolio value of £130m (note 11). This indicates that the value of the portfolio provides effective security over the Council's loans, with a buffer of around £9m in total excess value. Therefore, the Council would be able to recoup its loans to the company in the event of failure.
29. HGL has also contributed £2m in the year 2020-21 to revenue cost avoidance through provision of temporary accommodation and the execution of housing duties through the Council's nominations agreement.
30. Energetik had outstanding long-term loan amounts of £12,605,450, against a fixed asset value of £5.2m. This indicates that the Council's loans remain at high risk until further saleable assets are developed.

Legal Implications

31. The Council has a general power of competence under Section 1(1) of the Localism Act 2011 to do anything which individuals generally may do provided it is not prohibited by legislation and subject to public law principles. In addition, in accordance with such Act, the Council can set up a company under the Companies Act 2006 to do, for a commercial purpose, that which it is empowered to do under the general power of competence.
32. When supporting the companies, particularly in its role as lender/funder, the Council must be continually mindful of the rules with regard to state aid. 'Aid' in this context means any benefit conferred, not just monetary payments. This could include any services/resources provided by the Council to the company at less than market value.
33. When taking any actions in its role as shareholder, the Council must also be continually mindful of the requirements of the Companies Act 2006, and the requirements contained in the Articles of Association of each company.

Workforce Implications

34. There are no workforce implications to this report.

Property Implications

35. There are no property implications.

Other Implications

36. There are no other implications to this report.

Options Considered

37. The only alternative option is not to report or monitor progress, which as identified in paragraph 25 may result in a lack of cohesion between the Council's objectives and its use of companies and place the Council's investments in its companies at greater risk.

Conclusions

38. The progress of the companies should be noted, and monitoring continue throughout the current financial year.

Report Author: Will Wraxall
Shareholder & Commercial Partnerships Manager
will.wraxall@enfield.gov.uk
0208 379 1265

1 December 2021

Appendices

Appendix 1a & b: Housing Gateway accounts and annual performance
Appendix 2a - c: Energetik Managing Director letter, annual accounts and annual performance

14th December 2021

Dear Shareholder,

Re: Housing Gateway Ltd Audited Accounts Year Ended 31st March 2021

I am pleased to present the final audited accounts for Housing Gateway Ltd ("Housing Gateway") for the year ended 31st March 2021 which were signed off by the Board on 26th July 2021.

Housing Gateway continues to address the Council's priorities of providing secure rented accommodation whilst delivering significant savings, in excess of £9.6m to date. Housing Gateway continues to perform well financially; turnover has increased by 9%, and through effective management of its operations it has delivered an increase in gross profit of £7.5m.

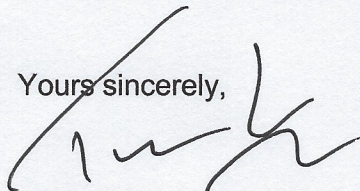
Investment in major works at Brickfield and Greenway has been secured and Enfield Let mobilised, which is performing in line with the business case. Whilst Housing Gateway, like all property and rental operations has faced challenges, due to the impact of Covid 19, it has faired the economic challenges well, whilst focussing on supporting our residents.

Housing Gateway's property portfolio was valued at year end, in line with Council policy, and increased by 2%. The impairment applied last year due to Covid 19 uncertainty, has been corrected and the portfolio stabilised.

The company's balance sheet continues to strengthen, showing shareholders' reserves of £2.6m, an increase on last year. In addition, in 2021 Housing Gateway expanded Enfield Let, our ethical lettings agency to grow the portfolio significantly and provide an accessible housing product, at affordable rents, for residents who would not otherwise be able to access the private rented market.

Housing Gateway continues to ensure sound financial management and is delivering on its commitments to support the Council's housing agenda through innovative businesses in the future.

Yours sincerely,



Cllr Tim Leaver
Chair, Housing Gateway Limited.



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HOUSING GATEWAY LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

HOUSING GATEWAY LIMITED

COMPANY INFORMATION

Directors

P Nwosu
J Embling
J Drew
T Leaver
K Wilson

Company number

08938527

Registered office

Civic Centre
Silver Street
Enfield
EN1 3XA

Auditor

Moore Northern Home Counties Limited
Nicholas House
River Front
Enfield
Middlesex
EN1 3FG

HOUSING GATEWAY LIMITED

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HOUSING GATEWAY LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The directors present their annual report and financial statements for the year ended 31 March 2021.

Principal activities

The principal activity of the company is the acquisition and management of a property portfolio, to provide sub-market accommodation for residents in Enfield. The company's aim is to secure local properties for local people with housing needs.

To increase the supply of accommodation, in October 2020 the company launched a social letting agency under the trading name Enfield Lets (EL). EL takes short leases of 3-5 years on properties in Enfield and sublets them on assured short hold tenancies to tenants nominated by Enfield Council who would otherwise be at risk of homelessness. EL manages the properties and takes the void risk by offering its landlords guaranteed rent which is paid monthly in advance. At the end of the accounting period, EL had acquired a portfolio of 83 properties. The company expended £79,616 (2020: £nil) on set up costs for EL which is included in the company's operating costs for the period.

Housing Gateway Limited is wholly owned by Enfield Council and was formed to help assist the Council in reducing its budget pressure, by providing more affordable accommodation in the private rented sector.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

P Nwosu

J Middleton-Albooye

(Resigned 12 February 2021)

J Embling

J Drew

T Leaver

K Wilson

(Appointed 15 February 2021)

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

On behalf of the board



J Drew

Director

Date: .08/09/2021....

HOUSING GATEWAY LIMITED

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 MARCH 2021

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

HOUSING GATEWAY LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF HOUSING GATEWAY LIMITED

Opinion

We have audited the financial statements of Housing Gateway Limited (the 'company') for the year ended 31 March 2021 which comprise the profit and loss account, the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
 - the directors' report has been prepared in accordance with applicable legal requirements.
-

HOUSING GATEWAY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF HOUSING GATEWAY LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

HOUSING GATEWAY LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF HOUSING GATEWAY LIMITED

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation

We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.

We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Francis Corbishley (Senior Statutory Auditor)
For and on behalf of Moore Northern Home Counties Limited

08/10/2021
.....

Chartered Accountants
Statutory Auditor

Nicholas House
River Front
Enfield
Middlesex
EN1 3FG

HOUSING GATEWAY LIMITED**PROFIT AND LOSS ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	2020 £
Turnover	3	7,884,064	7,201,064
Cost of sales		(345,787)	(138,718)
Gross profit		<u>7,538,277</u>	<u>7,062,346</u>
Administrative expenses		(4,941,883)	(2,659,526)
Other operating income		77,347	101,078
Operating profit	4	<u>2,673,741</u>	<u>4,503,898</u>
Interest receivable and similar income	6	-	15,378
Interest payable and similar expenses	7	(2,960,662)	(2,828,361)
Changes in the fair value of investment properties	8	1,886,087	(9,131,677)
Profit/(loss) before taxation		<u>1,599,166</u>	<u>(7,440,762)</u>
Tax on profit/(loss)	9	(217,756)	645,773
Profit/(loss) for the financial year		<u><u>1,381,410</u></u>	<u><u>(6,794,989)</u></u>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

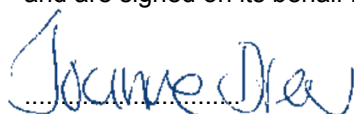
HOUSING GATEWAY LIMITED**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2021**

	2021	2020
	£	£
Profit/(loss) for the year	1,381,410	(6,794,989)
Other comprehensive income	-	-
Total comprehensive income for the year	<u>1,381,410</u>	<u>(6,794,989)</u>

HOUSING GATEWAY LIMITED**BALANCE SHEET****AS AT 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	10		155,897		259,926
Investment properties	11		130,184,728		120,578,385
			<u>130,340,625</u>		<u>120,838,311</u>
Current assets					
Debtors	12	567,428		289,518	
Cash at bank and in hand		8,012,554		5,576,625	
		<u>8,579,982</u>		<u>5,866,143</u>	
Creditors: amounts falling due within one year	13	<u>(5,297,412)</u>		<u>(8,743,604)</u>	
Net current assets/(liabilities)			<u>3,282,570</u>		<u>(2,877,461)</u>
Total assets less current liabilities			<u>133,623,195</u>		<u>117,960,850</u>
Creditors: amounts falling due after more than one year	14		<u>(125,999,647)</u>		<u>(116,718,712)</u>
Net assets			<u><u>7,623,548</u></u>		<u><u>1,242,138</u></u>
Capital and reserves					
Called up share capital	16		5,000,001		1
Profit and loss reserves	23		2,623,547		1,242,137
Total equity			<u><u>7,623,548</u></u>		<u><u>1,242,138</u></u>

The financial statements were approved by the board of directors and authorised for issue on 08/09/2021 and are signed on its behalf by:



J Drew
Director

Company Registration No. 08938527

HOUSING GATEWAY LIMITED**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Share capital £	Profit and loss reserves £	Total £
Balance at 1 April 2019		1	8,037,126	8,037,127
Year ended 31 March 2020:				
Loss and total comprehensive income for the year		-	(6,794,989)	(6,794,989)
Balance at 31 March 2020		1	1,242,137	1,242,138
Year ended 31 March 2021:				
Profit and total comprehensive income for the year		-	1,381,410	1,381,410
Issue of share capital	16	5,000,000	-	5,000,000
Balance at 31 March 2021		5,000,001	2,623,547	7,623,548

HOUSING GATEWAY LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	20	6,357,093		6,478,235	
Interest paid		(2,960,662)		(2,828,361)	
Income taxes paid		(522,133)		(489,591)	
Net cash inflow from operating activities		2,874,298		3,160,283	
Investing activities					
Purchase of tangible fixed assets		(48,891)		(86,472)	
Proceeds on disposal of tangible fixed assets		80,637		21,048	
Purchase of investment property		(9,328,905)		(4,526,173)	
Proceeds on disposal of investment property		220,000		-	
Interest received		-		15,378	
Net cash used in investing activities		(9,077,159)		(4,576,219)	
Financing activities					
Proceeds from issue of shares		5,000,000		-	
Repayment of borrowings		(1,061,210)		(6,020,890)	
Proceeds of new bank loans		4,700,000		10,500,000	
Net cash generated from financing activities		8,638,790		4,479,110	
Net increase in cash and cash equivalents		2,435,929		3,063,174	
Cash and cash equivalents at beginning of year		5,576,625		2,513,451	
Cash and cash equivalents at end of year		8,012,554		5,576,625	

HOUSING GATEWAY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Company information

Housing Gateway Limited is a private company limited by shares incorporated in England and Wales. The registered office is Civic Centre, Silver Street, Enfield, EN1 3XA.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include investment properties and certain financial instruments at fair value. The principle accounting policies adopted are set out below.

1.2 Turnover

Turnover represents rental income receivable from housing benefit tenants and is recognised on a straight-line basis over the term of the tenancy agreement.

1.3 Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Tangible fixed assets are stated at cost less accumulated depreciation.

Depreciation is provided to write off the cost of tangible fixed assets as follows:

Leasehold improvements	- Over 4 to 7 years
Fixtures, fittings & equipment	- 20% on cost

1.4 Investment properties

Investment properties are included in the balance sheet at their open market value in accordance with the Financial Reporting Standards 102 and are not depreciated. This treatment is contrary to the Companies Act 2006 which states fixed assets should be depreciated but is, in the opinion of the directors, necessary in order to give a true and fair view of the financial position of the company.

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

HOUSING GATEWAY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Derecognition of financial liabilities

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

1.5 Taxation

Current tax

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

Deferred tax

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gain and losses in the financial statements and recognition in the tax computation.

A net deferred tax asset is recognised only if it can be regarded as more likely than not there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are calculated at the tax rates expected to be effective at the time the timing differences are expected to reverse.

Deferred tax assets and liabilities are not discounted.

1.6 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

1.7 Government grants

Government grants in respect of capital expenditure are deferred and released to the profit and loss over the estimated useful life of the relevant asset which is fifty years.

1.8 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****1 Accounting policies****(Continued)****1.9 Going concern**

The directors have reviewed the company's forecasts and have a reasonable expectation that the company has adequate resources to continue its operations for a period of not less than one year from the date that these financial statements are approved. The company has therefore continued to prepare its accounts on a going concern basis.

The company has experienced minimal impact relating to the COVID-19 pandemic and has transitioned well to continue operations during the lockdown period. The directors have considered the impact of the COVID-19 pandemic on the business and do not believe there to be any change in the going concern status of the company.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Turnover and other revenue

An analysis of the company's turnover is as follows:

	2021	2020
	£	£
Turnover analysed by class of business		
Rental income	7,656,144	7,201,064
Enfield Let	227,920	-
	<u>7,884,064</u>	<u>7,201,064</u>
	<u>7,884,064</u>	<u>7,201,064</u>
	2021	2020
	£	£
Other significant revenue		
Interest income	-	15,378
Grants received	77,347	101,078
	<u>77,347</u>	<u>101,078</u>

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****4 Operating profit**

	2021	2020
	£	£
Operating profit for the year is stated after charging/(crediting):		
Exchange (gains)/losses	(8,224)	21,048
Government grants	(77,347)	(101,078)
Fees payable to the company's auditor for the audit of the company's financial statements	24,093	23,445
Depreciation of owned tangible fixed assets	72,283	96,752
Operating lease charges	345,787	138,718
	<u> </u>	<u> </u>

5 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2021	2020
	Number	Number
Directors	2	2
	<u> </u>	<u> </u>

Their aggregate remuneration comprised:

	2021	2020
	£	£
Wages and salaries	6,000	6,000
	<u> </u>	<u> </u>

Directors' remuneration represents salaries of non-executive directors, Joanna Embling and Peter Nwosu, for their services.

6 Interest receivable and similar income

	2021	2020
	£	£
Interest income		
Interest on bank deposits	-	15,378
	<u> </u>	<u> </u>

Investment income includes the following:

Interest on financial assets not measured at fair value through profit or loss	-	15,378
	<u> </u>	<u> </u>

7 Interest payable and similar expenses

	2021	2020
	£	£
Other finance costs:		
Other interest	2,960,662	2,828,361
	<u> </u>	<u> </u>

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**8 Fair value movement on investment properties**

	2021	2020
	£	£
Changes in the fair value of investment properties	1,886,087	(9,131,677)
	<u>1,886,087</u>	<u>(9,131,677)</u>

9 Taxation

	2021	2020
	£	£
Current tax		
UK corporation tax on profits for the current period	217,756	358,999
	<u>217,756</u>	<u>358,999</u>
Deferred tax		
Origination and reversal of timing differences	-	(1,004,772)
	<u>-</u>	<u>(1,004,772)</u>
Total tax charge/(credit)	217,756	(645,773)
	<u>217,756</u>	<u>(645,773)</u>

The actual charge/(credit) for the year can be reconciled to the expected charge/(credit) for the year based on the profit or loss and the standard rate of tax as follows:

	2021	2020
	£	£
Profit/(loss) before taxation	1,599,166	(7,440,762)
	<u>1,599,166</u>	<u>(7,440,762)</u>
Expected tax charge/(credit) based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	303,842	(1,413,745)
Tax effect of expenses that are not deductible in determining taxable profit	26,894	38,548
Tax effect of income not taxable in determining taxable profit	(32,201)	(19,205)
Depreciation on assets not qualifying for tax allowances	13,734	18,383
Deferred tax adjustment for revaluation gain	-	(1,004,772)
Profit on revaluation of investment properties	(94,513)	1,735,018
	<u>(94,513)</u>	<u>1,735,018</u>
Taxation charge/(credit) for the year	217,756	(645,773)
	<u>217,756</u>	<u>(645,773)</u>

HOUSING GATEWAY LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Tangible fixed assets

	Leasehold improvements £	Fixtures and fittings £	Total £
Cost			
At 1 April 2020	203,158	330,004	533,162
Additions	-	48,891	48,891
Disposals	(16,050)	(72,948)	(88,998)
At 31 March 2021	187,108	305,947	493,055
Depreciation and impairment			
At 1 April 2020	86,939	186,297	273,236
Depreciation charged in the year	33,973	38,310	72,283
Eliminated in respect of disposals	(8,361)	-	(8,361)
At 31 March 2021	112,551	224,607	337,158
Carrying amount			
At 31 March 2021	74,557	81,340	155,897
At 31 March 2020	116,219	143,707	259,926

11 Investment property

	2021 £
Fair value	
At 1 April 2020	120,578,385
Additions through external acquisition	9,328,905
Disposals	(220,000)
Net gains or losses through fair value adjustments	1,886,087
Impairment of Brickfield House and Greenway House	(1,388,649)
At 31 March 2021	130,184,728

Management appointed Strutt & Parker, a chartered surveyor firm regulated by RICS, to undertake the revaluation of the investment property portfolio.

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****12 Debtors**

	2021	2020
Amounts falling due within one year:	£	£
Trade debtors	81,148	29,388
Corporation tax recoverable	118,119	163,901
Other debtors	323,889	30,825
Prepayments and accrued income	44,272	65,404
	<u>567,428</u>	<u>289,518</u>

Included in other debtors and due within one year is £31,462 (2020: £29,248) owed by the London Borough of Enfield in respect of recharges for goods and services in the year.

13 Creditors: amounts falling due within one year

	Notes	2021	2020
		£	£
Other borrowings		612,323	6,044,781
Trade creditors		989,367	457,285
Amounts owed to group undertakings		567,915	163,901
Corporation tax		8,840	358,999
Deferred income	15	81,376	77,575
Accruals		3,037,591	1,641,063
		<u>5,297,412</u>	<u>8,743,604</u>

Included in trade creditors and accruals and due within one year is £1,938,204 (2020: £1,618,498) owed to the London Borough of Enfield in respect of recharges for goods and services in the year. Other borrowings consist of loans which are secured against the company's investment properties and are expected to be repaid within the next twelve months.

14 Creditors: amounts falling due after more than one year

	Notes	2021	2020
		£	£
Other borrowings		121,417,564	112,346,315
Deferred income	15	4,582,083	4,372,397
		<u>125,999,647</u>	<u>116,718,712</u>

Included in creditors due after more than one year are loans of £121,417,564 (2020: £112,346,315) which are secured against the company's investment properties and are due after more than one year.

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****15 Deferred income**

	2021	2020
	£	£
Arising from government grants	4,662,709	4,448,922
Other deferred income	750	1,050
	<u>4,663,459</u>	<u>4,449,972</u>

Deferred income is included in the financial statements as follows:

Current liabilities	81,376	77,575
Non-current liabilities	4,582,083	4,372,397
	<u>4,663,459</u>	<u>4,449,972</u>

The government grant balance of £4.66 million (2020: £4.44 million) relates to grants of £2.5m, £2.2m and £291k received by the company in 2017, 2020 and 2021 respectively for the acquisition of investment properties. The grants have been recognised on the balance sheet and are being released to the P/L over the estimated useful life of the investment properties.

16 Share capital

	2021	2020	2021	2020
	Number	Number	£	£
Ordinary share capital				
Issued and fully paid				
Ordinary of £1 each	5,000,001	1	5,000,001	1
	<u>5,000,001</u>	<u>1</u>	<u>5,000,001</u>	<u>1</u>

During the year the company allotted 5,000,000 ordinary £1 shares at par. These have been paid in full.

17 Operating lease commitments**Lessee**

Leased rental properties

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	1,442,306	123,215
Between two and five years	3,866,857	300,734
In over five years	-	11,007
	<u>5,309,163</u>	<u>434,956</u>

HOUSING GATEWAY LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****17 Operating lease commitments****(Continued)****Lessor**

The operating leases represent leases to housing tenants. The leases are negotiated over a maximum term of 1 year, after which they become rolling leases with between 2 weeks and 4 weeks notice to terminate.

At the reporting end date the company had contracted with tenants for the following minimum lease payments:

	2021	2020
	£	£
Within one year	1,598,647	692,004
	<u>1,598,647</u>	<u>692,004</u>

18 Ultimate controlling party

The ultimate controlling party is the London Borough of Enfield by virtue of 100% ownership of the company's shares held by The Mayor and Burgesses of the Borough on behalf of the Council.

19 Related party transactions

The company's ultimate parent undertaking is the London Borough of Enfield by virtue of 100% ownership held by The Mayor and Burgesses of the Borough on behalf of the Council. The company has taken advantage of the exemptions available under Financial Reporting Standard 102 not to disclose any transactions or balances with entities that are 100% controlled by the Council.

20 Cash generated from operations

	2021	2020
	£	£
Profit/(loss) for the year after tax	1,381,410	(6,794,989)
Adjustments for:		
Taxation charged/(credited)	217,756	(645,773)
Finance costs	2,960,662	2,828,361
Investment income	-	(15,378)
Depreciation and impairment of tangible fixed assets	1,460,932	96,752
Other gains and losses	(1,886,087)	9,131,677
Movements in working capital:		
(Increase)/decrease in debtors	(323,692)	574,121
Increase/(decrease) in creditors	2,332,625	(795,157)
Increase in deferred income	213,487	2,098,621
Cash generated from operations	<u>6,357,093</u>	<u>6,478,235</u>

HOUSING GATEWAY LIMITED**DETAILED PROFIT AND LOSS ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2021**

		2021		2020
	£	£	£	£
Turnover				
Rental income		7,856,424		7,200,763
Management fee income		27,340		-
Other income		300		301
		<u>7,884,064</u>		<u>7,201,064</u>
Cost of sales				
Rent re operating leases	345,787		138,718	
		<u>(345,787)</u>		<u>(138,718)</u>
Gross profit	95.61%	7,538,277	98.07%	7,062,346
Other operating income				
Government grants receivable and released		77,347		101,078
Administrative expenses				
Staff training	10,081		16,035	
Directors' remuneration	6,000		6,000	
Housing management costs	914,801		615,170	
Finance & treasury management	253,044		182,076	
Management charge	280,474		164,919	
Service charge payable	266,297		211,073	
Rates	16,464		10,997	
Security costs	41,694		156,505	
Power, light and heat	59,942		104,432	
Housing repairs	1,090,470		571,395	
Insurance	82,547		90,748	
Equipment repairs	36,084		2,400	
Legal and professional fees	101,395		26,606	
Consultancy fees	287,903		130,125	
Audit fees	24,093		23,445	
Bank charges	425		2,768	
Bad and doubtful debts	-		239,149	
Printing and stationery	140		1,618	
Telecommunications	15,127		13,955	
Sundry expenses	2,194		(27,690)	
Depreciation	72,283		96,752	
Impairment losses	1,388,649		-	
Profit or loss on disposal of leasehold property	(8,224)		21,048	
		<u>4,941,883</u>		<u>2,659,526</u>
Operating profit		2,673,741		4,503,898
Investment revenues				
Bank interest received	-		15,378	
		<u>-</u>		<u>15,378</u>
Interest payable and similar expenses				

HOUSING GATEWAY LIMITED**DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021**

	2021	2020
	£	£
Interest payable	(2,960,662)	(2,828,361)
Other gains and losses		
Increase or decrease in fair value of investment property	1,886,087	(9,131,677)
Profit/(loss) before taxation	1,599,166	(7,440,762)
Taxation	(217,756)	645,773
Profit/(loss) after taxation	<u>1,381,410</u>	<u>(6,794,989)</u>

Report year/quarter: 20-21/Year-end

1. Financial performance

Projected Profit and Loss			
Item	Year end outturn	Budgeted projection	Variance
Total Income	£7,884,064	£7,566,277	£317,787
Total Expenditure	£8,170,985	£7,136,262	(£1,034,723)
Fair Value Gain/Loss	£1,886,087	£0	£1,886,087
Profit/Loss	£1,599,166	£430,015	£1,169,151

Q4 Balance Sheet position		
	Q3 end	Year end
Fixed Assets	£125,663,964	£130,340,625
Current Assets	£9,481,216	£8,579,982
Net Assets	£7,427,656	£7,623,548
Current Liabilities	£2,207,652	£5,297,412

Financial Ratios/Statistics

Ratio	Formula	Calculation	Q3 Outturn	Q4 Outturn
Profit Margin	$\frac{\text{Net Profit}}{\text{Net Sales}}$	$\frac{1,599,166}{7,884,064}$	21%	20%
Efficiency Ratio	$\frac{\text{Non-Interest Expenses}}{\text{Revenue}}$	$\frac{5,210,323}{7,884,064}$	1:2.12	1:1.51
Cash Ratio	$\frac{\text{Cash + Liquid Assets}}{\text{Current Liabilities}}$	$\frac{8,579,982}{5,297,412}$	1:0.24	1:0.62

2. Return on Investment

Financial	Cost Avoidance	Social Value
= Profit Margin + Annual Interest Premium as %age of capital invested	= Annual TA Costs avoided by LBE, as a %age of LBE capital invested	Number of tenancies/TA placements made to date
•	<ul style="list-style-type: none"> £9.64m cumulative cost avoidance to date. £2m cost avoidance in 2020/21 	<ul style="list-style-type: none"> TBC

3. Enfield Let financials

Projected Profit and Loss			
Item	6-month outturn	Budgeted projection	Variance
Total Income	£227,920	£2,314,904	(£2,086,984)
Total Expenditure	£457,348	£3,104,827	£2,647,479
Profit/Loss	(£229,428)	(£789,923)	£560,495

Ratio	Formula	Calculation	Q4 Outturn
Profit Margin	$\frac{\text{Net Profit}}{\text{Net Sales}}$	$\frac{(229,428)}{227,920}$	(101%)
Efficiency Ratio	$\frac{\text{Non-Interest Expenses}}{\text{Revenue}}$	$\frac{457,347}{227,920}$	1:0.50
Cash Ratio	$\frac{\text{Cash + Liquid Assets}}{\text{Current Liabilities}}$	$\frac{227,920}{457,347}$	1:2.01

4. Enfield Let property numbers

Stage	Properties
Transfers	62
New Acquisitions	23
Total Portfolio	85

5. Key Performance Indicators

Strategy	Measure	Target	Current	RAG
Resident Satisfaction	Ensuring 80% of residents are satisfied with the service HGL offers.	80%	62%*	
Net Yield	Ensuring the property portfolio provides a 4% net yield.	4%	5.2%	
Void Turnaround	Ensuring the period between tenancies where the property is void is kept below 3.5% of the annual rent roll.	3.5%	0.18%	
Rent Arrears	Ensuring the rent arrears are below 4.5% of the annual rent roll.	4.5%	4.6%	
Bad Debt	Ensuring bad debt is below 4.5% of the annual rent roll.	4.5%	2.8%	

*A new resident satisfaction survey is in progress. The figure shown is based on the last survey undertaken.

6. Business Plan – key action progress

Action	Key Sub-Tasks	Progress
Establish an Ethical Lettings Agency	<ul style="list-style-type: none"> Mobilise and implement the creation of Enfield Let Launch and embed Enfield Let Implement policies, procedures and a performance management framework. 	<ul style="list-style-type: none"> Enfield Let Launched on October 1st as planned Enfield Let closed the year with 85 properties in the portfolio.
Expand HGL's investment portfolio	<ul style="list-style-type: none"> Using £5m equity provided by the Council, purchase an additional 100 homes in borough. 	<ul style="list-style-type: none"> HGL expanded its portfolio by 25 properties, bringing the portfolio to 565. As the equity injection was not received until towards the end of the year, it will be utilised in 21/22.
Support the Council in its aim to eradicate Temporary Accommodation	<ul style="list-style-type: none"> Examine options to reduce the number of families in temporary accommodation and provide the Council with alternative management solutions for these properties. 	<ul style="list-style-type: none"> 25 properties were purchased. Due to the Pandemic and backlog in the Courts it has taken a much longer time for vendors to gain vacant possession of the properties they wish to sell. LBE in collaboration with HGL was awarded £6.8m by the GLA as part of the Rough Sleepers Accommodation Programme (RSAP). HGL has purchased 2 properties already and will continue the purchasing strategy in 21/22. HGL is expected to deliver 20x1bed units and a further 28 beds via the creation of 14x2 beds. HGL has also been asked to deliver a further 25 1bed units to replace the modular activity stream which LBE was due to deliver.

Maintain positive financial stability	<ul style="list-style-type: none"> Review and embed the Ethical Lettings agencies financial model in the existing HGL core business. 	<ul style="list-style-type: none"> HGL has worked with LBE to develop a robust financial model for Enfield Let and the Council is in the process of providing the required working capital to support the new business stream.
Review company structure	<ul style="list-style-type: none"> Review potential company structures in consideration of State Aid implications, grant funding and tax efficiency. 	<ul style="list-style-type: none"> Initial legal advice has been obtained but the Council has indicated that HGL should not continue to explore restructuring the company if the outcome may involve the creation of a registered provider.
Investigate opportunities to purchase new properties from private developers; supporting continued house building in the Borough.	<ul style="list-style-type: none"> Work with local developers to establish a pipeline of new build developments. Assuming financial viability, support the Councils new homes target by purchasing new homes off plan, from private developers. 	<ul style="list-style-type: none"> Due to capacity constraints and new work streams such as the GLA grant referred to above work will not be undertaken in 20/21. HGL will revisit this target in 21/22.
Develop a quality homes standard in line with LBE's housing strategy.	<ul style="list-style-type: none"> Complete a stock condition survey of HGL's portfolio and implement an improvement plan. Develop a major works programme and budget 	<ul style="list-style-type: none"> Due to capacity constraints and new work streams such as the GLA grant referred to above and the preparations for the capital works at Greenway House and Brickfield House, the stock condition survey will be pushed to 2021-22
Completion of external wall remediation at Brickfield House	<ul style="list-style-type: none"> Undertake removal of cladding, remediation of fire breaks and replacement of alternative cladding, ensuring continued use of the building. 	<ul style="list-style-type: none"> The project is now complete.

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2020/21 - End of year accounts

Shareholder's notice

Energetik's accounts for the period 1st April 2020 to 31st March 2021 were prepared by the Council's finance team via its SLA with the company, and subsequently independently audited by Moore, the Company's external auditors. Moore has signed the accounts with a clean unqualified audit opinion.

The company recorded a loss before tax in the period of £450k (£372k loss after tax), which was an improvement of 29% against the budgeted loss of £634k for the period. This improvement came from better than budgeted heat and availability charge income from customers, combined with more connection fees than anticipated. This enabled Energetik to make a profit before interest charges of £127k compared to a budgeted loss of £87k.

The pre-tax loss arises through interest payments made to the Council of £576k.

Energetik took part in the group tax relief exercise surrendering its tax losses to Housing Gateway Limited. These losses were worth £209k, making Energetik's net cost to the Council £241k.

The directors of the board were comfortable with the audited financial position at the end of the period noting the losses were lower than expected in the budget and business plan as well as being appropriate for large heat infrastructure projects of this nature, where capital expenditure is required ahead of significant connect receipts. Accordingly, the board approved the financial accounts for submission to Companies House.

Jayne Clare (Managing Director)

For and on behalf of Energetik

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**REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021
FOR
LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

**CONTENTS OF THE FINANCIAL STATEMENTS
for the Year Ended 31st March 2021**

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COMPANY INFORMATION
for the Year Ended 31st March 2021

DIRECTORS:

Mrs C J Clare
Dr T Groth
Mr I V Guest
Mr M J King

REGISTERED OFFICE:

Enfield Council
Civic Centre
Silver Street
Enfield
EN1 3XA

REGISTERED NUMBER:

09763702

AUDITORS:

Kay Johnson Gee Limited
Chartered Accountants and Statutory Auditors
1 City Road East
Manchester
M15 4PN

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED****REPORT OF THE DIRECTORS
for the Year Ended 31st March 2021**

The directors present their report with the financial statements of the company for the year ended 31st March 2021.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st April 2020 to the date of this report.

Mrs C J Clare
Mr I V Guest
Mr M J King

Other changes in directors holding office are as follows:

Dr T Groth - appointed 30th November 2020

Mr D Taylor ceased to be a director after 31st March 2021 but prior to the date of this report.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

Under section 487(2) of the Companies Act 2006 Kay Johnson Gee Limited, will be deemed to have been reappointed as auditors 28 days after these financial statements were sent to members or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is earlier.

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

**REPORT OF THE DIRECTORS
for the Year Ended 31st March 2021**

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:



.....
Mrs C J Clare - Director

Date: 28 May 2021

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

Opinion

We have audited the financial statements of Lee Valley Heat Network Operating Company Limited (the 'company') for the year ended 31st March 2021 which comprise the Profit and Loss Account, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st March 2021 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information in the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors has been prepared in accordance with applicable legal requirements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Directors.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page two, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities including fraud and non-compliance with laws and regulations we have considered the following:

- The nature of the industry and sector, control environment and business performance including the company's remuneration policies, key drivers for directors remuneration and performance targets;
- Results of the enquiries of management about their own identification and assessment of the risks of irregularities;
- Any matters we have identified having obtained and reviewed the company's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of noncompliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
 - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, valuation of Intangible Fixed Assets and the impact of Covid19. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included UK Companies Act, Health and Safety Laws, Environmental Regulations and Tax Legislation.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty.

Audit response to risks identified

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC; and

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members including internal specialists, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Michael Garrett (Senior Statutory Auditor)
for and on behalf of Kay Johnson Gee Limited
Chartered Accountants and Statutory Auditors
1 City Road East
Manchester
M15 4PN

Date: 28 May 2021.....

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

PROFIT AND LOSS ACCOUNT
for the Year Ended 31st March 2021

	Notes	2021 £	2020 £
TURNOVER		901,809	342,259
Cost of sales		(224,803)	(131,183)
GROSS PROFIT		677,006	211,076
Administrative expenses		(646,185)	(599,640)
OPERATING PROFIT/(LOSS)	5	30,821	(388,564)
Interest receivable and similar income		95,889	711
		126,710	(387,853)
Interest payable and similar expenses		(576,399)	(505,574)
LOSS BEFORE TAXATION		(449,689)	(893,427)
Tax on loss		77,838	323,749
LOSS FOR THE FINANCIAL YEAR		(371,851)	(569,678)

The notes form part of these financial statements

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED (REGISTERED NUMBER: 09763702)**

BALANCE SHEET

31st March 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Intangible assets	6	6,888,998	6,042,643
Tangible assets	7	5,067,219	3,285,710
		<u>11,956,217</u>	<u>9,328,353</u>
CURRENT ASSETS			
Debtors	8	778,203	434,569
Cash at bank		4,315,755	644,291
		<u>5,093,958</u>	<u>1,078,860</u>
CREDITORS			
Amounts falling due within one year	9	(1,112,022)	(1,227,360)
NET CURRENT ASSETS/(LIABILITIES)		<u>3,981,936</u>	<u>(148,500)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		15,938,153	9,179,853
CREDITORS			
Amounts falling due after more than one year	10	(12,633,419)	(11,346,640)
PROVISIONS FOR LIABILITIES	11	(940,365)	(96,993)
NET ASSETS/(LIABILITIES)		<u>2,364,369</u>	<u>(2,263,780)</u>
CAPITAL AND RESERVES			
Called up share capital	12	5,000,001	1
Retained earnings		(2,635,632)	(2,263,781)
SHAREHOLDERS' FUNDS		<u>2,364,369</u>	<u>(2,263,780)</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Directors and authorised for issue on 28 May 2021 and were signed on its behalf by:



.....
Mrs C J Clare - Director

The notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY
for the Year Ended 31st March 2021

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1st April 2019	1	(1,694,103)	(1,694,102)
Deficit for the year	-	(569,678)	(569,678)
Total comprehensive loss	-	(569,678)	(569,678)
Balance at 31st March 2020	1	(2,263,781)	(2,263,780)
Deficit for the year	-	(371,851)	(371,851)
Total comprehensive loss	-	(371,851)	(371,851)
Issue of share capital	5,000,000	-	5,000,000
Balance at 31st March 2021	<u>5,000,001</u>	<u>(2,635,632)</u>	<u>2,364,369</u>

The notes form part of these financial statements

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**
**CASH FLOW STATEMENT
for the Year Ended 31st March 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	14	237,125	(811,969)
Interest paid		(576,399)	(505,574)
Tax paid		261,723	371,473
Net cash from operating activities		<u>(77,551)</u>	<u>(946,070)</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		(846,355)	(709,643)
Purchase of tangible fixed assets		(1,839,910)	(1,429,192)
Interest received		95,889	711
Net cash from investing activities		<u>(2,590,376)</u>	<u>(2,138,124)</u>
Cash flows from financing activities			
New loans in year		1,655,000	2,744,000
Loan repayments in year		(315,609)	(95,801)
Share issue		5,000,000	-
Net cash from financing activities		<u>6,339,391</u>	<u>2,648,199</u>
Increase/(decrease) in cash and cash equivalents			
Cash and cash equivalents at beginning of year	15	644,291	1,080,286
Cash and cash equivalents at end of year	15	<u>4,315,755</u>	<u>644,291</u>

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31st March 2021

1. STATUTORY INFORMATION

Lee Valley Heat Network Operating Company Limited is a private company limited by share capital, incorporated in England and Wales, registration number 09763702.. The address of the registered office and principal place of business is Civic Centre, Silver Street, Enfield, England, EN1 3XA.

2. ACCOUNTING POLICIES**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Related party exemption

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Going concern

On the basis that long term funding has been approved for the company by its parent undertaking, the directors have deemed it reasonable to prepare these financial statements on a going concern basis. Large scale, low-carbon infrastructure projects require investment prior to a profit being made, a fact recognised by the Stakeholders. The company remains on target and on budget, despite the impact of the current climate within the UK due to Coronavirus.

Turnover

Turnover represents amounts recognised by the company in respect of services supplied, exclusive of Value Added Tax and trade discounts. Turnover principally consists of the provision of energy and heat to commercial and residential clients.

Intangible assets

Intangible assets are represented by Development expenditure which is capitalised where there is a clearly defined project, related expenditure is separately identifiable and it has been assessed for technical and commercial viability.

Amortisation of the Intangible assets will commence on each project once it has reached full completion, is in use and has started to generate economic benefit to the business.

The carrying amounts of the company's assets are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable. If any such indication exists, the asset's recoverable amount is estimated and an impairment provision made if appropriate.

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021

2. **ACCOUNTING POLICIES - continued**

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation on tangible fixed assets is charged to the profit and loss so as to write off their value, over their estimated useful lives, using the following methods:

Plant & Machinery	Over 60, 25 and 12 years
-------------------	--------------------------

Tangible fixed assets are depreciated from the date they are utilised in generating income.

At each reporting date, the company reviews the carrying amounts of its tangible fixed assets to determine whether there is any indication that any items have suffered an impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. Impairment loss is recognised as an expense immediately.

Government grants

Government grants are recognised on the accrual model and are measured at fair value of the asset receivable. Grants are classified as relating either to other income or to assets. Grants related to other income are recognised in profit or loss over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Trade and other debtors

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases, the trade debtors and other debtors are stated at cost less impairment losses for bad and doubtful debts.

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021**2. ACCOUNTING POLICIES - continued****Trade and other creditors**

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Long-term Maintenance Provision

Provisions are recognised for providing long term maintenance where the the company may need to replace assets such as boilers or other components. The provision is recognised based on 5% of the fixed and variable turnover for the year on residential contracts.

Asset Replacement Provision

The company has acquired plant and machinery at a discounted price. Under the terms of their agreement the company has an obligation to replace these assets at the company's cost. In respect of assets which contain such a replacement provision the estimated cost of the replacement assets is recorded within plant and machinery additions and is then depreciated over the remaining estimated useful life of the replacement asset. A matching provision is recognised at the same time such that the estimated cost of replacing the asset has been fully provided.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Company's accounting policies above, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period.

Provisions

The company accounts for provisions in accordance with FRS 102. Full details are provided in note 11.

4. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 7 (2020 - NIL).

Wage costs in the financial statements represent recharges from an umbrella company who operates on behalf of Enfield Council.

5. OPERATING PROFIT/(LOSS)

The operating profit (2020 - operating loss) is stated after charging:

	2021	2020
	£	£
Depreciation - owned assets	58,401	55,109
	<u> </u>	<u> </u>

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021

6. INTANGIBLE FIXED ASSETS

	Other intangible assets £
COST	
At 1st April 2020	6,042,643
Additions	846,355
	<u>6,888,998</u>
At 31st March 2021	<u>6,888,998</u>
NET BOOK VALUE	
At 31st March 2021	<u>6,888,998</u>
At 31st March 2020	<u>6,042,643</u>

7. TANGIBLE FIXED ASSETS

	Plant and machinery £
COST	
At 1st April 2020	3,362,353
Additions	1,839,910
	<u>5,202,263</u>
At 31st March 2021	<u>5,202,263</u>
DEPRECIATION	
At 1st April 2020	76,643
Charge for year	58,401
	<u>135,044</u>
At 31st March 2021	<u>135,044</u>
NET BOOK VALUE	
At 31st March 2021	<u>5,067,219</u>
At 31st March 2020	<u>3,285,710</u>

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	151,761	187,232
Amounts owed by participating interests	260,503	163,901
Other debtors	365,939	83,436
	<u>778,203</u>	<u>434,569</u>

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	552,401	152,160
Amounts owed to group undertakings	426,610	176,822
Other creditors	133,011	898,378
	<u>1,112,022</u>	<u>1,227,360</u>

10. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Trade creditors	27,969	27,967
Amounts owed to group undertakings	12,605,450	11,318,673
	<u>12,633,419</u>	<u>11,346,640</u>

11. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Deferred tax	275,180	91,295
Other provisions	665,185	5,698
	<u>940,365</u>	<u>96,993</u>
	Deferred	Other
	tax	provisions
	£	£
Balance at 1st April 2020	91,295	5,698
Provided during year	183,885	659,487
	<u>275,180</u>	<u>665,185</u>

Provisions include a long term maintenance provision of £18,024 (2020 - £5,698), and a provision for asset replacement of £647,161 (2020 - £nil) which represents the cost of replacing the plant at the Oakwood Heat Network site. This is the first year that this provision has been recognised and is based on a best estimate of the cost to replace the plant. A proportion of the plant and machinery additions within the year have then reflected this cost of replacement.

The recognition of this provision therefore has no effect on the overall net assets as at the end of the accounting period and no impact on the profit and loss account in the period.

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021

12. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2021 £	2020 £
5,000,001	Ordinary	£1.00	<u>5,000,001</u>	<u>1</u>

5,000,000 Ordinary shares of £1.00 each were allotted and fully paid for cash at par during the year.

13. ULTIMATE CONTROLLING PARTY

The ultimate parent entity is Enfield Council which is the next senior parent for which publicly available consolidated financial statements are prepared which include the results of Lee Valley Heat Network Operating Company Limited. Enfield Council is the parent of the smallest and largest group for which consolidated financial statements are prepared, The parent's company's registered office is Civic Centre, Silver Street, Enfield, England, EN1 3XA. The consolidated financial statements can be obtained from Companies House.

The ultimate controlling party are the The Mayor and Burgesses of the London Borough of Enfield by virtue of their controlling interest in the ultimate parent, Enfield Council.

14. RECONCILIATION OF LOSS BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	2021 £	2020 £
Loss before taxation	(449,689)	(893,427)
Depreciation charges	58,401	55,109
Increase in provisions	659,487	5,698
Finance costs	576,399	505,574
Finance income	(95,889)	(711)
	<u>748,709</u>	<u>(327,757)</u>
Increase in trade and other debtors	(343,634)	(227,406)
Decrease in trade and other creditors	(167,950)	(256,806)
Cash generated from operations	<u>237,125</u>	<u>(811,969)</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31st March 2021

15. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 31st March 2021

	31/3/21	1/4/20
	£	£
Cash and cash equivalents	<u>4,315,755</u>	<u>644,291</u>

Year ended 31st March 2020

	31/3/20	1/4/19
	£	£
Cash and cash equivalents	<u>644,291</u>	<u>1,080,286</u>

16. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/20	Cash flow	At 31/3/21
	£	£	£
Net cash			
Cash at bank and in hand	<u>644,291</u>	<u>3,671,464</u>	<u>4,315,755</u>
	<u>644,291</u>	<u>3,671,464</u>	<u>4,315,755</u>
Total	<u>644,291</u>	<u>3,671,464</u>	<u>4,315,755</u>

**LEE VALLEY HEAT NETWORK OPERATING
COMPANY LIMITED**
**TRADING AND PROFIT AND LOSS ACCOUNT
for the Year Ended 31st March 2021**

	2021		2020	
	£	£	£	£
Turnover				
Residential Sales	246,510		113,951	
Commercial Sales	655,299		228,308	
		901,809		342,259
Cost of sales				
Purchases		224,803		131,183
GROSS PROFIT		677,006		211,076
Other income				
Other interest received		95,889		711
		772,895		211,787
Expenditure				
Insurance	48,466		36,751	
Directors' salaries	73,692		69,176	
Wages	157,850		170,647	
Telephone	265		-	
Printing and stationery	1,079		4,137	
Directors' Fees	8,000		12,000	
Advertising	5,653		4,153	
Travelling	18,579		24	
Repairs and renewals	153,705		129,280	
Trade subscriptions	4,277		4,179	
Sundry expenses	60,476		61,184	
Legal fees	38,011		37,000	
Auditors' remuneration	17,500		16,000	
Depreciation of tangible fixed assets				
Plant and machinery	58,401		55,109	
Bad debts	21		-	
		645,975		599,640
		126,920		(387,853)
Finance costs				
Bank charges	210		-	
Loan	576,399		505,574	
		576,609		505,574
NET LOSS		(449,689)		(893,427)

This page does not form part of the statutory financial statements

Lee Valley Heat Network Operating Company Limited - 2021 accounts

Final Audit Report

2021-06-16

Created:	2021-06-16
By:	Mike Garrett (mikegarrett@kjgllp.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAQt2iEIVRYi-WaHtJrWGwvbMOKGp_ZZio

"Lee Valley Heat Network Operating Company Limited - 2021 accounts" History

-  Document created by Mike Garrett (mikegarrett@kjgllp.com)
2021-06-16 - 11:59:59 AM GMT- IP address: 213.210.61.36
-  Document emailed to C J Clare (jayne.clare@energetik.london) for signature
2021-06-16 - 12:03:43 PM GMT
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-  Document e-signed by C J Clare (jayne.clare@energetik.london)
Signature Date: 2021-06-16 - 12:54:40 PM GMT - Time Source: server- IP address: 5.150.90.138
-  Agreement completed.
2021-06-16 - 12:54:40 PM GMT



Company: Energetik

Report year/quarter: 2020-21/Year end

1. Financial performance

Projected Profit and Loss			
Item	Q4 outturn	Budgeted projection	Variance
Total Income	£901,809	£684,269	+32%
Total Expenditure	£1,351,498	£1,443,439	-6%
Profit/Loss	£(449,689)	£(759,170)	+41%

Year end Balance Sheet position		
	Q3 end	Year End
Fixed Assets	£10,418,359	£11,956,217
Current Assets	£517,109	£5,093,958
Net Assets	£(2,790,058)	£2,364,369
Current Liabilities	£679,985	£1,112,022

Financial Ratios

Not included for Energetik – not relevant at this stage of the company business plan.

2. Return on Investment

Financial	YTD payments	2020/21 FY projection
Interest paid	£576,400	£547k to year end

3. Key Performance Indicators

Objective	KPI	Actual	Variance	Q1	Q2	Q3	Q4
Number of residential customers	Per business plan connections	Number of connected properties will vary from original business plan due to developer programme delivery	+/-	Ladderswood – 103 Electric Quarter – 72 Alma Road – 192 New Avenue – 9 Total = 376 Figures correct as at beginning July 2020	Ladderswood – 106 Electric Quarter – 72 Alma Road – 194 New Avenue – 9 Total = 381 Figures correct as at beginning October 2020	Ladderswood – 136 Electric Quarter – 72 Alma Road – 228 New Avenue – 40 Total - 472 occupied properties Active accounts – 537 Active accounts are where income for fixed fees are received i.e. completed void properties	Ladderswood – 162 Electric Quarter – 72 Alma Road – 243 New Avenue – 65 Total – 542 occupied properties Active accounts - 643
Number of vulnerable customers (registered on Priority Services)				32		35	40

Register)							
Number of customers in debt		0		1 customer above emergency credit value of £5 at end-June. The exception was ongoing and being dealt with in partnership with Council housing team. Since June, payment has been made and the exception closed.	1 customer above emergency credit value (£%) as of 20/10/20 (-£13.73). However, this is a recent handover, therefore it is suspected that the customer has not yet moved in. monitoring ongoing on a regular basis.	3 out of 476 customers above emergency credit value of £5, totalling £95.77 as of 22/01/21 1 account is actively being managed with support of LBE housing (£46.30) 1 account has not moved into the property and is aware of the accruing charges (£38.41) 1 account was in emergency credit at time of report (£11.06) but has since topped up. No consumption being incurred, suspect isolating	3 (includes 1 vulnerable customer) 3 out of 542 customers above emergency credit value of £5, totalling £50.45 1 account is being managed – customer regularly allows debt to accrue and then clears. 2 accounts were in emergency credit at time of report snapshot but since cleared and in credit Total residential debt of £50.45 against March residential heat income £24,131 = 0.2%

						elsewhere.	
Prudential financial management	% of residential customer debt	0		<p>0.25% - residential debt in excess of emergency credit (<£5) as at end-June vs. total residential revenue.</p> <p>'debt' of £100.16 (end June snapshot) vs. revenue in June of £40,306. Note this exception was a single customer, which was handled through the exception processes with the council's housing team and has since been cleared.</p>	<p>Total £13.47 'debt' against September residential heat income of £15,371 = 0.09%.</p> <p>If this customer is discounted as a new occupant who is yet to purchase credit (quite normal in new home purchases), then the resulting debt is 0%.</p> <p>It was last reported that revenue income totalled £40,306. This figure is accurate but reflects all revenue activities and not just heat income. Residential income from heat</p>	<p>Total residential debt of £95.77 against December residential heat income £23,561 = 0.4%</p> <p>Removing the customer who has since topped up (£11.06), residential 'debt' = 0.35%</p>	

					sales was £10,434, therefore residential debt for that period was 0.96%		
Financial performance	YTD performance against budget (metric updated)		+/-	See finance above	See section above.	£411k loss vs. budgeted loss of £517k, an improvement of 20% against budget. Improvement predominantly due to temporary boiler leasing income.	See above financial section. 41% improvement against projected budget.
Calls answered within SLA	90% calls to be answered within 20 seconds	100%		Apr – 74% May – 90% Jun – 88%	Jul – 86% Aug – 88% Sept – 81% Reduction considered to be a result of Covid-19 impact on staffing levels to Energetik’s customer service team. Note that the SLA fail is when call answering time is	Oct - 92% Nov - 88% Dec - 89.3% Whilst marginal failures occurred in November and December over 95% of calls were answered within one minute across both months.	Jan – 87% Feb – 86% Mar – 81% 95% of calls answered within 1 minute.

					above 20 seconds, a very stringent goal.		
No. of missed appointments	% of total appointments			Apr – 0 May – 0 Jun – 0	Jul – 0 Aug – 0 Sept - 0	Oct – 0 Nov – 0 Dec - 0	Jan – 0 Feb – 0 Mar - 0
Number of planned heat interruptions	No. of planned interruptions			0	0	0	0
Number of unplanned heat interruptions	No. of unplanned interruptions			0	July – 1 (Ladderswood – no customer impact boiler issue) Aug – 1 (Ladderswood – 2 hrs during day-continued boiler issue) Sep – Electric quarter – pump failure – circulation lost for around 30 minutes.	Oct – 1 (New Avenue) Nov – 0 Dec – 4 (3 – New Avenue, 1- Alma) <i>New Avenue</i> First outage caused by general power outage to site, subsequent outages due to temperamental plant equipment which have since been resolved.	Jan – 1 (New Avenue) Boiler failure, 65 properties affected
North London Waste Authority contract performance	Monitoring to start 2022			N/A	N/A	N/A	N/A

4. Business Plan – key action progress

Activity Area	2019/20 - completed	2020/21	Progress
Commercial	Execute suite of New Avenue Heat Agreements	Execute NLWA Heat Sale Agreement, lease and agreement for lease	Complete
	Execute suite of Alma Heat Agreements	Execute connection and supply agreements with relevant MW developers	Engaged with developer, expect agreement and execution in summer 2021. Signature driving required heat on date for developer.
	Enter O&M agreement for Alma Road	Execute heat and Power Purchase Agreement with Whitbread for Ladderswood Hotel supply	Complete - Executed 27th March 2020
	Enter O&M agreement for New Avenue	Enter into easements with LBE for relevant parts of Ponders End heat network pipe extension to Electric Quarter	Ongoing
	Execute Portfolio Agreement with council	Engage with developers at all sites for potential network extensions and connections to new developments coming through planning	Ongoing
	Support Council to submit HNIP funding application	Dissolve HoldCo	Complete - delayed due to closure at Companies House (Covid), however dissolved as of 16 th March 2021.
	Support Council to submit MEEF funding application (if necessary)	Negotiate land easements along Meridian Water pipe route	Ongoing
Complete due diligence on Tranche 2	Enter on-lending agreements with council for T2	Complete	

**Infrastructure
build works**

Update state aid advice (legal and financial)	Agree short term funding with council to provide funds for ineligible operational costs in advance of connection fee receipts from 1st MW developments	Council officers has advised it has approval in treasury strategy to provide a working capital facility to their own companies. Terms need to be agreed.
Secure tranche 2 funding External audit	Agree drawdown of T1 & T2 funds to match company expenditure	Ongoing operational item
Secure planning for Ponders End Heat network Accept Alma Road phase 1 and commence operation Accept New Avenue phase 1 and commence operation Register Oakwood heat network with Heat Trust Procure / recruit communications support Design, build and deploy Temporary Energy Centre for Curlew House	Enter into heat agreements for phase B Electric Quarter	Complete
	Support Haringey/Hackney with HNIP applications for extension of MW Heat Network to these boroughs	Support provided where necessary
	Extend PEHN from Alma to Electric Quarter	Complete
	Monitor design, build and commissioning of Alma Road development, including adoption of relevant infrastructure	Ongoing operational item. Energy centre to be adopted June 2021.
	Monitor design, build and commissioning of Electric Quarter development, including adoption of relevant infrastructure	Ongoing operational item. Development completion was forecast spring 2021, however developer delays means this has been pushed back to summer 2021.
	Monitor design, build and commissioning of Ladderswood development, including adoption of relevant infrastructure	Ongoing operational item
	Monitor design, build and commissioning of New Avenue development, including adoption of relevant infrastructure	Ongoing operational item
	Obtain planning and complete design for Meridian Water heat network energy centre and heat network	Complete – planning permission granted 21 st July 2020. Conditions discharged and works commenced in February 2021.
	Commence build of for Meridian Water heat network energy centre and heat network	Commenced February 2021, expected completion December 2022.
	Commence utility diversions and connections for Meridian Water heat networks energy centre	Energetik no longer responsible for sewer diversion. Agreement made with NLWA to divert trunk sewer to no longer be below Energetik Energy Centre. NLWA works commence November 2020 and complete April 2021.

Operational

Update stakeholder engagement strategy

Monitor / coordinate Energetik element of HIF works at Meridian Water	Ongoing
Undertake route proving works for potential network extensions	Ongoing
Apply for Network Rail permission for under track crossing	Ongoing
create HR strategy	Ongoing
Issue contracts of employment	Ongoing
Issue directors' agreements	Ongoing
Recruit project management support	Complete
Commence heat services to phase 2 Ladderswood including hotel	Complete – commenced. Now serving phase 3.
Update communications strategy	Ongoing activity
Review website and update content	Ongoing
Customer literature review and update	Complete

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London Borough of Enfield**Cabinet****Meeting Date: Cabinet – 19 January 2022**

Subject: Quarter 2 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 two performance for 2021/22 (July-September 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: 14th December 2021

Appendices

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS (to follow)

Background Papers

None

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Cabinet: Q2 2021-22 Performance Report (This relates to the period July 2021 – September 2021)




Report Author: Sam Buckley
Generated on: 14 December 2021



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	↑	September 2021
PAF-AO/C72(B)	Enfield Population 65+	44,837	↑	September 2021
NOMIS 01	Employment rate in Enfield - working age Population	68.6%	↓	Q1 2021/22
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 as a result of unemployment)	16,470	↑	Q2 2021/22
NOMIS 06a	Claimant Count as % of Working Age Population (Enfield)	7.7%	↑	Q2 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))	39,652	↓	September 2021
FCRCP33c	Council Tax Support Caseload (All CTS whether HB or not)	36,407	↓	September 2021

Code	Indicator
FCRCP33d	Housing Benefits (HB) Caseload (whether receiving CTS or not)
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
21,739		September 2021
75.8%		Q2 2021/22
14,047		September 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	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Number of households living in temporary accommodation	3557	3515	3455	3282	3212	2691	2691	Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. Please see Appendix 2 for details of the action plan to improve performance in this area.
Number of new dwellings started on Council Led Schemes	192	0	0	300	88	Data Only KPI		Alma Estate 303 homes granted detailed planning through S73 application for Phase 2 and 4 which approved an uplift of 88 homes against the consented 2016 phased scheme (215). This equates to 88 starts achieved at Alma Phase 2a and 4 commencing on site in Sept 2021.
Number of new dwellings completed on Council Led Schemes (net additional)	0	106	47	0	0	Data Only KPI		2021/22: There are currently 84 homes on site (Gatward Green, Newstead and Maldon and Bury Street West) with 34 due to complete in Q4. Bury Street West will complete in 2022/2023.

Invest in and improve our council homes

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 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	97.9%	98.5%	97.8%	99%	99%	100%	100%	Figure shows the combined compliance of Gas Safety Checks on both Council Stock and Gateway Properties. Total Council Stock = 8,665 (properties) with 88 non-compliances (99%). This includes Gateway Properties = 304 (properties) with 3 non-compliances (99.01%).

Deliver housebuilding and regeneration programmes with our residents

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 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: Ladderswood 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 of Pre-application advice given within 30 working days of registration of a valid enquiry	74.1%	43.2%	57.1%	68%	76.9%	90%	90%	July: 8/9; August: 9/9; September: 3/8; Q2: 20/26 (76.9%). Performance as at Q2 2020/21: 74.1%. Performance improving following Planning Improvement Plan and expected to continue with additional Head of Development Management post
Percentage of MAJOR applications determined within target	100%	88.9%	84.6%	100%	100%	90%	90%	July: 2/2; August: 2/2; September: 4/4; Q2: 8/8 (100%)
Percentage of MINOR applications determined within target	91%	94.7%	84.4%	90.6%	96.2%	86%	86%	July: 55/59; August: 44/44; September: 51/53; Q2: 150/156 (96.2%).
Percentage of OTHER applications determined within target	96.2%	97.1%	96.9%	93.4%	96.7%	88%	88%	July: 101/101; August: 80/84; September: 114/120; Q2: 295/305 (96.7%); Q2 2020/21: 96.2%.
Percentage of 2 year rolling MAJOR applications determined within target	84.2%	87.3%	89.6%	92.2%	95.5%	86%	86%	Q2: 63 of the 66 major planning applications determined within the last 24 months were processed within 13 weeks.
Percentage of 2 year rolling MINOR applications determined within target	81.2%	83.2%	86%	89.7%	91.8%	85%	85%	Q2: 1,069 of the 1,165 (91.8%) minor applications determined within the last 24 months were processed within 8 weeks.
Percentage of 2 year rolling MINOR & OTHER applications determined within	84.3%	86%	89.3%	93%	94.1%	85%	85%	Q2: 2,090 of the 2,220 (94.1%) minor and other applications determined within the last 24 months were processed within 8 weeks.

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
	Value	Value	Value	Value
target				
Undetermined applications validated over 6 months ago	370	371	362	381

Q2 2021/22		Annual Target 2021/22	Notes
Value	Target		
406	Data only		Value reflects the position on the last day of the quarter. Includes all applications validated on or after 01/04/2015 to date where no decision is recorded. Planning improvement plan and caseload review being undertaken to address increase

Priority 2: Safe, Healthy and Confident Communities

Keep Communities Free from Crime

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
	Value	Value	Value	Value
Number of knife possession offences YTD	39	37	25	34
Burglary - Residential Offences	420	547	419	330
Domestic Abuse Incidents	1,783	1,605	1,469	1,613
Domestic Abuse Violence with Injury Offences	268	239	202	214
Serious Youth Violence	76	91	34	106
Anti-Social Behaviour Calls	4,059	3,724	3,666	3,131
Hate Crime Overall Total	236	171	167	208

Q2 2021/22	Notes
Value	
20	Numbers of Knife Crime Possession offences decreased by 18.9% across Enfield and London in the last year. By year end September 2021 Enfield's offences decreased by 31 offences compared to the previous year, with 164 offences in 2019/20 declining to 133 in 2020/21. London experienced a lower reduction of 11.4% in the same period, recording 4,280 offences in the year to September 2021.
392	There were 1,691 Residential Burglaries in Enfield in the year ending September 2021, compared with 2,245 the previous year, a decrease of 24.7%. With an average of just over 1,300 residential burglaries per borough in London, there was also a smaller decrease of 17.5% in the same period.
1,644	In the year ending September 2021 there were 6,282 Domestic Abuse Incidents in Enfield, compared to 6,366 the previous year, a decrease of 1.3% (n=84). London also experienced a decrease of 1.9% over the same period, with each borough recording an average of 4,743 incidents in the last year.
216	In Enfield by September 2021, there was a 13.2% decrease in this offence type, there were 874 offences by the year ending September 2021 compared to 1,007 the year before. In London there was a smaller decrease of 8% in the same period with approximately 60 less offences per borough over the year.
73	The number of Serious Youth Violence victims in Enfield decreased in the year to September 2021, by 17.3%, recording 320 victims, compared with 387 in the year ending September 2020, a decrease of 67 victims. There were 1,452 less victims across London which equates to an average of 45 less victims per borough and a 20.4% decrease in the last year.
2,797	In the year ending September 2020 there were 15,533 Anti-Social Behaviour calls compared with 13,354 calls recorded in the year to September 2021, this equates to a 14% decrease equating to 2,179 less calls this year in Enfield. London also had an overall decrease of 10.2% in the last year equating to an average of 1,380 less calls per borough by September 2021, with the 32 boroughs recording an average of 12,103 calls this year.
201	Hate Crime increased by 5.5% in the year ending September 2021 recording 744 offences, compared with 705 the previous year. In London there was a smaller 3.1% increase in total hate crime by the end of September 2021. In the same pattern as Enfield, most of offences across the capital were Racist and Religious hate crime.

Indicator	Q2 2020/21		Q3 2020/21		Q4 2020/21		Q1 2021/22	
	Value		Value		Value		Value	
Non- Domestic Abuse Violence with Injury Offences	464	↑	416	↓	299	↓	504	↑
Violence against the Person Offences	2,349	↑	2,192	↓	1,913	↓	2,414	↑
Number of knife crime offences YTD	134	↑	137	↑	87	↓	153	↑

Q2 2021/22	Notes
Value	
465	↓ In the year ending September 2021 there were 1,723 offences, compared with 1,679 the previous year, equating to an increase by 44 offences or 2.6%. In contrast in London there was a decrease of 3.2% or 1,534 less offences across the capital.
2,330	↓ In the year ending September 2021 there were a total of 8,877 Violence Against the Person offences (VAP) recorded in Enfield, 493 more offences than the 8,384 recorded the previous year, equating to an increase of 5.9%. In London, there was a smaller increase of 2.3% in the same period or approximately 159 more offences per borough in the last year.
126	↓ In the year ending September 2021, Knife Crime in Enfield had decreased by 18.7%, compared with the previous year. Offences fell by 103 to 449 offences by the end of September 2021 down from 552 the year before. London experienced a slightly higher reduction of 23.9% in the same period. Numbers declined across the capital from 11,713 to 8,913 offences by the end of September 2021.

Inspire and Empower Young Enfield to reach their Full Potential

Education

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
	Value	Value	Value	Value
Young offenders' engagement in suitable education, training and employment (Post Court) (At the end of the Order)	66.7%	76%	59.1%	82.4%
Percentage of All Secondary Schools judged as good or outstanding by Ofsted (as at 31August)			91.0%	Ofsted have not been undertaking inspections during the pandemic.
Percentage of All Primary Schools judged as good or outstanding by Ofsted (as at 31August)			84%	Ofsted have not been undertaking inspections during the pandemic.
Percentage of 16-17-year olds not in education, employment or training (NEET) AND Not Known (NK)	4%	5.6%	2.7%	2.8%
Number of Education Health Care Plans (EHCP's) completed within 20 Weeks (Excluding exceptions)	61.1%	41.8%	73.2%	78.4%

Q2 2021/22	Target	Annual Target 2021/22	Notes
			Value
75%	85%	85%	Quarter 2: 18/24 young offenders engaged in suitable education, training or employment
Ofsted have not been undertaking inspections during the pandemic.	95.0%	95.0%	As at 31 March 2021, 91% of Enfield State funded Secondary Schools - including Academies judged as Outstanding (29%) and Good (62%); Above London average of 88% and England 76% Data sourced from Ofsted
Ofsted have not been undertaking inspections during the pandemic.	90.0%	90.0%	As at 31 March 2021, 84% Enfield State funded Primary Schools - including Academies judged as Outstanding (15%) and Good (69%); below London average of 94% and England 88% Data sourced from Ofsted
4.2%	5%	5%	Data as at August 2021: 4.2% Represents the total 1.3% NEET (117) and 2.9% not known (258), out of the 8,927 16-17-year-old cohort. NEET - 40 Female, 77 Male Snapshot of NEET by current situation: 69 (59%) Seeking employment or training, 11 (9.4%) Illness, 8 (6.8%) Teenage parents. NEET: England average = 3.1%, London = 1.9%, SN = 2.4% NK: England average = 5.6%, London = 2.4%, SN = 8.7%
83.8%	70.0%	70.0%	Q2 2021/22: 114 issued within 20 weeks out of 136 total EHCP's issued within the quarter

Deliver essential services to protect and support vulnerable residents

Adults

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 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)	28.3%	38.5%	56.1%	16.3%	28.1%	32.5%	65.0%	28.1% represents 1,202 of 4,278 clients receiving long term support having a review within the last year. 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%	
Percentage of current clients with Long Term Support (LTS) receiving a Direct Payment	56.5%	55.8%	54.5%	53.5%	54.4%	58.0%	58.0%	1,647 of 3,027 Clients receiving Direct Payments (53.5%). We were the best performing local authority nationally when looking at 2020-21 performance for direct payments.
Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	33.5%	45.5%	52.7%	17.3%	32.3%	26.5%	53.0%	Performance continues to be positive
Adults with learning disabilities in settled accommodation	84.7%	84.5%	84.6%	87.0%	86.4%	83.0%	83.0%	Performance continues to be positive
New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	94.2	150.3	186.2	131.6	182.9	258.0	516.0	This represents 82 permanent admissions during Q1 and Q2. The overall rate for 2020-21 was very low due to all post hospital discharges to care homes being the responsibility of the NHS. As such, we are expecting numbers to increase this year as we return to normal practice, but still be within our overall target.
New Admissions to Residential and Nursing Care 18-64 (per 100,000 population)	3.42	3.42	4.88	0.98	2.45	2.93	5.85	This represents 7 permanent admissions during Q1 and Q2

Children's Safeguarding

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Children looked after (CLA) per 10000 population (84,386) age under 18	44.7	44.2	46.4	46.6	48.3	Data only Measure		48.3 Looked After Children per 10,000 84,386 population 408 LAC as at the end of September, highest number since October 2019 (410) 46 LAC with a disability (11.3%) 12-month average figure of LAC is 387/month; 392 for same period in 2020. Higher numbers of looked after children is related to continued blockages in court and increasing numbers of children coming into care primarily due to mental health and domestic abuse issues.
Percentage of Children & Family Assessments for children's social care that were authorised within 45 working days of their commencement	91.8%	91.2%	90.1%	89.3%	87.2%	90%	90%	1,588 out of 1,822 completed assessments have been authorised within 45 working days of the assessment start date 87.2% is the lowest out turn since March 2020 (87.4%). Performance has been affected by recruitment difficulties, staff sickness and increased caseloads however remedial action has been taken to improve staffing levels and performance is expected to improve. The average duration for those authorised was 30.8 days. 74% assessments completed by the Social Worker within 35 working days, average

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
No. of Children on a Child Protection Plan per 10,000 Children	31.2	31.1	30.5	32.8	37.7	Data only Measure		Rate of children per 10,000 of 84,386 population, with a Child Protection Plan: 37.7 - highest figure since April 2019 (38.4) 318 total children on a CP Plan, 40 new plans and 16 cessations. 24 (7.5%) young people with a disability.
Percentage of Children Subject to a CPP for a second or subsequent time (within past 2 years)	8.9%	8.5%	7.8%	5.3%	4.9%	Data only Measure		This indicator relates to children who have had a previous Child Protection Plan in the past two years. Of the 371 children who became subject to a CPP during the past 12 months, 18 had previously been on a CP Plan in the past two years (4.9%); this is the lowest figure since April 2016 (4.5%). 46 (12.4%) children have had a previous CPP at some point in the past.
Total number of Young People sentenced at Court that are given a Custodial sentence in the period	2	0	8	1	1	Data only Measure		1 sentenced in quarter in September 2021

Create healthy streets, parks and community spaces

Environment

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Percentage of inspected land that has an unacceptable level of litter	zero cases	0.5%	2.0%	3.0%	3.0%	3%	3%	Slight rise as focus has been on waste removal throughout pandemic and as we come out of restrictions.

Public Health

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users:	21.20%	21.40%	22.00%	22.40%	Quarter 1 is the most available data	20%	20%	Data not yet available for the Q2 period
New Baby Reviews completed (10-14 days after birth)	99%	99%	98%	99%	Quarter 1 is the most available data	95%	95%	Q2 data was not yet available at the time of writing this report. Contacts continued following changes in service delivery in response to the pandemic and easing of restrictions.
Substance Misuse: Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT)	90%	92%	89%	84%	Quarter 1 is the most available data	77%	77%	Q2 2021/22 data not yet available From April until the end of June 2021, 84% of all young people exiting treatment did so in a planned way which is equivalent to 47 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%	92%	Quarter 1 is the most available data	90%	90%	The Service Health Service is meeting its target for this indicator despite the impact of the pandemic on service delivery. The Service is ensuring that as a priority, residents diagnosed with an STI have access to treatment options across clinic sites within Enfield.

Priority 3: An Economy that Works for Everyone

Create more high-quality employment								
Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Business Start-Ups in Enfield	1,473	1,346	1,011	674	611	Data only Measure		Revised data for Q1 has been amended. 1285 Business Start Ups in the period from April 2021 to September 2021 The following categories of business have more than 100 start ups in that 6-month period: Real estate, professional services & support activities - 372 Wholesale & retail trade - 254 Construction - 237 Recreational, personal & community service - 104
Percentage of Adults with learning disabilities in employment	15%	14.3%	15.7%	15.1%	14.5%	16%	16%	125 adults with learning disabilities of 863 (14.5%) known to ASC are in employment. We are a high achiever in this area, with the 2020-21 data placing Enfield 4th nationally for this indicator.
Enhance skills to connect local people to opportunities								
Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Apprentices Headcount	31	30	27	19	17	Data only Measure		This is the number of apprentices employed by Enfield Council
Develop town centres that are diverse, safe and inclusive								
Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Satisfaction with Leisure Centre Users (% of Positive and Neutral Assessments)	Information not collected due to Covid 19			59.5%	56.2%	New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting		New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting
Number of Visitors to the Active Enfield Programme (Young People)	0	0	394	374	137	New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting		New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting. Data is the number of attendees for the quarter
Number of Visitors to the Active Enfield Programme (Older People)	0	180	0	1,175	2,211	New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting		New system introduced by Fusion – Relevant KPI being developed with Fusion following lifting of restrictions for LBE reporting. Data is the number of attendees for the quarter
Leisure Centre - overall attendances	28,118	48,417	0	107,456	183,715	165,000	660,000	2021/22 - Target set for 660,000 visits for the year
Craft a cultural offer for Enfield to support London's status as a world class city								
Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Annual Target	Notes	

	Value	Value	Value	Value	Value	Target	2021/22	
New KPI - Number of Admissions to Culture Venues Attendees and at off-site events supported by Culture	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	58,812	2021/22 data to be used as a baseline for these new indicators before setting a target in 2022/23	Quarterly total: Admissions to Millfield: 3,066 Admissions to Dugdale: 2,592 Admissions to Forty Hall: 4,861 Attendees at off-site events supported by Culture: 48,293	
New KPI - Number of Participants in Children's / Family / Youth Activities offered by Culture	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	371	2021/22 data to be used as a baseline for these new indicators before setting a target in 2022/23	78 Forty Hall 293 Dugdale Millfield - total to be confirmed	
New KPI - Number of Child / Young Person admissions to council cultural venues	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	New KPI live in 21/22 from new Culture strategy	2,028	2021/22 data to be used as a baseline for these new indicators before setting a target in 2022/23	1534 Forty Hall 135 Millfield 359 Dugdale	

Cross Cutting Theme 1: A Modern Council

An empowered, responsive and happy workforce

Average Sickness Days

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Average Sick Days - Council Staff (rolling 4 quarters)	9.47	9.75	10.31	10.12	10.58	7.96	7.96	Annual sickness 1st October 2020 - 30th September 2021 Average sickness days per employee in each Department for this period Chief Executives: 4.6 days Resources: 9.1 days People: 10.5 days Place: 12.6 days Absence includes sickness relating to or due to Covid-19. 9.1% of Sickness in the July - September was related to Covid-19 (excluding self-isolation) Further information can be found in the action plan in Appendix 2.
Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.23	3.18	3.20	3.33	3.66	2.80	2.80	The Council is investing in two additional posts within HR that will focus on sickness absence across all Council departments. Further information can be found in the action plan in Appendix 2.
Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	6.24	6.56	7.11	6.78	6.81	5.16	5.16	The Council is investing in two additional posts within HR that will focus on sickness absence across all Council departments. Further information can be found in the action plan in Appendix 2.
Average Sick Days per FTE per Month - Chief Executive's Department	1.68	1.17	1.04	1.08	1.32	1.99	7.96	Absence is below target for Chief Executive Department
Average Sick Days per FTE per Month - Resources Department	1.35	1.79	2.43	2.23	2.66	1.99	7.96	<u>Quarter 2:</u> July - 0.89 days absence August - 0.82 days absence September - 0.95 days absence
Average Sick Days per FTE per Month - People Department	1.82	2.22	3.13	2.28	2.92	1.99	7.96	<u>Last 3 months:</u> July - average 0.91 days absence Aug - average 0.92 days absence Sept - average 1.10 days absence

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Average Sick Days per FTE per Month – Place Department	3.51	3.42	3.61	2.55	3.02	1.99	7.96	Last 3 months: July - average 1.17 days absence Aug - average 0.96 days absence Sept - average 0.89 days absence

Profile of Sickness Absence

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Long Term - Still Absent*: Number of employees who have a sickness absence of 28 days or more and is still absent	59	71	63	64	71	Data only Measure		Based on data as at 30.09.2021: Breakdown: CEX - 1; People - 22; Place - 34; 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)	76	63	93	91	75	Data only Measure		Based on data as at 30.09.2021 Breakdown: CEX - 5; People - 28; Place - 21; Resources - 21
6+ 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	344	400	479	477	479	Data only Measure		Based on data as at 30.09.2021 Breakdown: CEX - 16; People - 185; Place - 180; Resources - 98

Profile of Workforce

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 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%	50.3%	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%	22.3%	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%	5.1%	Data only Measure		Percentage of Top 5% of Salary that have a registered disability
Percentage of Black and Minority Ethnic Staff in Council Workforce	34%	34.3%	35.3%	35.6%	36.2%	Data only Measure		Percentage of the workforce in Enfield are from Black and Minority ethnic groups.

Accessible and efficient services

Library, Digital and Web

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Customer Satisfaction: Webchat	84.4%	86.8%	86.1%	83.2%	84.5%	85.0%	85.0%	Customer Satisfaction with Webchat continues to be high and is now at 84.5%
Enfield Website: Total Users for the Month	196,957	277,833	365,494	563,916	453,787	250,000	1,000,000	
"Enfield Connected" - Sign Ups: Residential (Overall Cumulative Total)	167,692	172,425	179,255	184,770	189,877	Data only Measure		Cumulative total at the end of each quarter.

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
	Value	Value	Value	Value
Enfield Library Visits	53,715	49,913	58,477	105,794
Issues plus renewals - All Libraries	25,126	62,640	76,051	141,573
Digital - E-Newspapers Issues	112,028	120,185	160,462	122,351
Digital - E-Book Issues	9,004	8,112	9,501	8,901
Digital - E-Audiobook Issues	5,808	5,624	6,446	5,999
Digital - E-Comics and Magazines	7,584	7,268	6,263	3,167

Q2 2021/22		Annual Target 2021/22	Notes
Value	Target		
183,241	Data only Measure		Last three months: July - 55,539 August - 62,098 September - 65,604 The team are concentrating on trends at present which are showing positive incline as libraries only fully opened Jul 21. The last comparable pre-pandemic figures from 2019/20 are as follows: Q1: 369,603 Q2: 334,222 Q3: 354,039 Q4: 315,480
167,528	Data only Measure		Last three months: July - 64,868 August - 53,122 September - 49,538
150,182	Data only Measure		Last three months: July - 52,052 August - 52,628 September - 45,502
10,816	Data only Measure		Last three months: July - 2,958 August - 4,196 September - 3,662
5,695	Data only Measure		Last three months: July - 1,985 August - 1,919 September - 1,791
3,250	Data only Measure		Last three months: July - 959 August - 1,257 September - 1,034

Telephones

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
	Value	Value	Value	Value
Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.1%	84.3%	86.4%	75.2%
Gateway Telephones - Answer Rate	94%	90%	90%	91%
Gateway Telephones - Average Wait Time	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s

Q2 2021/22		Annual Target 2021/22	Notes
Value	Target		
83.1%	85%	85%	There has been incremental improvement since the last quarter, as Customer Operations has intervened with Citizenship calls which had resourcing shortages.
90%	85%	85%	The Answer Rate is now showing at 90% which is well above the 85% target.
00h 03m 01s	00h 03m 00s	00h 03m 00s	Customer Operations resources were severely stretched since June 2021 via commitments to key corporate projects, such as CRM/CMS testing and training; as well as other task such as the European Settled Status project.

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Customer Services: % of Calls Answered Within 5 Minutes	96%	95%	93%	83%	82%	90%	90%	83% of all calls were answered within 5 minutes, year to date, despite this challenging period, whilst overall answer rate is 90.3%, against the corporate target of 85%. <u>Quarter 2 Calls Answered within 5 minutes</u> July - 77% August - 80% September - 90%

Financial Resilience and Good Governance

Complaints, MEQS, FOIs, SARS

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Initial Review Complaints - Council Overall (% inside target)	83%	80%	77%	84%	80.4%	95%	95%	During Q2, the service had a severe staffing shortage, which generated a backlog in their workload. See Appendix 2 for details of the Action plan to improve performance
All Departments - FOIs answered within 20 days	86%	87%	84%	78%	70%	100%	100%	The Service is now fully up to date on FOI requests with all cases logged within 24 hours of receipt as per the guidance. See Appendix 2 for details of the Action plan to improve performance
All Departments - MEQs closed within 8 days	84%	89%	87%	77%	75.6%	95%	95%	See Appendix 2 for details of the Action plan to improve performance
All Departments - SAR Requests - Enquiries closed inside target of 40 days	76%	89%	90%	86%	62%	100%	100%	See Appendix 2 for details of the Action plan to improve performance

Income & Arrears

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Council Housing - Current Tenants: Total Arrears	£2,054,903	£2,002,503	£1,796,125	£1,733,939	£1,761,364	£2,300,000	£2,300,000	September 2021: Current tenant arrears: £1,761,364. September 2020: Arrears £2,054,903.
Council Tax collected (in year collection) Combined	54.61%	81.28%	93.99%	28.84%	54.39%	54.61%	95.00%	End of September collection rate 54.39% - (95,953,309 collected / 176,433,316 net debit). Current target of 54.61% represents actual collection rate at September 2020. Currently awaiting Civica customer portal and recovery matrix software to assist recovery processes, Enforcement Agents now visiting making arrangements if resident not able to make payment in full. Special project to collect CTS cases with more support in progress.
Business Rates collected (in year collection)	41.82%	73.35%	86.32%	20.78%	43.79%	44.23%	85.05%	End of September collection rate 43.79% - (43,722,463 collected / 99,853,892 net debit). Many businesses struggling currently, Retail sector had no rates to pay for Q1, with a re-billing process in July representing a 66% charge for the remainder of the financial year for this sector. Arrangements for those struggling are being offered as well as Enforcement Agents targeting those who refuse to contact or make payment.
Percentage of Housing Benefit Overpayments recovered.	92.34%	97.26%	95.98%	100.66%	94.24%	83.00%	83.00%	2021/22: £3,184,853 recovered of £3,379,648 overpayments identified (94.24%).

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Processing New claims - Housing Benefit (average calendar days - cumulative)	20.79	22.46	22.56	24.76	25.00	23.00	23.00	April 2021 to Date: 965 new claims / 24,129 days - Average 25. The length of time to process claims increased due to a staff increase carried forward annual leave taken and sickness absence during the Summer. This was accompanied by an increase in workload (examples include mailshot to approximately 1300 residents regarding the EU settled scheme and National Fraud Initiative (NFI) data matches increasing the number of case reviews in respect of undisclosed student income. Many proactive steps are being taken to reduce processing times including: increased number of assessors allocated to new claims; newly appointed staff trained in claim processing (resulting in improved performance in the coming months); closer screening of new claims to remove duplicates; identifying options for increased automation.
Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	3.69	4.66	4.02	3.53	3.91	7	7	April 2021 to Date: 39,494 new claims / 154,414 days - Average 3.91.

Invoices

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Invoices Council Overall: Invoices Paid within 30 days	97.6%	97.9%	98.3%	98.2%	97.9%	100.0%	100.0%	YTD 01.04.2021 - 30.09.2021: 98.1% - 37,269 invoices paid inside 30 days from 38,009 paid
CEX Department: Invoices Paid within 30 days	97%	98%	99%	95%	91%	100%	100%	YTD 01.04.2021 - 30.09.2021: 93% - 967 invoices paid inside 30 days from 1,038 paid
People Department: Invoices Paid within 30 days	98%	98%	98%	98%	98%	100%	100%	YTD 01.04.2021 - 30.09.2021: 98% - 25,467 invoices paid inside 30 days from 25,931 paid
Place Department: Invoices Paid within 30 days	98%	98%	99%	99%	98%	100%	100%	YTD 01.04.2021 - 30.09.2021: 98% - 8,124 invoices paid inside 30 days from 8,253 paid
Resources Group: Invoices Paid within 30 days	97%	98%	99%	96%	99%	100%	100%	YTD 01.04.2021 - 30.09.2021: 97% - 2,711 invoices paid inside 30 days from 2,787 paid

Traded Income

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
All Departments - Gross Income (Actual)	£10,491,353	£16,237,591	£19,969,149	£8,789,109	£13,148,031	£10,610,348	£25,072,063	Annual Target for Gross Income: £25,072,063. Quarterly targets have been profiled on the basis of the average income in each quarter over the last three years
All Departments - Net Income (Actual)	£874,598		£514,175	£2,115,531	£2,523,251	Target TBC	£4,630,683	Work being carried out to profile the quarterly net income targets. Update will be included in the Quarter 3 report

Cross Cutting Theme 2: Climate Action

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
Climate Action - % reduction in Carbon	Data updated	Data updated	19%	Data updated	Data updated	Data updated	21.9%	There was a 19% reduction in the Council's direct emissions between 2019/20

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22	Notes				
	Value	Value	Value	Value	Value	Target						
Emissions (Corporate tCO2e)	Annually	Annually		Annually	Annually	Annually		and 2020/21 against a target of 7.3%. Most of these savings were from electrical energy emissions reductions. Significant savings were made from the completion of the street lighting LED replacement programme. Additionally, the reduction reflects the impacts from the COVID-19 pandemic and resultant reduction in operation and occupancy of council buildings and facilities.				
Climate Action - Emissions per employee (tCO2e per FTE)	Data updated Annually	Data updated Annually	5.4	Data updated Annually	Data updated Annually	Data updated Annually	5.7	The reduction in emissions per employee reflects lower energy use (noting the impact of the Covid-19 pandemic on the operation and occupancy of buildings) as well as an increase in headcount due to insourcing of services				
Residual Waste Per Household (kg)	286.2 kg per h/h	416.1 kg per h/h	550.1 kg per h/h	156.6 kg per h/h	(326.6 kg per h/h)	300 kg per h/	600 kg per h/h	Q2 data is still only provisional - NLWA have confirmed that they do not expect the final figures to vary significantly.				
Percentage of household waste sent for reuse, recycling and composting	34.8%	33.5%	31.9%	32.5%	31%	35%	35%	Q2 data is still only provisional - NLWA have confirmed that they do not expect the final figures to vary significantly. Recycling target for the Mayor's London Environment Strategy by 2025/26 – 50% Incremental targets of: 2021/22 – 35% (due to impacts of Covid) 2022/23 – 40% 2023/24 – 44% 2024/25 – 48% Year to Date April 2021 to September 2021 shows performance by type. <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>% Recycling from Wheeled Bin Properties</td> <td>% Recycling Communal Bins and other</td> </tr> <tr> <td>55%</td> <td>17%</td> </tr> </table>	% Recycling from Wheeled Bin Properties	% Recycling Communal Bins and other	55%	17%
% Recycling from Wheeled Bin Properties	% Recycling Communal Bins and other											
55%	17%											

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	Q2 2021/22		Annual Target 2021/22	Notes
	Value	Value	Value	Value	Value	Target		
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	Next data release 31 st March 2022			In summary the gender pay gap in terms of average (mean) Pay has reduced again from 4.5% to 1.8% between March 2018 and March 2021
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	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
Community Hub Covid19 Financial Advice Calls
Community Hub Covid19 Food Calls
Community Hub Covid19 Isolation Calls
Community Hub Covid19 Other Advice Calls
Number of Housing Advice Cases
Community Hub Covid19 Total Calls
Number of People Fed at North Enfield Foodbank
Total amount of DHP paid out
Financial Assessments - % completed within 21 days

Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Value	Value	Value	Value
301	1,066	1,637	409
222	765	1,379	441
177	386	732	355
378	887	401	201
957	693	619	782
1,078	3,104	4,337	1,787
3,068	5,140		
£1,516,221	£2,216,102	£3,182,557	£856,918
89.8%	89.2%	89.1%	91.3%

Q2 2021/22		Annual Target 2021/22	Notes
Value	Target		
339	Data only		Data Only Measure
243	Data only		Data Only Measure
475	Data only		Data Only Measure
90	Data only		Data Only Measure
719	Data only		Data Only Measure
1,488	Data only		Data Only Measure
	Data only		Data awaited on Foodbank numbers - requests sent but not received to date
£1,593,104	Data only		Enfield's allocation from the DWP for 2021/22 is £2,357,321 (2020/21 was £2,973,507). Currently we are projected to spend £3m which is £643k over budget)
90%	95%	95%	Q2: 978 of 1,087 assessments completed within 21 days (90%).

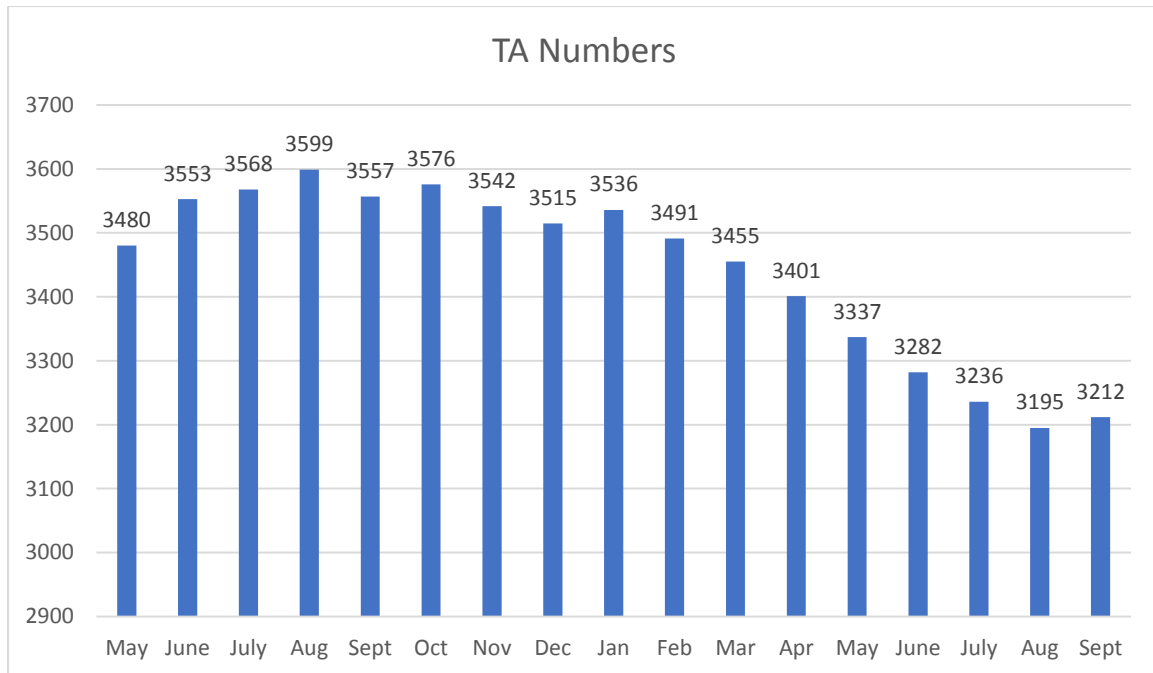
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Action Plan Subject: Temporary Accommodation

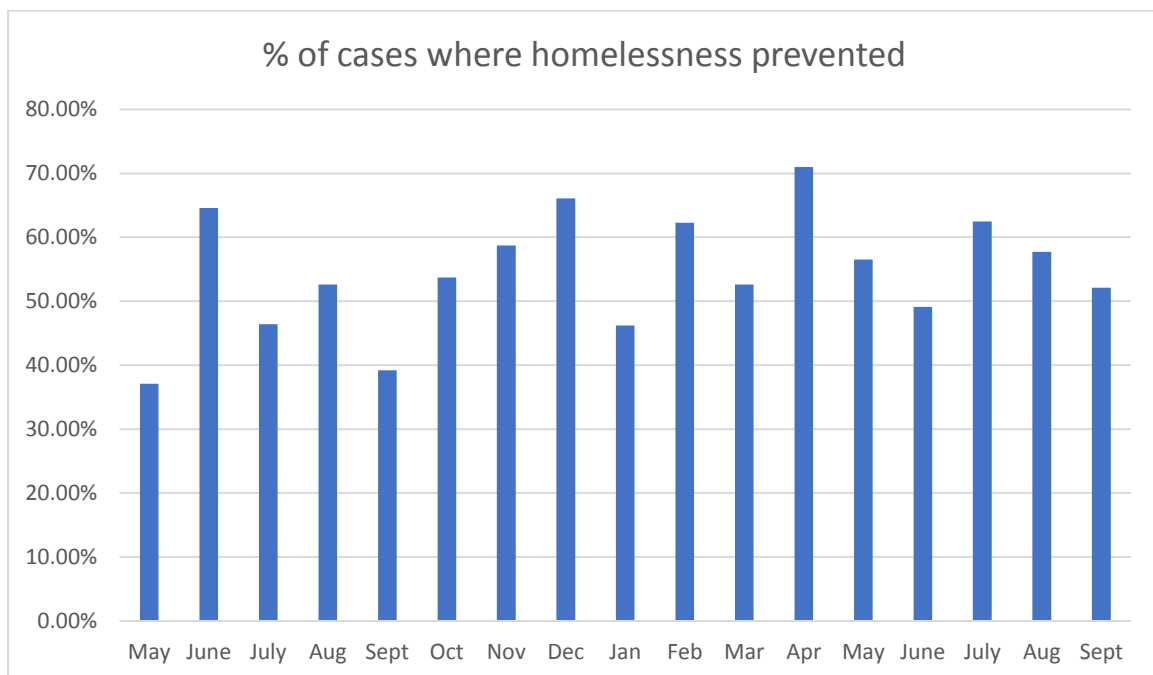
Lead Director: Executive Director Place

Total Numbers

Total numbers in temporary accommodation have dropped significantly from their height in August 2020 and are now just over 3200. We are broadly on track to deliver on a target of 2691 households in temporary accommodation by year end. However, we are conscious of this rise in our use of temporary accommodation in September.

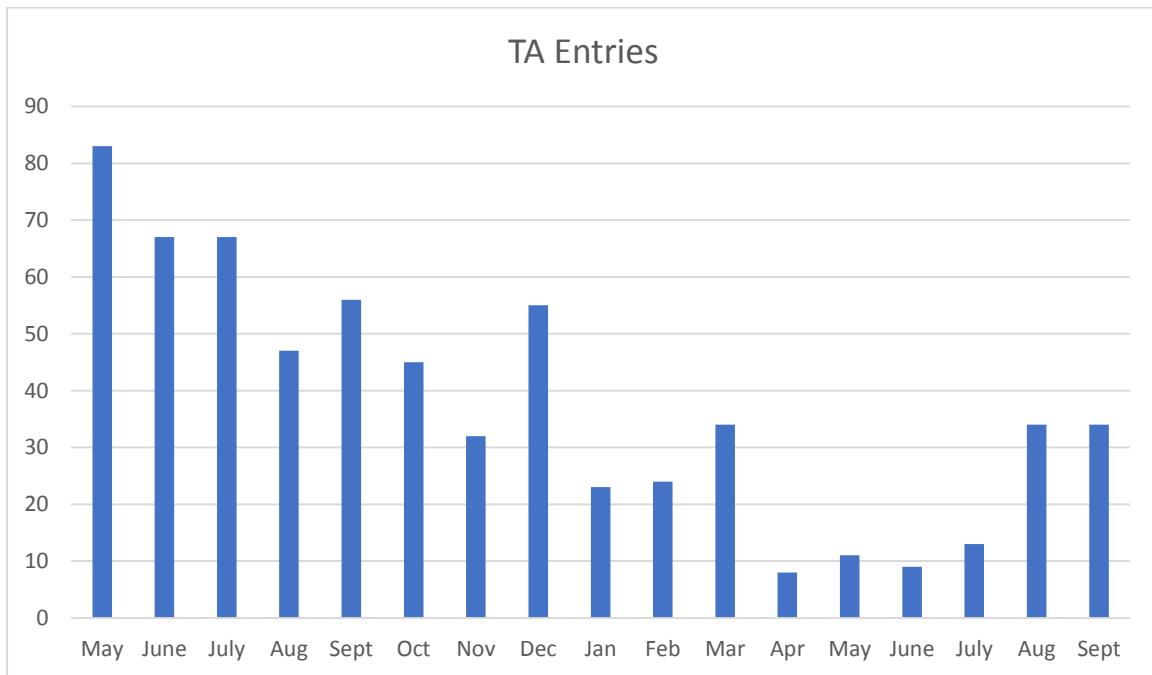


TA Prevention



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.

The number of households entering TA has risen but remains well below the numbers seen in previous years. This reflects the impact of a large number of new staff being taken on to replace experienced agency workers. We anticipate that as staff are trained up, performance in this area will improve.



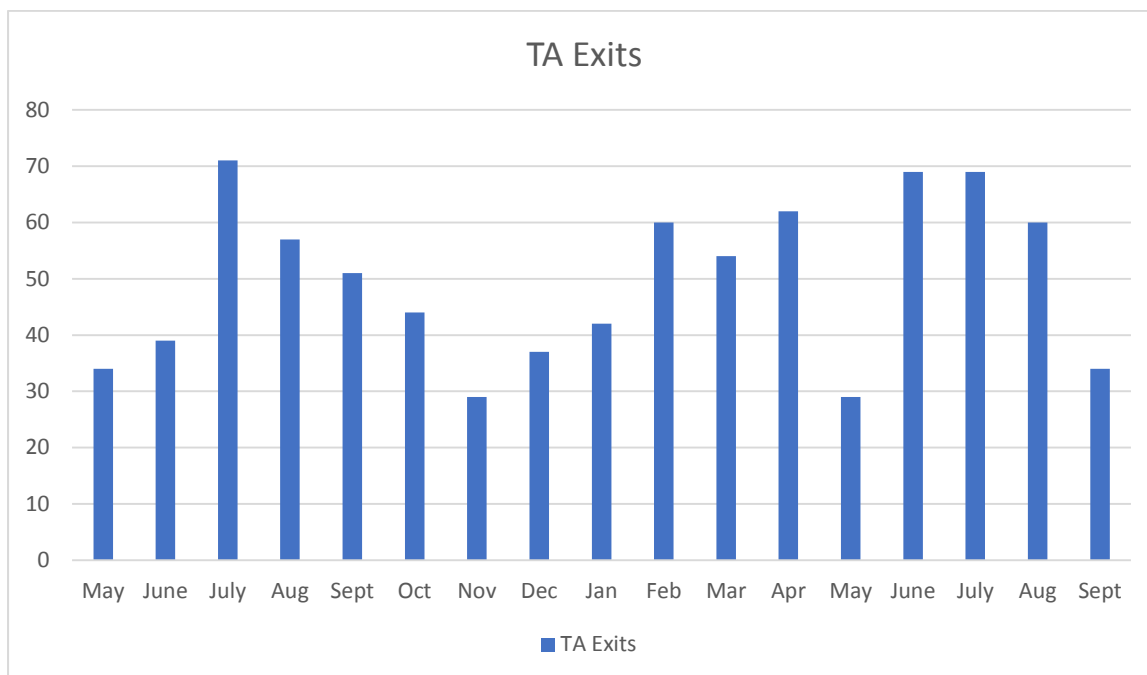
TA Exits

The numbers of households leaving temporary accommodation reflects the impact of the Covid restriction on the housing market. As the Covid restrictions were lifted the numbers of people leaving temporary accommodation increased.

The number of exits from temporary accommodation fell in September. We are in the process of establishing exactly why numbers fell. Two factors are being looked at:

1. The increased levels of demand for privately rented accommodation as part of our prevention activity means that a greater proportion of the properties we procure go to newly homeless households. Whilst this reduces entries into temporary accommodation, the knock-on effect is that fewer properties are available to households in temporary accommodation.
2. 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 in the process of onboarding new staff to replace experienced agency workers. This in turn has also impacted performance.



Transformation Programme Update

Prevent and Intervention

The Prevention and Intervention 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.

The Floating Support Team launched in October 2021. The team comprises four support workers and a manager. 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. The first tenancy training sessions have now been held.

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. Vince Rose has been appointed as the new Sustainable Housing Service Manager and will start on 13 December.

Market Management

This team brings together the procurement and management of properties into a single team. Adam Stevenson is stepping into his new role as Head of Market Management on 13 December.

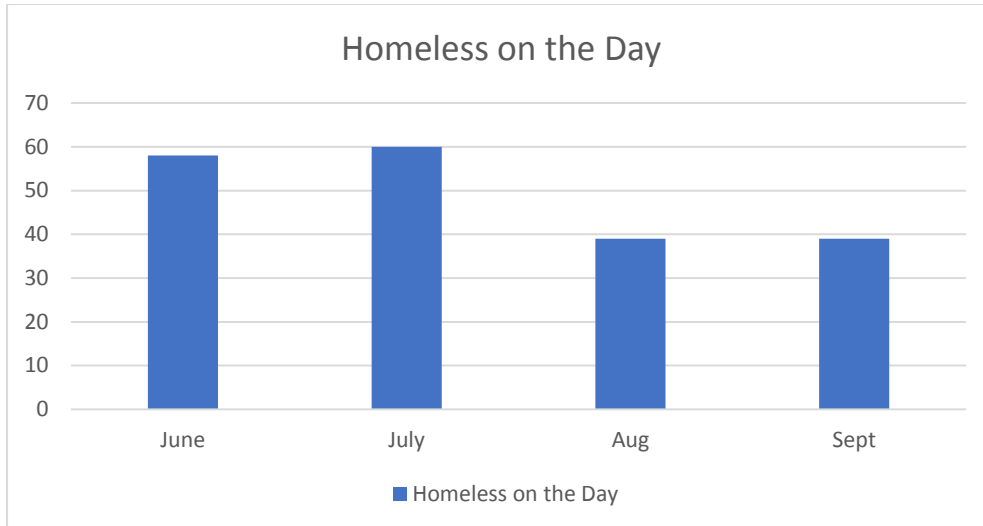
Future Pressures

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.



The number of households presenting as homeless on the day has fallen. In July saw 60 households presenting as homeless on the day. This fell by a third in August and September. 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: Complaints, FOIs and Complaints Executive Director: Executive Director of Resources

Executive Summary

Overall, target performance for FOIs, MEQs and Complaints has continued to decrease since June 21. However, during Q2, staff vacancies were filled (salaried and agency) and new process implemented, reducing the processing backlog. It is anticipated these changes will result in performance improvement in Q3 and Q4.

1. FOI, MEQ & Complaint Performance Charts

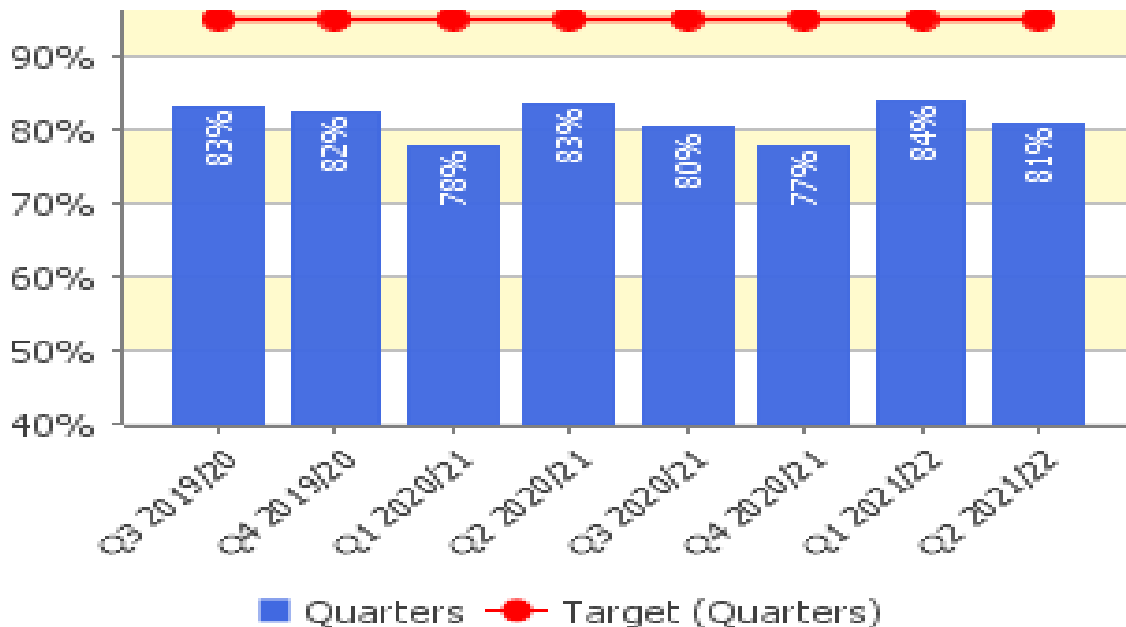
The charts below show the current performance for Freedom of Information Requests (FOIs), MEQs and Complaints. The red line denotes the target.

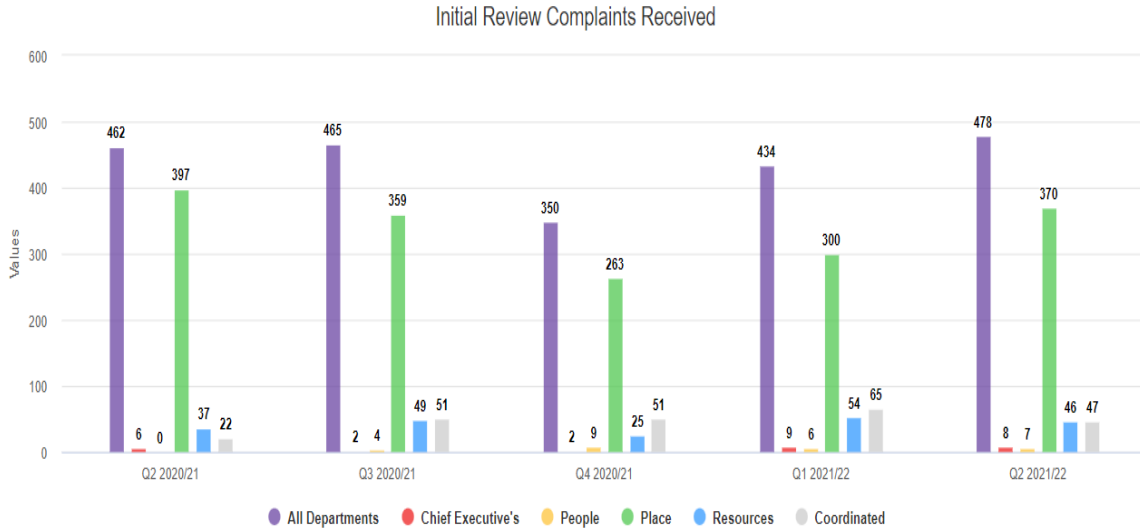
This covers the period (July 21-September 21) Quarter 2 of financial year 2020-21.

1.1 Complaints

Complaints performance decreased to 81% being resolved within timeframe in Quarter 2

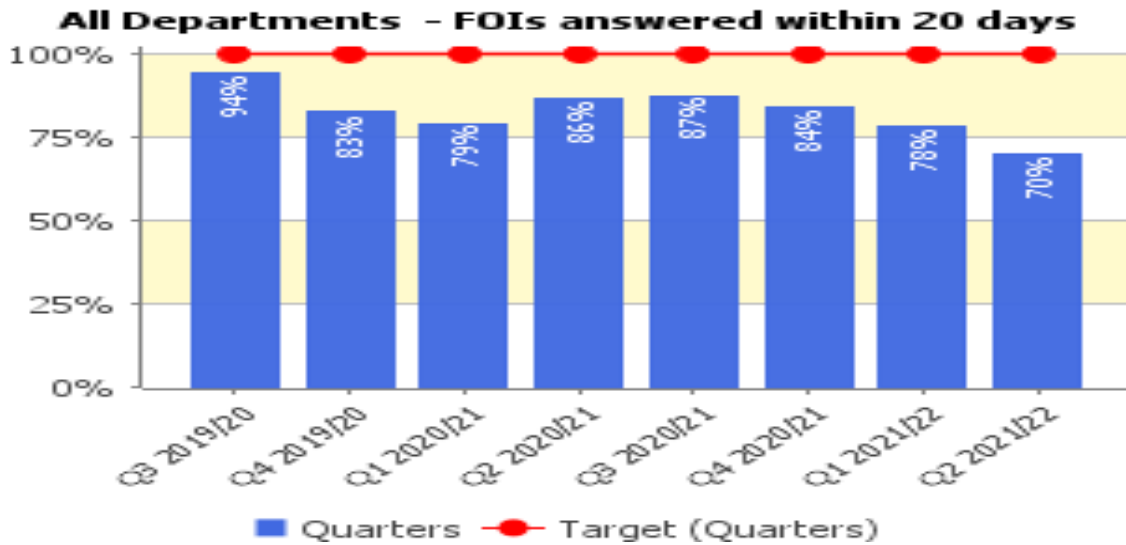
Initial Review Complaints - Council Overall (% inside target)

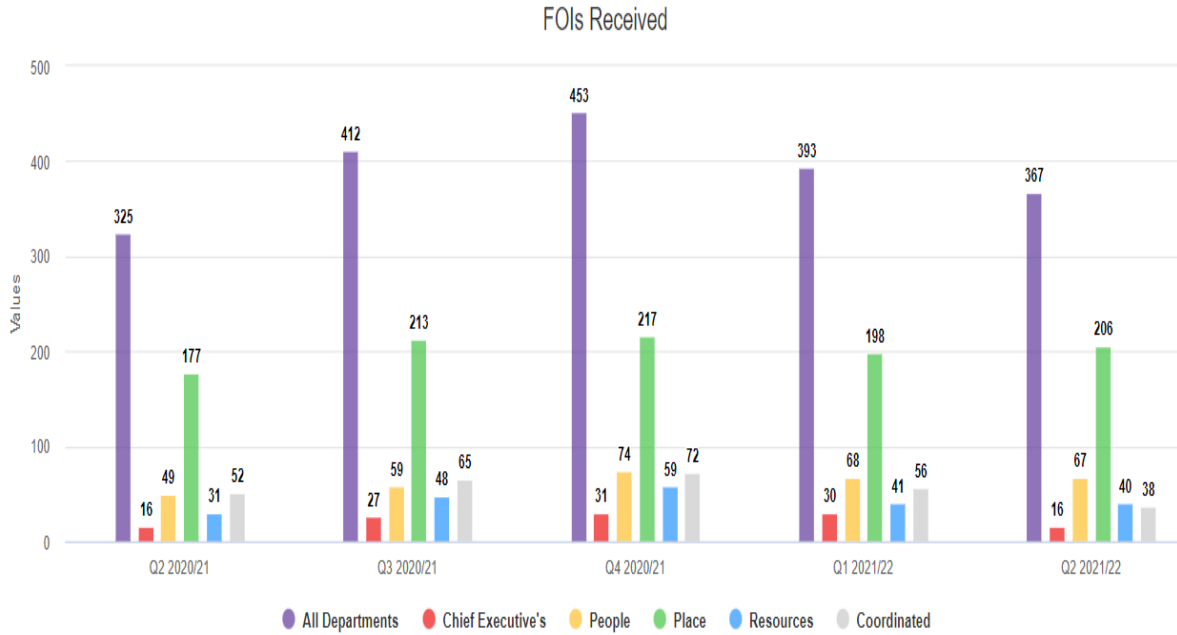




1.2 FOIs

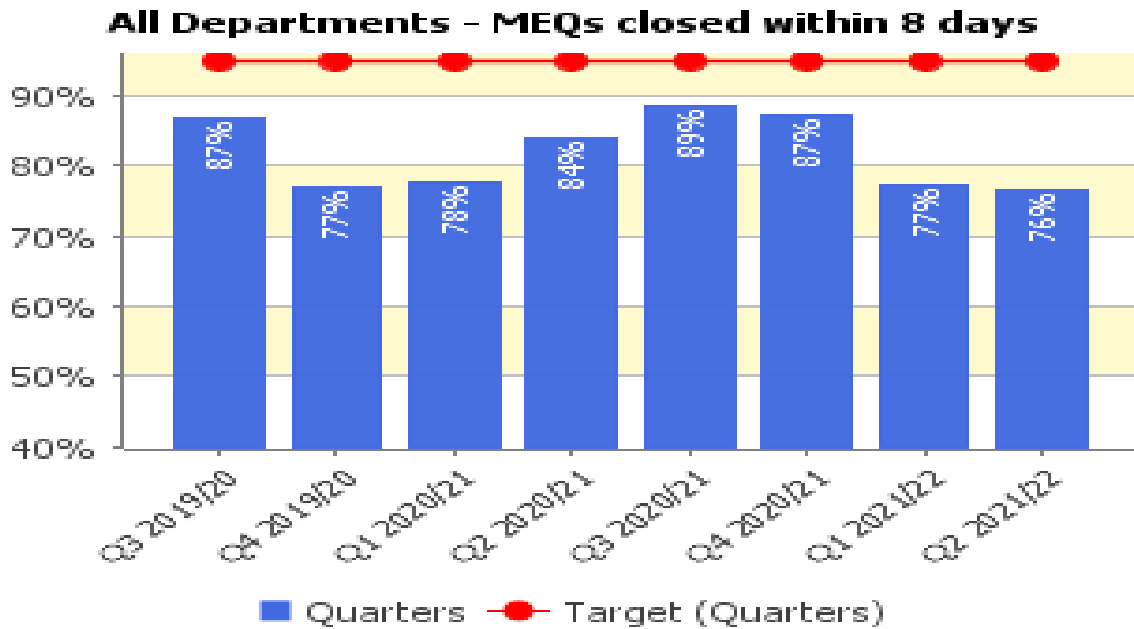
For Quarter 2 for FOIs, performance was 70% below the 100% target. There is a decrease on Quarter 1.

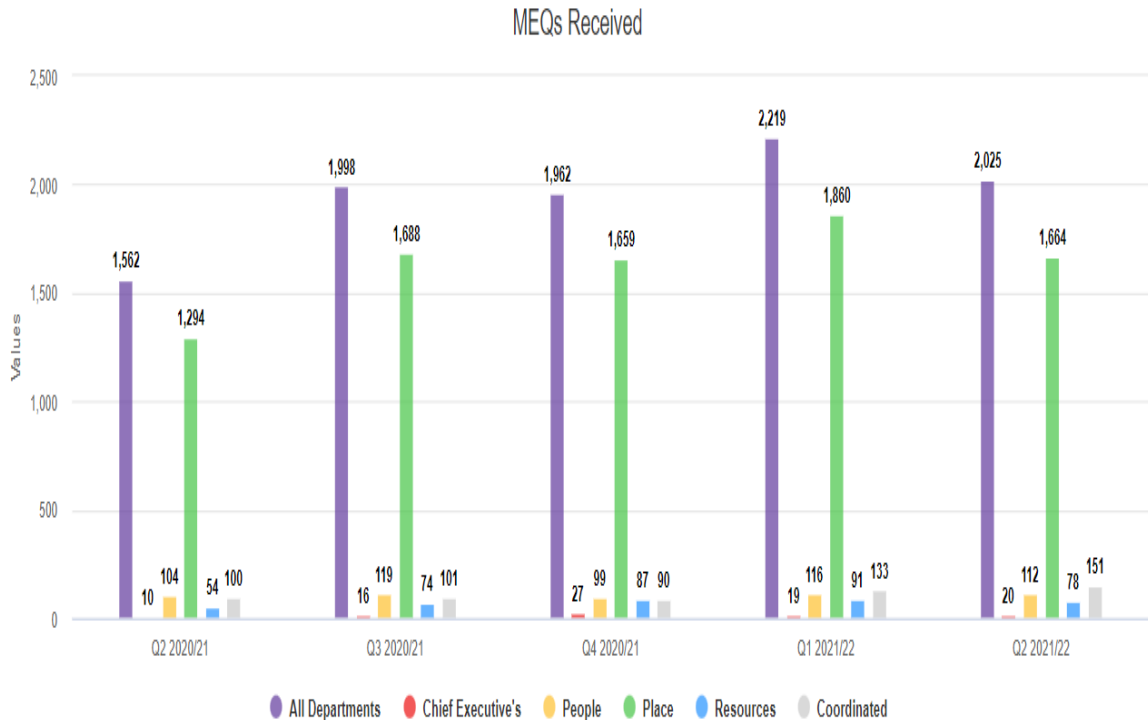




1.3 MEQs

In Quarter 1 performance was 76% answered in 8 working days against a target of 95%. This is a small reduction in performance from Quarter 1





2. Update Since Previous Reporting Period

Q1 staffing challenges continued into Q2. The average monthly vacancy rate was 26%, and nearly 49 days were lost to sickness absence between April to October 21. Vacancies were primarily for coordinator roles (inputting and processing MEQs, FOIs and Complaints for response).

A backlog occurred creating delays in processing and allocating FOIs, MEQs and Complaints for response. However, these processing delays have subsequently been cleared.

Remedial Actions

During the summer, salaried members of staff were successfully recruited into the team. In addition, 5 agency staff began during September and October to reduce the processing backlog which has been largely successful. Whilst FOIs and Complaints are now processed on time, currently MEQs processing remains 1 week behind.

Since the previous report, new processes have been implemented to monitor demand, control resourcing and create greater workforce management flexibility to respond to fluctuating demand across the three areas.

In terms of overall response rates, a number of services have introduced dedicated service managers working directly with the Complaints & Access to Information Team to identify issues or cases at risk of not meeting deadlines. This ensures a more targeted response with the aim of receiving less escalations to Stage 2 Complaints, internal reviews for FOIs and SARs etc.

Effective from 22nd November 2021, the Complaints & Access to Information team's management moved from Chief Executive to Resource Department.

3. Actions & Next Steps

The following actions will now take place between December 21 to end March 22.

- Post line management change, the service will be reviewed between December 21 to Feb 22. This will analyse the team's processes and resourcing, as well as identify remedial actions to improve response rates across the organisation;
- Investigate historic data and identify where repeated delays occur to inform future improvement actions (Jan 22).
- Design and deliver staff FOI training to improve performance, ensure consistency and successful application of exemptions (March 22)
- Investigate creation of resource pool of existing LBE staff to process FOIs, MEQs and Complaints through overtime arrangements as demand dictates to reduce reliance on agency staff whilst ensuring workforce management flexibility (Feb 22)
- Confirm that the new process described in section 2 (improve overall response rates with dedicated service improvement managers) has been successful and is delivering positive results, or revise if expected results have not been achieved (by March 22)

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. 9.1% of Sickness all sickness absence in the July - September was related to Covid-19 (excluding self-isolation); this was just 7.3% in quarter 1.

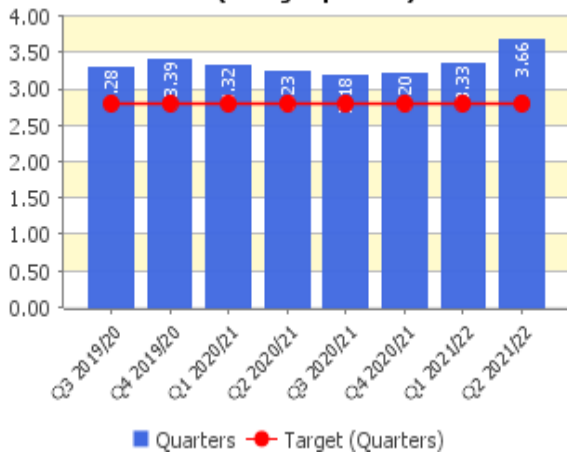
Compared to the same period last year sickness levels are lower in the CEX and Place Departments and higher in Resources and People departments

The rolling 8 quarters for sickness absence up to Quarter 2 (April -June) is below. Current Council wide performance is above target with 10.58 FTE days being lost. The target is 7.96 FTE days lost which was the London average in 2018/19.

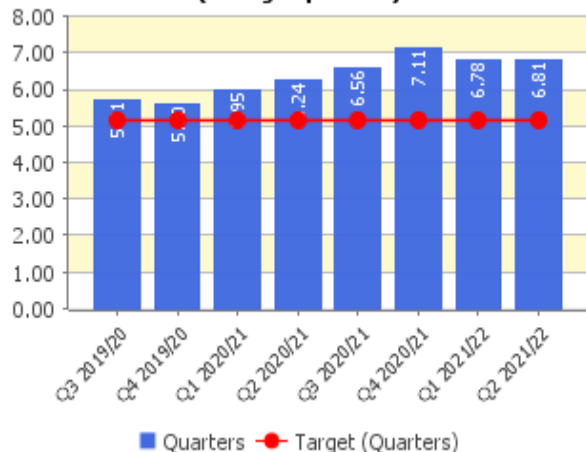
Average Sick Days - Council Staff (rolling 4 quarters)



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 two shows the following:

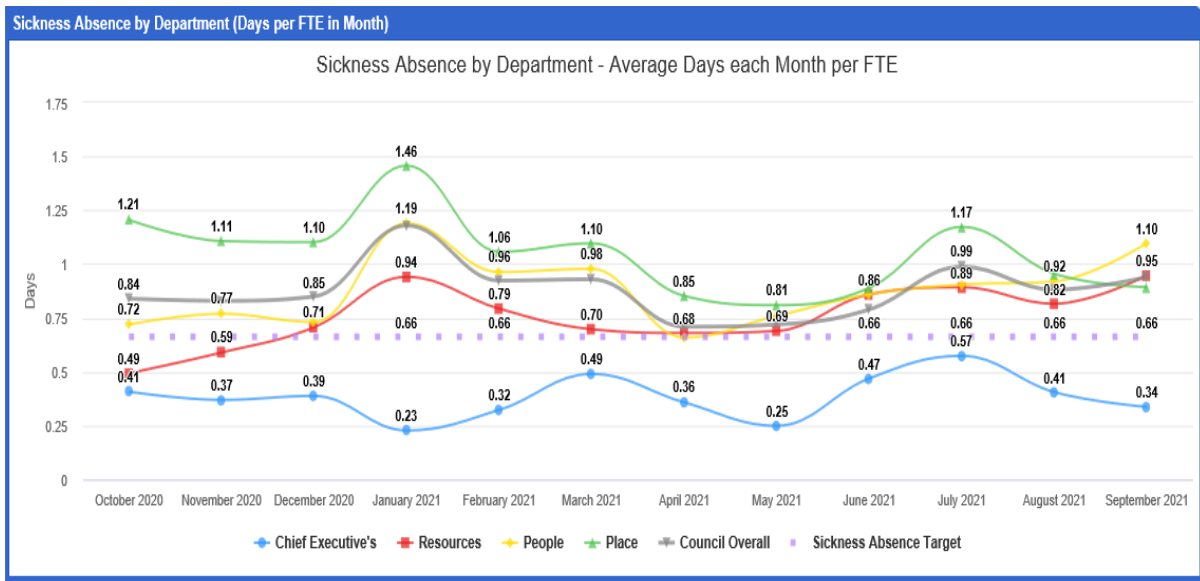
Average Sick Days per FTE for the **Chief Executive's Directorate** is 1.32 which is below the 1.99 target

Average Sick Days per FTE for the **Resources Directorate** is 2.66 which is above the 1.99 target.

Average Sick Days per FTE for the **People Directorate** is 2.92 which is above target.

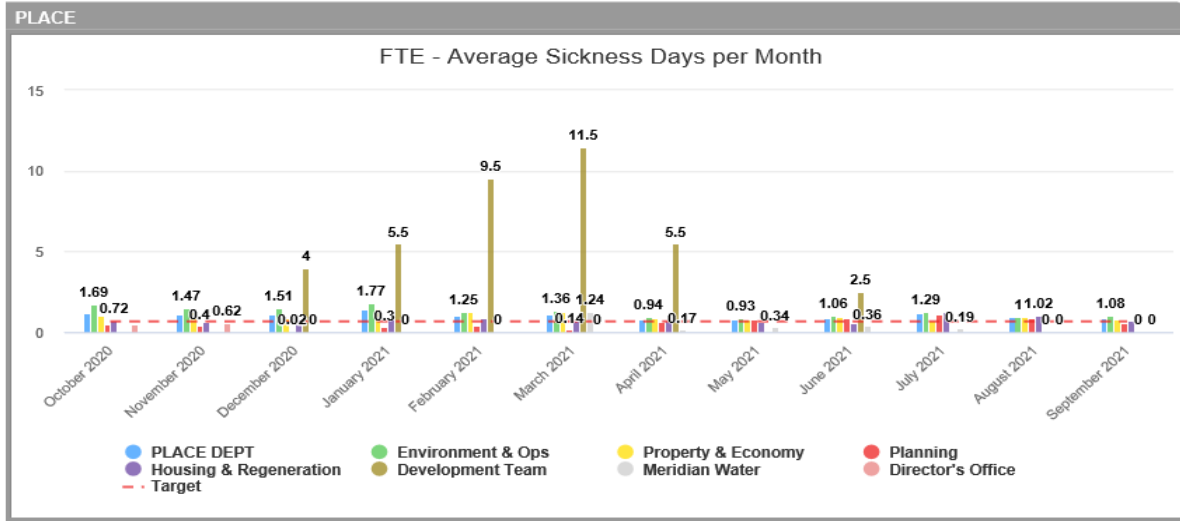
Average Sick Days per FTE for the **Place Directorate** is 3.02 which is above the 1.99 target.

It should be noted that the People and Place departments have a larger manual workforce. The manual workforce within Place expanded in April 2020 following the insourcing of the cleaning service and in June 2020, the manual workforce within People expanded following the insourcing of IWE. Sickness absence levels do tend to be higher for manual workers. This trend is not just within Enfield Council and is typical higher within this workforce category.



Place Department

Sickness absence is monitored on a regular basis at Sickness boards to ensure absence is appropriately managed and interventions put in place to support staff back to work at the earliest opportunity.



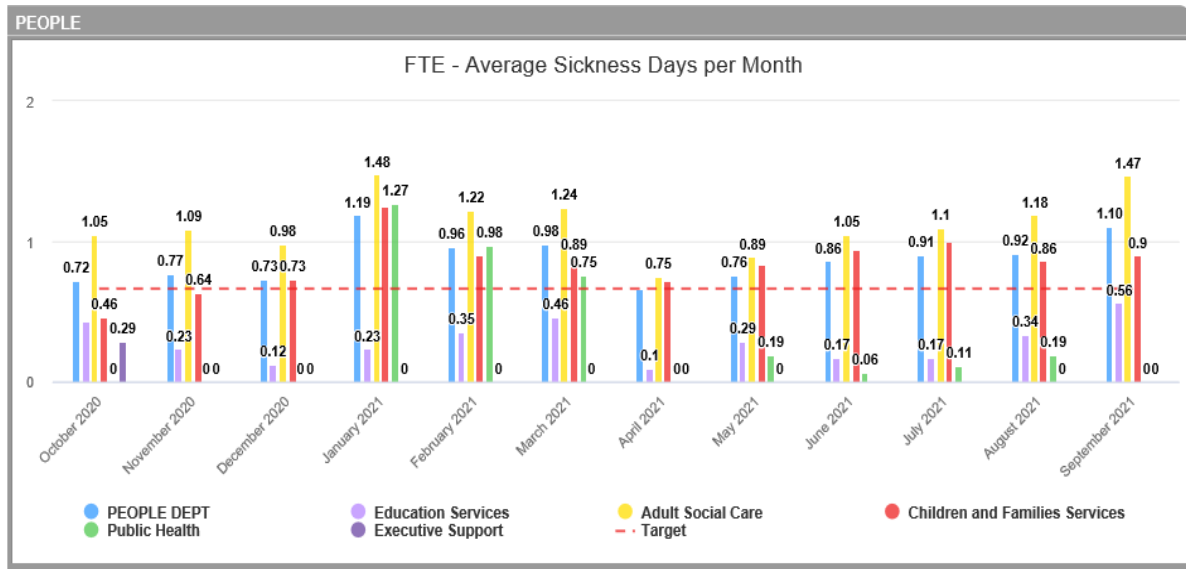
The Place Department did have higher levels of Covid-19 sickness absence during Q1, but it should be noted there are front line services within this department where officers cannot work from home as alternative to attending at work.

The Development Team appears to show a sharp rise in absence between December 2020 and April 2021. 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

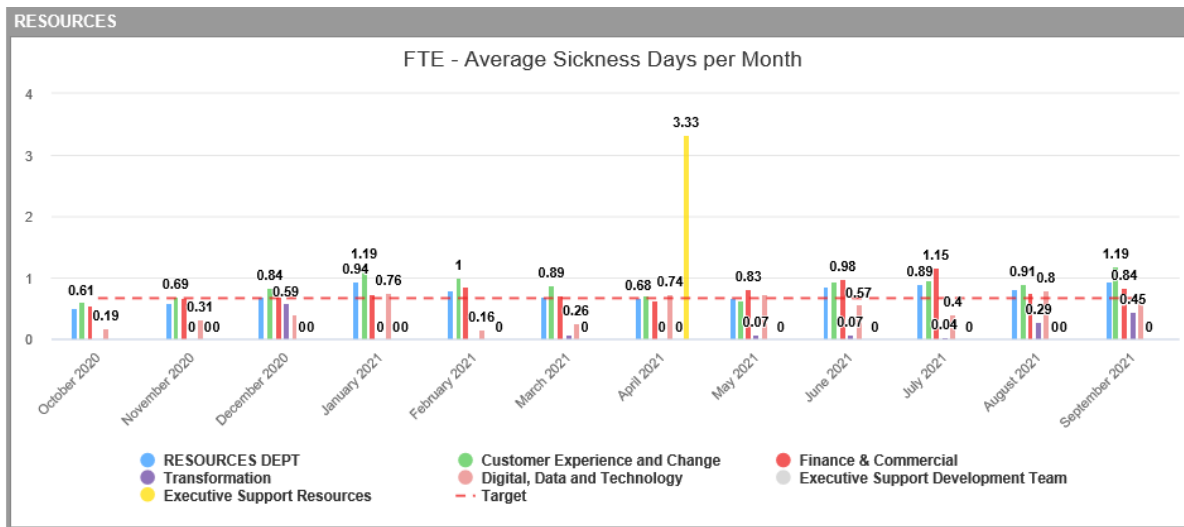
Sickness absence is monitored on a regular basis.



- The Directorate acknowledges the slight increase in sickness levels, particularly ASC following 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.
- There has been an increase in sickness absence following the vaccination roll-out where staff have suffered adverse reactions to the vaccine.
- 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 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

Additional Interventions and Actins

The Council is investing in two additional posts within HR that will focus on sickness absence across all Council departments. The additional posts will initially lead on driving down long-term sickness of over 50 days. In addition, they will focus on bringing down the average days lost with a medium to long term goal of ensuring sickness absence aligns with industry standards. This will be achieved by ensuring a consistent and robust approach is in place to manage sickness absence and all managers are trained and supported when dealing with sickness cases within their service. This team will also look at interventions to support local issues and top absence reasons.

In addition to the above the Council is piloting a scheme of Mental Health First Aiders in the workplace and is recruiting a cohort of 16 staff to be trained to become a Mental Health First Aider (MHFA). The MHFA's will be trained with practical skills and knowledge to recognise the symptoms of mental health issues and to be able to support anyone experiencing mental distress. They will be able to provide information and signposting for support and appropriate professional help. This will

support staff when or before they are in crisis to prevent absence or deterioration in their mental health and is hoped to have a positive impact on sickness absence due to poor mental health.

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

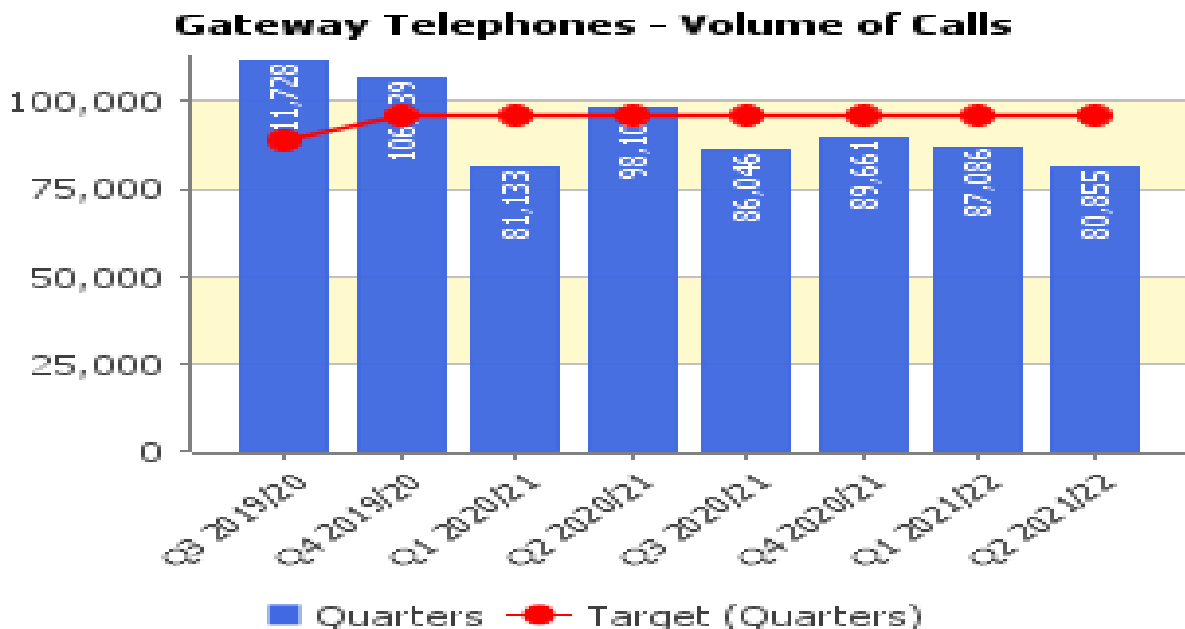
Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

Call answer rates and wait times are determined largely by demand variances, specifically the volume and length of telephone calls. In addition, ad-hoc projects such as outbound calls can affect performance.

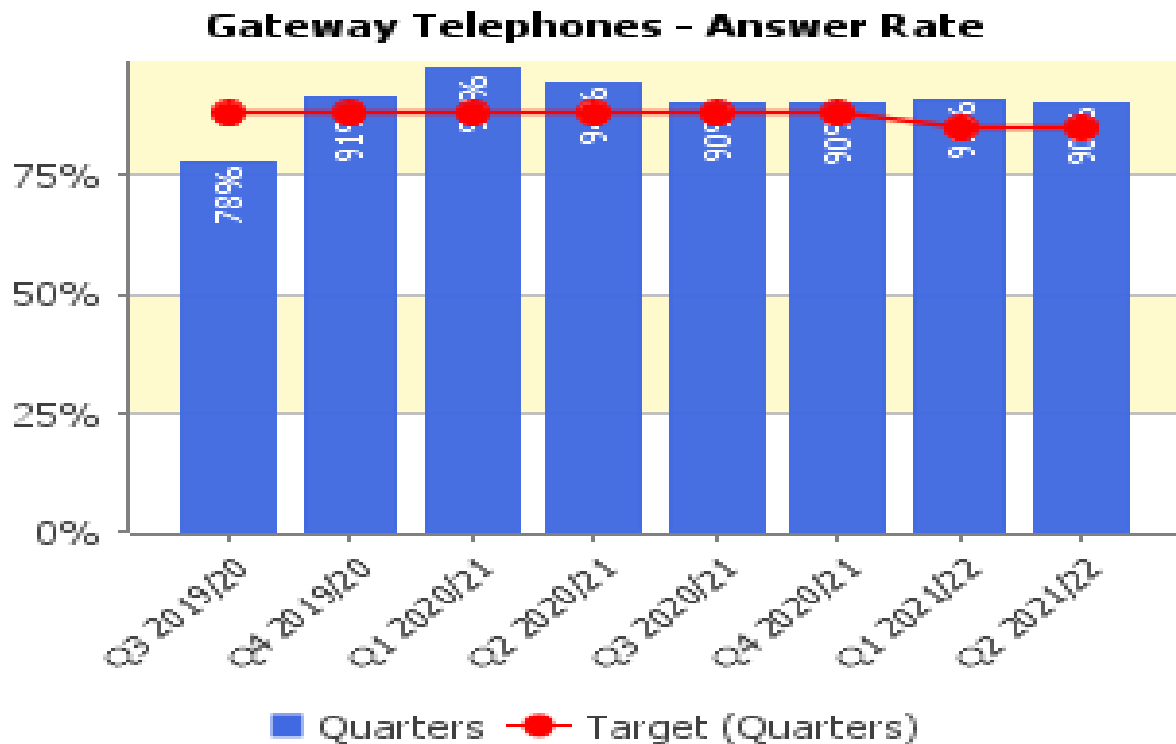
Current performance is below.

Indicator	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22		Annual Target 2021/22
	Value	Value	Value	Value	Value	Target	
Customer Satisfaction: Webchat	84.4%	86.8%	86.1%	83.2%	84.5%	85.0%	85.0%
Customer Satisfaction: Telephone Advisor 'Professional' Rating	82.1%	84.3%	86.4%	75.2%	83.1%	85%	85%
Gateway Telephones - Answer Rate	94%	90%	90%	91%	90%	85%	85%
Gateway Telephones - Average Wait Time	00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s	00h 03m 01s	00h 03m 00s	00h 03m 00s
Customer Services: % of Calls Answered Within 5 Minutes	96%	95%	93%	83%	82%	90%	90%

In terms of Call Volumes there was a decrease of 6200 calls between Quarter 1 and Quarter 2



The Answer Rate is now showing at 90% which is well above the 85% target.



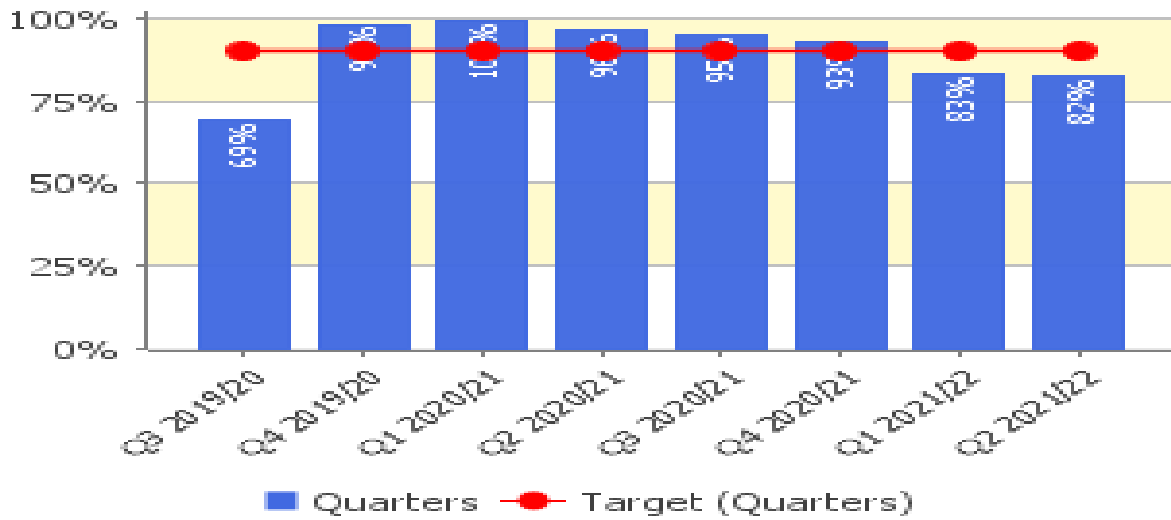
82% of all calls were answered within 5 minutes which is below the 90% Target. Although below target the trend is encouraging in September 90% of calls were within 5 minutes and the direction of travel is positive. In July and August, we were reaching out to EU Citizens who need to apply to the EU settlement scheme to continue living and working in the UK. This involved a project team of 9 staff.

In terms of systems, a power failure in the borough had a knock-on effect for at least 2 days. In September we discovered that calls were being cut off by the system. This potentially led to repeat calls and we set up a team to proactively call back affected customers which was well received.

The impact on performance will appear in the next report for October. Lower resourcing also contributed to the dip in calls answered within 5 minutes. Staffing levels for July to Sept, including temps, were 45.94, 47.22 and 44.22 FTE respectively. Improvements are expected as 6 new temps started in November and 3 more are due in December 2021.

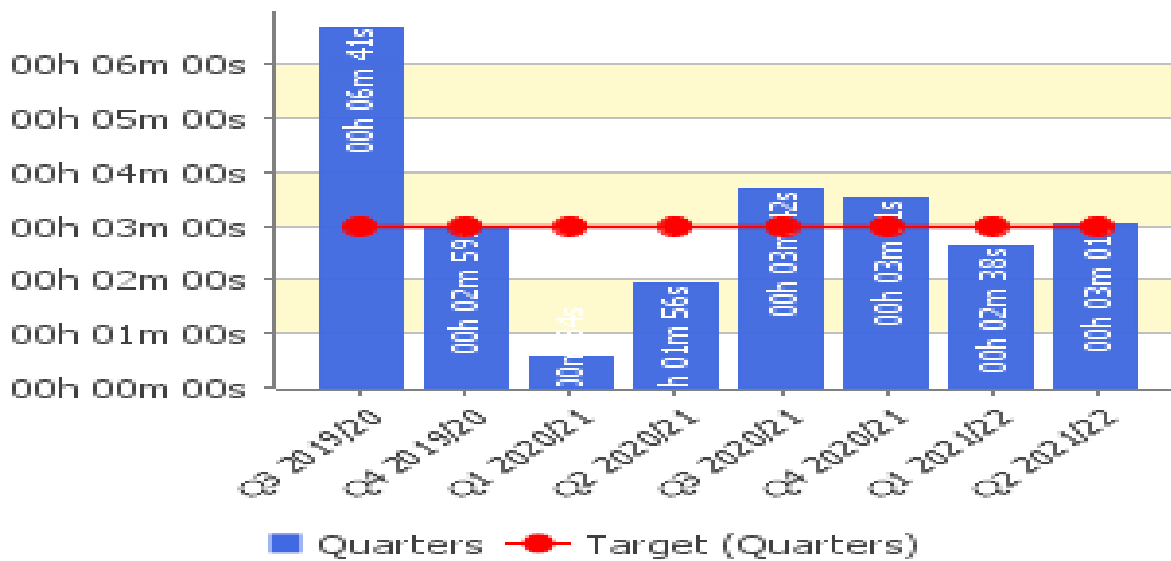
Finally, the telephony channel continues to cover resources at the hub and on webchat, so resources on telephony were reduced still further.

Customer Services: % of Calls Answered Within 5 Minutes

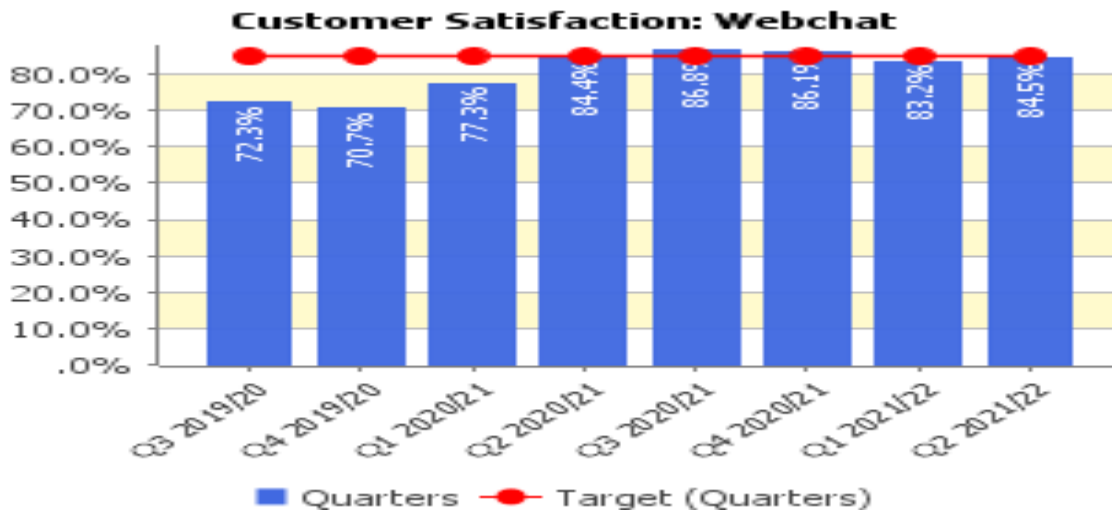


Average Wait Times continue to be positive and have improved since the last 2 quarters due to more staff taken on and cross training of council housing staff to take general calls as required. The cross training helped us to mitigate the impact of CRM training for all staff. This involved approximately 35 hours of classroom training with each agent doing a half day plus additional practice time as required.

Gateway Telephones - Average Wait Time

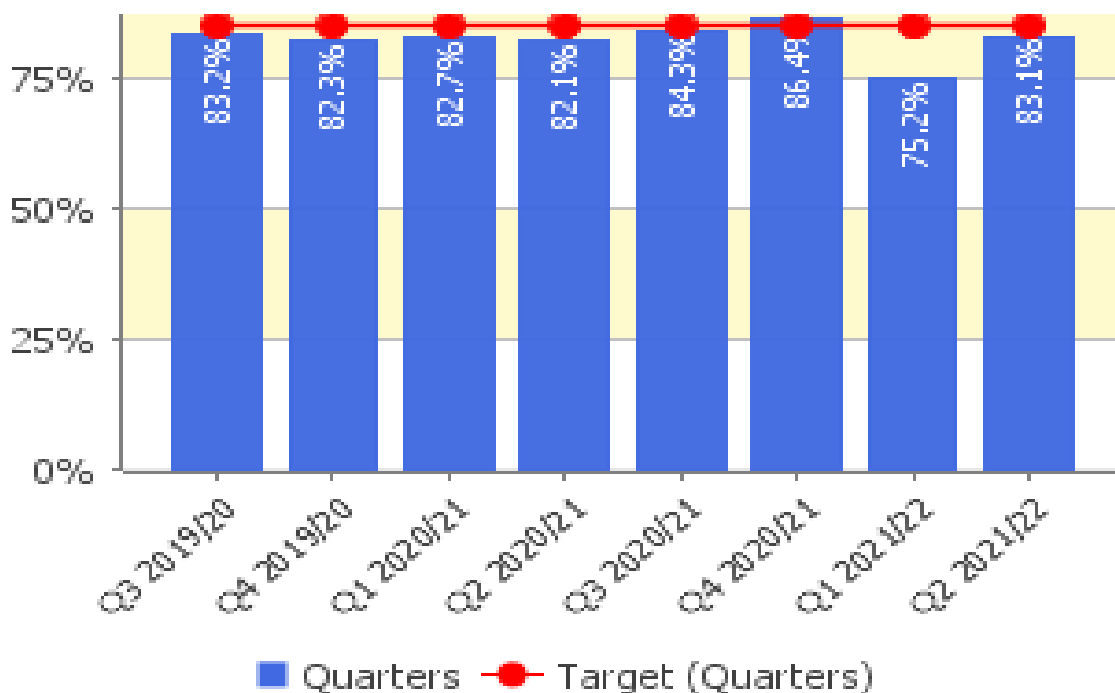


Customer Satisfaction with Webchat continues to be high and is now at 84.5%.



Satisfaction on telephony which has increased from 75.2% to 83.1%. There has been incremental improvement since the last quarter, as Customer Operations has intervened with Citizenship calls which had resourcing shortages. New satisfaction surveys have been agreed to be implemented shortly. The process has been simplified to produce more accurate data, as sometimes customers get confused over the scoring.

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 1488 calls in Quarter 2 21/22 with levels of demand dropping as restrictions eased although recent data shows an increase in November. The

Community Line was set up in the Contact Centre in June 2020. The aim of this service is to be accessible to *anyone* needing additional help during Covid – including those over 26,000 residents that are clinically extremely vulnerable.

Action Plan Subject: Waste and Recycling

Lead Director: Executive Director Place

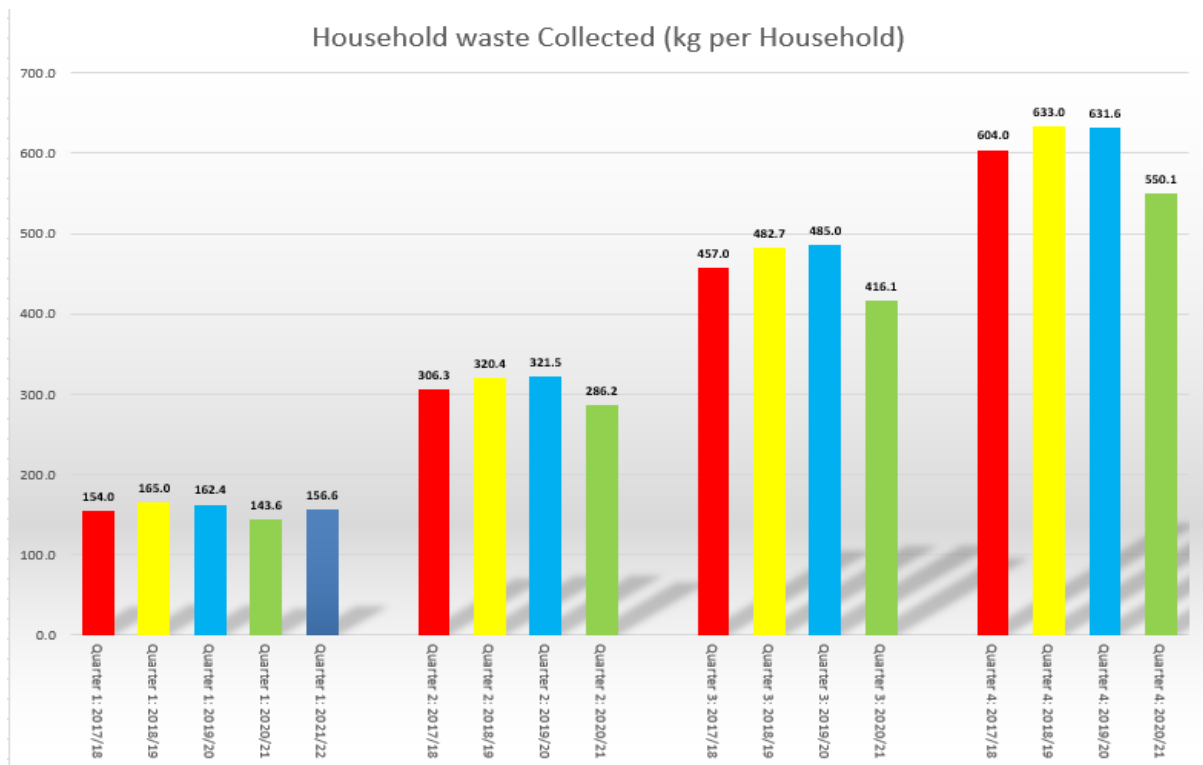
The amount of residual waste per household (known as NI191) and the percentage of household material sent for reuse, recycling and composting (known as NI192) is reported to Government through the system called Waste Data Flow and is available to the public once data verification is complete.

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

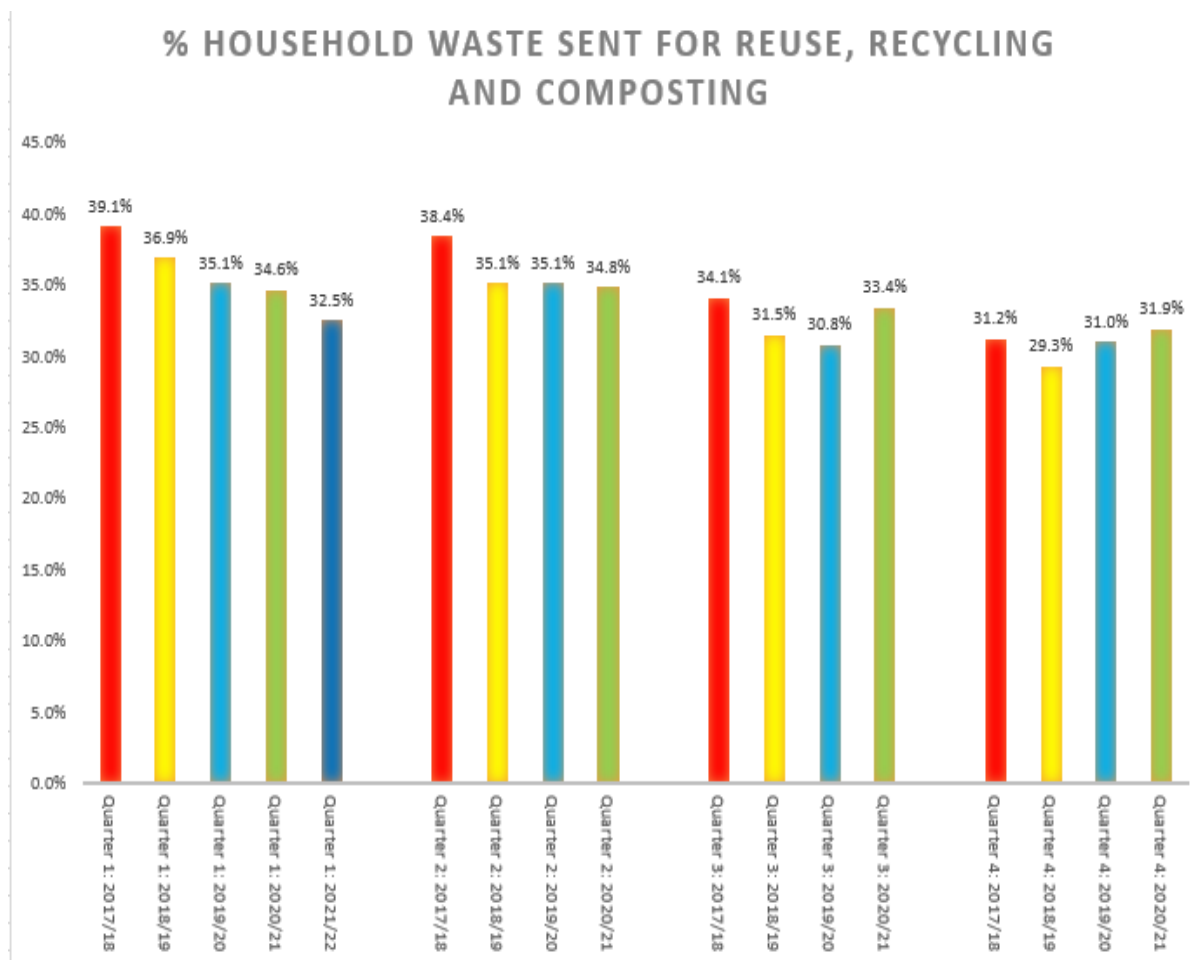
The most recently verified available data is quarter 1 (1 April 2021 to 30 June 2021) Graph 1 shows household waste collected, kg per household – NI 191. Quarter 2 data is still provisional

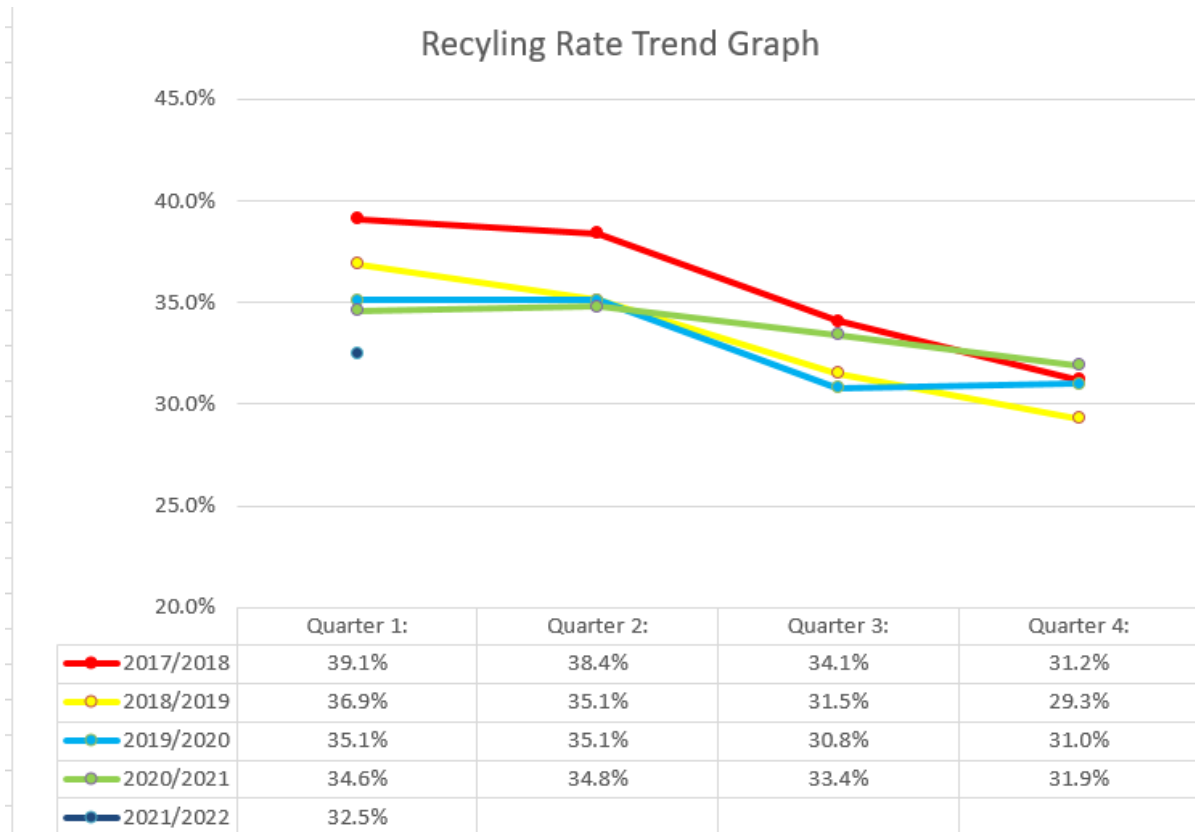
Based on the data below, household waste collected, kilogram per household for Q1 2021-22 is 156.6 and just above the target of 150 per quarter (annual target is 600 kg per h/h).



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 for Q1 2021-22 was 32.5% percent.





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. Further, we have seen a significant increase in the amount of contamination that is being placed in the dry recycling.

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

Time scale for Improvement:

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:** Monday, Tuesday and Wednesday rounds have been visited and targeted a total of 6,721 properties. We door knocked and engaged with residents and glance cards 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 Following the visits, the rounds that were visited have been monitored – some rounds have seen an improvement to contamination levels. We are planning to engage further with collection crews to make sure contaminated bins are consistently tagged and not collected, and to organise additional visits to target residents where no contacts were made during the first round of visits.
- **8th November – 2nd December:** All the collection rounds on Thursday and Friday (32 rounds in total) have been identified for educational visits and door knocking due to high rates of contamination. Visits to 16 rounds started on 8th November and will be completed by 2nd December. Recycling officers undertook face to face door-stepping one to two days before collection day. Recycling bin are inspected, and any contamination present in the bins logged. All properties are door knocked to explain the issue of contamination in recycling bins. Glance card on 'do's and don'ts' of recycling were delivered to all properties. Initial draft results are showing that 60% of bins are contaminated, which is consistent with the issues we're having with loads being rejected at the MRF. The contact rate is between 35-40%. For households with contaminated bins, the contact rate is higher (closer to 40%) than for those with clean bins (closer to 35%). The remaining 16 rounds will be visited after Christmas. A total of approximately 30,000 properties will be door knocked under the project.
- **25th November:** Crew commenced rejection of contaminated bins of the visited round, and crews put hangers on the contaminated bins to advise on contaminating items. In the first week of bins being rejected by crews, only 20% of the rejected bins were people that we spoke to during the door knocking, while 80% were people that were not spoken to. This suggests that the door knocking is working but that following up with rejecting bins is important to reinforce the message.

last until March 2022.

Recycling in Estates:

- 20 estates selected to improve/introduce recycling services. Phase one of the project is covering 45 blocks of flats.
- We have delivered 52x1280L bins to 7 estates (18 bin sites) and 12x360L bins to 3 estates (5 bin sites).
- 12 signs have been installed.
- Repairs team have created 6 hardstanding areas for new bins and working on further sites.
- Over 500 households have been communicated and are currently using these bins

Schools:

- Refresh LBE website and create a school's resource toolkits on recycling
- Online workshops and hot topic sessions
- c.6 school roadshows to align with outreach targeted areas of poor performers; 4 roadshows conducted; 1 roadshow planned for 6th December.
- Liaising with schools to have our first meeting to discuss the resource toolkits;
- Conducting workshop, presentation for pupils with Enforcement team at various schools.
- In total 28 schools recently showed interest in the network.

	Name of Schools	Ward	Date of Visit
1	West Grove Primary School	Southgate	
2	Eversley Primary School	Southgate	22/11/2021
3	Capel Manor Primary School	Chase	
4	Woodpecker Hall Academy	Jubilee	
5	Chase Side Primary	Chase/Town	
6	Churchfield Primary School	Haselbury	
7	Fleecefield Primary School	Edmonton Green	
8	St Michael at Bowes CE Junior School	Bowes	
9	St. Ignatius College	Turkey Street	
10	St Edmunds Catholic School	Lower Edmonton	
11	Tottenham	Bowes	
12	Merryhills	Highlands	
13	Hounsfield	Jubilee	
14	Lavender	Chase	
15	Garfield	Southgate Green	
16	Wilbury	Upper Edmonton	
17	Heron Hall Academy	Ponders End	
18	Starks Field Primary School	Haselbury	06/12/2021
19	Carterhatch Infants	Turkey Street	
20	Brettenham Primary School	Edmonton Green	
21	St. Anne's School	Palmers Green	22/11/2021
22	Freezywater St George's CE VA Primary	Enfield Lock	01/12/2021
23	Carterhatch Junior School	Southbury	
24	Hazelwood School	Palmers Green	
25	St Monica's Catholic Primary School	Southgate Green	
26	Prince of Wales	Enfield Lock	18/10/2021
	Prince of Wales		03/11/2021
27	Oakthorpe Primary	Upper Edmonton	
28	Enfield Heights	Turkey Street	06/10/2021

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London Borough of Enfield**Meeting Date : Cabinet 19th January 2022**

Subject: Capital Programme Monitor Period 8 (November) 2021**Cabinet Member: Councillor Maguire****Key Decision: KD5349**

Purpose of Report

1. The purpose of this report is to inform members on the current position (as at the end of November 2021) of the Council's 10 Year Capital Programme 2021/22 to 2030/31, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows that the 2021/22 forecast year end expenditure for the approved programme is projected to be £100,610k (Q2 £128,981k) for the General Fund, £84,897k (Q2 £88,347k) for the Housing Revenue Account (HRA) and £35,512k (Q2 £34,272k) for Enfield Companies.
3. It should be noted that the year-end forecasts have been provided against a backdrop of economic uncertainty, regarding supply chain challenges, building cost inflation and other factors outside of the control of those delivering the projects. Consequently, whilst based on best known information at Period 8 (30th November), there will inevitably be variations against some programme outturns, compared to year end forecasts provided in this report, for the reasons described above. The HRA Revenue and Capital monitoring are reported separately, with a single summary line included in this report.
4. The report sets out the estimated capital spending plans for 2021/22 to 2030/31 including the proposed arrangements for funding and confirms that the revenue capital financing costs for the programme are provided for in the budget.
5. On 2nd March 2021, Council approved the 2021/22 Capital Budget and noted the 2022/23 to 2030/31 10 Year Programme (KD5210). This included approval for the HRA 10 Year Capital Programme of £1,226,069k.
6. The 2021/22 Capital budgets include new programmes, which were approved as part of the budget setting process. These new programmes were described as 'Requested Additions'.
7. Each 'Requested Addition' is subject to a separate individual report, which grants the approval to spend the budget envelope approved by Council. Table 3 details those projects which have obtained the relevant approval to spend and are included in the approved Capital Programme.
8. Appendix B lists the projects where individual approvals are still required.

Proposals

9. It is recommended that Cabinet notes;
10. The inclusion of the following capital programmes, including updated grant funding, as detailed in Table 3. 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:
 - a. IT Investment
 - b. Build the Change
11. It is recommended that Cabinet recommends to Council approval of the following additions to the capital programme as detailed in Table 4:
 - a. Flood alleviation
 - b. Highways and Street Scene
 - c. Sloeman's Farm
 - d. Healthy Streets
 - e. Traffic and Transportation
 - f. Energetik
12. Note Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,760,063k (Q2 £1,730,629k).
13. Note Appendix B details requested additions, that are subject to further approval.
14. Note Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,692,585k (Q2 £2,691,468k).

Relevance to the Council's Corporate Plan

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

Background

17. The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. In addition, the Capital Finance Board maintains a strategic overview of the financial management of the capital programme and provides an additional level of scrutiny for the major projects. The Council continually strives to maximise external grants and contributions and attract new income streams to fund projects wherever possible and minimise the need to borrow.
18. This is the third and final report on the Capital Strategy (2021/22) and 10 Year Capital Programme (2021/22 to 2030/31). The report is at the end of period 8 (November) and will be followed by the Capital Outturn report, as part of the final accounts process.

Impact of External Economic factors

19. Inflationary increases, particularly construction related are forecast to impact on a number of the building programmes. Increasing cost of construction is being widely reported at every level, with materials and labour increasing in price. The demand for construction materials is increasing as Governments across the world try to revive and stimulate economic growth following Covid-19. The supply of skilled construction labour is being impacted by both Covid-19 and Brexit related challenges.
20. Supply chain delays are also being reported, with a potential impact on delivery timetables.
21. Work has taken place throughout the year, to understand the impact on delivery timelines and costs of affected programmes and this has been referenced, where relevant, against specific programmes. Where evidence indicates a current year programme will cost more to deliver, options including the removal or reduction of existing approved programmes continue to be investigated

Main Considerations for the Council

22. The total Capital Programme, detailing all programmes with the relevant approval to spend, is detailed in Appendix A. It shows the revised 10 Year position inclusive of carry-forwards from 2020/21.
23. The capital budget for the current financial year is summarised in Table 1 below and provides the latest position reflecting updated expenditure profiles as advised by programme managers. Growth of £5,712k is split between new schemes that have been added to the programme since 1st April 2021 and those programmes, classed as Requested Additions, which have now obtained the relevant approval to spend allocated budgets. Growth is further analysed in Table 3 (Approved Requested Additions) and Table 4 (Capital Programme Growth) of the report.

TABLE 1 - Capital Programme with Spending Approval

Capital Programme with Spending Approval	2021/22 Revised Budget (Q2)	Reprofiling	Growth	Reductions	2021/22 Forecast P8	Actual Expenditure
	£000	£000	£000	£000	£000	£000
Resources	4,205	(196)	237	0	4,247	1,411
People	12,081	(866)	0	0	11,215	4,157
Place	41,557	(5,432)	4,035	(635)	39,525	19,068
Place-Meridian Water	71,137	(25,514)	0	0	45,624	18,058
General Fund	128,981	(32,008)	4,272	(635)	100,610	42,694
Energetik	14,500	(200)	1,440	0	15,740	15,250
Housing Gateway Ltd	19,772	0	0	0	19,772	6,000
Total General Fund	163,253	(32,208)	5,712	(635)	136,123	63,944
Place-HRA	88,347	(3,450)	0	0	84,897	46,951
Total Capital Programme	251,601	(35,659)	5,712	(635)	221,020	*110,895

* Excludes recharges of circa £5m

Reprofiling

24. These are changes in the timing of expenditure from the approved programme, between financial years, with no reported change in the full life budget requirement.
25. At period 8, £35,659k (Q2 £123,997k) is to be reprofiled from 2021/22 to future years, this represents 14% (Q2 34%) of the total revised budget.
26. Table 2 below analyses the budget reprofiling, with explanations below the table for the significant items.

TABLE 2 - Capital Programme Re-profiling

Budget Reprofiling to Approved Programmes	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 - 2030/31 £'000	Future Years £'000	Funding Source
Community Hubs	(125)	125	0	0	0	0	0	Borrowing
Libraries	(71)	71	0	0	0	0	0	Borrowing
RESOURCES	(196)	196	0	0	0	0	0	
Schools' Capital Programme	(866)	866	0	0	0	0	0	Grant (ESFA)
PEOPLE	(866)	866	0	0	0	0	0	
Corporate Condition Programme	(393)	393	0	0	0	0	0	Borrowing
Corporate Property Investment Programme	125	(125)	0	0	0	0	0	Borrowing

CPIP - Hub 1 - Civic Centre	(650)	650	0	0	0	0	0	<i>Borrowing</i>
CPIP - Hub 2 - Dugdale/Thomas Hardy House	600	(600)	0	0	0	0	0	<i>Borrowing</i>
Electric Quarter	400	(400)	0	0	0	0	0	<i>Borrowing</i>
Flood Alleviation	(160)	160	0	0	0	0	0	<i>S106</i>
Healthy Streets	(1,500)	1,500	0	0	0	0	0	<i>Grant</i>
Highways & Street Scene	(700)	700	0	0	0	0	0	<i>Borrowing</i>
Housing Adaptations & Assistance (DFG)	(900)	900	0	0	0	0	0	<i>Borrowing</i>
Meridian Water	(25,514)	(94,375)	93,313	14,527	3,122	(60,140)	69,067	<i>Borrowing and External Contribution</i>
Montagu Industrial Estate	(500)	500	0	0	0	0	0	<i>Borrowing</i>
Sloemans Farm	(1,754)	165	329	70	1,151	40	0	<i>Borrowing and Capital Receipts</i>
PLACE	(30,946)	(90,531)	93,641	14,596	4,273	(60,100)	69,067	
Energetik	(200)	200	0	0	0	0	0	<i>Grant</i>
COMPANIES	(200)	200	0	0	0	0	0	
Place – HRA*	(3,450)	3,419	0	0	25	7	0	<i>Various</i>
HRA	(3,450)	3,419	0	0	25	7	0	
TOTAL Budget Reprofiling	(35,659)	(85,850)	93,641	14,596	4,297	(60,093)	69,067	

**HRA covered in separate HRA report*

27. Schools Capital Programme (£866k) –. Following the latest Maintenance & Basic Need Grant allocations, £866k of the Schools' Capital Programme has been reprofiled to reflect the current programme for 2021/22 and proposed programme for 2022/23 which has been formulated to address the most urgent condition items. Projects have been prioritised for inclusion in the Programme based mainly on technical information from condition surveys and feasibility studies
28. Corporate Condition Programme (£393k) – Allotments and farm buildings design works has been deferred to 2022/23, as well as £200k set aside for urgent H&S and Asbestos works due to no formal projects brought forward during 2021/22
29. Corporate Property Investment Programme (Build the change) Hub 1 Civic Centre (£650k) – Reprofiling to reflect works scheduled to be delivered next financial year
30. Corporate Property Investment Programme (Build the change) Hub 2 Dugdale Thomas Hardy (+£600k) - Works accelerated with design and feasibility ongoing and construction works scheduled to commence in January 2022

31. Healthy Streets (£1,500k) – budgets have been re-profiled into 2022/23 reflecting the agreement with TFL .The budgets reprofiled are £1,000k Upper Edmonton west project, £200k Good growth fund projects and £300k Ponders End
32. Highways and Street Scene (£700k) - This funding was allocated in 2021/22 to undertake larger bridge refurbishment and replacement projects. £300k of the original £1m is being spent on refurbishing two bridge schemes during 2021/22 and £700k is being re-profiled to 2022/23, to enable a review of the list of priority bridge schemes once further options have been finalised
33. Housing Adaptations & Assistance (DFG) (£900k) - Reprofiled to reflect forecast number of additional adaptations that will realistically be completed by year end. Programme delivery has been impacted by difficulties associated with the purchase of building materials and client hesitancy regarding allowing contractors into their homes due to Covid-19 concerns.
34. Meridian Water (£25,514k) – This re-profiling, is based on a review of programme delivery timetables involving external partners. If it is possible to accelerate the programme in the remaining months of 2021/22 , budgets will be brought forward as part of capital outturn. The main items being reprofiled are Road and Rail infrastructure works £5,081k funded from HIF grant, Land acquisition at Antony’s Way and Stonehill/Hastingwood £7,126k, Meridian One affordable homes payment £6,213k, unutilised contingency £2,313k and expenditure on phase 2 and Meridian 4 of £1,680k.
35. Montagu (£500k) – This has been re-profiled in recognition that the ongoing negotiations with freeholders and those with protected leasehold interests are likely to continue into 2022/23.
36. Sloeman’s Farm (£1,754k) – Newly approved project, detailed planning now undertaken. £636k of spend to take place between 2021/22 and 2024/25; whilst remainder of approved budget reprofiled to 2025/26, which is when project is scheduled to generate capital receipts.
37. Energetik (£200k) - GLA grant to convert 10 houses in South Street from gas boilers to connect to Energetik’s low carbon Ponders End Heat Network to be completed In 2022/23.

Approved Requested Additions

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

TABLE 3 - Approved Requested Additions

Capital Programme approved Requested Additions	2021/22	2022/23	2023/24	2024/25	Total	Approval /Funding Source
	£000	£000	£000	£000	£000	
IT Investment	*237	0	0	0	237	ROD 29.11.21 / Borrowing
Resources	237	0	0	0	237	
Build the Change Place	0	14,461	6,724	6,895	28,079	Borrowing. KD 5280
TOTAL Growth	237	14,461	6,724	6,895	28,317	

*Relates to Budgets brought forward from CRM Phase 2, to complete Phase 1

41. Table 4 lists additions to the Capital programme since approval in March 2021.

TABLE 4: Capital Programme Growth

Additions to the Approved Capital Programme	2021/22	Future Years	Total Growth	Funding Sources (Approval Report)
	£000	£000	£000	
Flood Alleviation	350	0	350	Section 106
Highways & Street Scene	120	0	120	Section 106
Sloemans Farm	1,827	0	1,827	Borrowing/ October Cabinet KD5380
Healthy Streets	1,565	0	1,565	TfL Grants £1,115k; National Highways Grant £450k
Traffic & Transportation	173	0	173	Grant: £149k DfT; £24k TfL
PLACE	4,035	0	4,035	
Energetik	1,440	0	1,440	£1.2m Grant (GLA Heat networks) & £240k Section 106
COMPANIES	1,440	0	1,440	
TOTAL Growth	5,475	0	5,475	

Reductions

42. £4,358k has been removed from the overall Capital programme since reporting at Q2, as set out below.

TABLE 5: Capital Programme Reductions

Reductions in the Approved Capital Programme	2021/22 £'000	Future Years £'000	Total Reduction £'000	Comment
Healthy Streets	(85)	0	(85)	Reductions based on revised TfL grant bids estimates
Traffic & Transportation	(23)	0	(23)	Reductions based on revised TfL grant bids estimates
Energy Decarbonisation (RE:FIT)	(527)	(212)	(739)	Grant to be returned to awarding body
Electric Quarter	0	(3,511)	(3,511)	Reduction in funding required to deliver the scheme
Place	(635)	(3,723)	(4,358)	
Total Reduction	(635)	(3,723)	(4,358)	

2021/22 Forecast and Expected Outcomes

43. The 2021/22 revised Capital Programme budget (i.e. forecast) is £221,020k (Q2 £251,601k), as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe expected outcomes for the significant programmes.
44. **Resources**
45. IT Investment (£3,962k) – This budget is currently allocated across several projects delivered by Digital services and Transformation
46. Key Projects to be delivered during 2021/22 include replacement of customer platform(Phase 1), continuation of the infrastructure programme to include Disaster Recovery/Resilience to the Network and remote working; replacement of the asset management system, implementation of Civica CX system and Cyber Security Systems and Training

People

47. Schools Capital Programme (£10,497k) – This programme is continually reviewed on a project-by-project basis. The strategy of expansion of school places for SEND children include the following: ongoing expansion of West Lea Special School at Swan Annexe, Winchmore 6th Form and Autistic Unit, continuing with the programme to rebuild Fern House (Aylands School), expansion of Oaktree School with post 19 provision.
48. The maintenance projects involve roofing, heating and domestic hot water systems, windows, power upgrades, electrical works etc in various school's Individual project designs are contributing to the Climate Change Agenda. The forecast spend includes professional fees and retention amounts

Place

49. Edmonton Cemetery (£894k) – Work continues on the construction of the mausolea and burial chambers, forecast to complete in the final quarter of 2021/22.
50. Flood Alleviation (£2,281k) – Works progressing on Turkey Brook, Four Hills and Enfield chase, including additional work funded by S106, with full spend forecast at year end.
51. LED (£600k) – Project forecast to complete in 2021/22 , with 2,600 luminaires installed. Approximately 150 luminaires are outstanding to be installed with deliveries from Europe now back on track for completion by February 2022.
52. Highways and Street Scene (£8,033k) – The 2021/22 Highways and Street scene capital programme will enable over 10km (6.3 miles) of roads to be resurfaced, over 7km (4.4 miles) of pavements to be renewed and an additional 18,000 individual smaller defective areas on the highway network to be repaired as part of Enfield's overall highway maintenance programme. Approximately 630 new street trees will be planted, some of which will replace previously removed dead and decaying trees giving a net gain of over 350 established street trees. The funding also includes several smaller bridge maintenance schemes and the development of the highest priority bridge strengthening schemes. Funding is also allocated to continue the programme of constructing sustainable drainage schemes, including the completion of the Albany Park river restoration project, rain gardens and wetlands.
53. Vehicle Replacement (£2,705k) – A number of vehicles are on order, with delivery forecast for March 2022.
54. Healthy streets (£3,918k) – The Healthy Streets programme receives external grant funding from a range of sources, with allocations provided at various times throughout the year. Current projects include continued delivery of a number of Quieter Neighbourhood trials, a series of school street projects and various design work for future projects. Further construction is planned for Q4 to enable delivery to forecast spend.
55. Traffic and Transportation (£524k) - The Traffic & Transportation programme reflects £375k of external grant funding from Transport for London (released throughout the year as and when emergency funding arrangements are agreed with the Department for Transport) to support the continued delivery of elements of the Mayor's Transport Strategy. Also £149k from central Government for the roll-out of additional electric vehicle charging points. Further design and construction are planned for Quarter four to enable full spend of these allocations.
56. Meridian Water (£45,624k) – The Meridian Water programme is now in the delivery stage of the project. Construction work is now underway on one site and from next year construction will be taking place across multiple sites. Whilst delivery rates are partly dependent upon external factors, contractual controls are in place to mitigate material variations to ensure the programme can be delivered within the overall approved budget.
57. Main areas of forecast expenditure include Meridian One affordable homes payment £6,800k in respect of 240 units, Design, governance framework and engineering contracts for road and rail supported by HIF grant £10,296k, Land

acquisition £6,285k, Interest circa £10m, and £4,854k in respect of development works relating mainly to Meridian One, Two and Four. These include relocation of utilities, enabling works together with professional fees for future phases with the remainder covering mainly staffing costs and internal support recharges.

58. Corporate Condition Programme (£2,307k) - In-year expenditure of CCP 2021/22 will be £406k for ancillary works to support and complete the Public Sector Decarbonisation Scheme (PSDS) project at various corporate properties, £925k to complete essential lifecycle work at Civic Centre including water systems and legionella prevention, fire reinstatement and upgrade and £567k to complete external works to the Carnegie Building.
59. Build the Change (£6,467k) – Work is ongoing on Hub1-Civic Centre, Hub 2-Dugdale/Thomas Hardy House and Hub 4-Edmonton Green. Hub 4 is due to complete in 2021/22 and Civic Centre Q1 2022/23 . The construction and demolition work will start at Thomas Hardy House in January 2022. Budgets have been profiled to match this delivery timetable.
60. Electric Quarter (£2,257k) - Covers the fit out of the library, as well set aside for outstanding CPO claims and other ongoing negotiations relating to project.
61. Energy Decarbonisation REFIT (£2,873k) – 9 sites are progressing with installation and Solar PV, Loft insulation and Variable Speed Damper (VSD's) have recently been completed on-site. Preliminary works have started to prepare for Air Source Heat Pumps(ASHP) installation, with units delivered to 2 sites. Continued supply chain delays with ASHP's are being experienced with some units now scheduled for delivery in January 2022. £739k grant not expected to be used and will therefore be returned to the funder at the end of 2021/22.
62. Genotin Road (£1,611k) - Project complete . Remaining budgets will fund any payments required against defect liability retentions, outstanding surveyor fees and payments due to Metaswitch in accordance with the funding agreement.
63. Montagu (£617k) – Expenditure in 2021/22 will be mainly on progressing Compulsory Property Orders and associated professional fees.
64. Town Centre Regeneration (£1,052k) – covers a number of projects delivering town centre improvements . There are currently circa 50 projects relating to the improvement and upgrade of public realm across all town centres with 10 projects costed and being delivered. The remaining projects are being costed and negotiated with contractors. In addition, the Good growth funded Angel Edmonton projects including the Living Room Library, Affordable Workspace, School Street, and Public Realm are on track to deliver by 31st March.
65. Housing Adaptations (£1,911k) - To date 80 cases have been completed, with a further 64 cases approved for work, of which 44 have started.
66. Energetik Limited (£15,740k) - This represents the capital funds in the form of grants and loan drawdowns that the Company will be utilising in 2021/22. The company will continue the build of the energy centre and installation of plant (completion March 2023); installing phase 1 network to Meridian Water and within Meridian Water (completion December 2022); Design and planning

submission for Oakwood Network extension; Design and planning submission for Arnos Grove Network extension; Alma Phases 2A and 4 as well as the purchase, manufacture and storage of network pipes.

67. Housing Gateway Limited (£19,772k) - It is anticipated that HGL will utilise £13.8m of its loan drawdown in 2021/22 and £6m of GLA funding which will deliver 25 standard purchases and 45 purchases under the Rough Sleepers Accommodation Programme (RSAP). As a result of the extended time frame required to gain vacant possession following changes to the eviction process and Covid-19 related court backlogs, HGL has revised its expectations for completed purchases from 100 to 70. To date, HGL has purchased 12 standard properties and 30 RSAP properties during 21/22.

Capital Financing

68. Table 6a sets out the current financing position for the 2021/22 to 2030/31 Capital Programme. Future years comprise of approved schemes from the existing ten year programme that have now been reprofiled into the future and fall outside of the ten year programme delivery horizon.

TABLE 6a: Revised financing of the capital programme

P8 Revised Forecast- Capital Programme Funding Source £'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Future Years	TOTAL
External Sources- Grants & Contributions*	51,719	193,412	102,212	92,376	90,376	137,346	0	667,440
LBE Resources-Reserves & Capital Receipts	2,540	80	409	150	1,231	440	0	4,849
Borrowing	81,864	172,684	205,275	86,941	55,592	167,142	98,839	868,336
Total General Fund	136,123	366,176	307,896	179,466	147,198	304,928	98,839	1,540,625
External Sources- Grants & Contributions	6,700	17,347	9,139	21,140	13,122	110,980	0	178,427
LBE Resources- Reserves & Capital Receipts	45,147	75,163	54,249	74,470	54,104	284,400	0	587,533
Borrowing	33,050	62,119	132,800	0	62,025	96,007	0	386,000
Total HRA	84,897	154,629	196,188	95,610	129,250	491,387	0	1,151,960
Total Programme	221,020	520,805	504,083	275,076	276,448	796,315	98,839	2,692,585

*2021/22 General Fund External Sources- Grants & Contributions includes S106 contribution of £1,481k (Q2 £165k).

69. Table 6b sets out the movement in financing from the original approved 10 year Capital programme KD5210, adjusted for 2020/21 outturn KD5324), to the revised 10 year programme as at Period 8

TABLE 6b: Movement in capital financing

P8 Revised Forecast- Capital Programme Funding Source: Funding Movements £'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Future Years	TOTAL
External Sources- Grants & Contributions	(96,627)	126,424	0	0	0	0	0	29,798
LBE Resources-Reserves & Capital Receipts	105	80	409	150	1,231	440	0	2,414
Borrowing	(230,233)	20,649	94,733	31,578	220	(136,180)	98,839	(120,394)
Total General Fund	(326,755)	147,153	95,142	31,727	1,451	(135,740)	98,839	(88,182)

External Sources- Grants & Contributions	(12,532)	4,864	(6,375)	5,482	(12,329)	72,693	0	51,804
LBE Resources- Reserves & Capital Receipts	(65,851)	32,231	(5,732)	353	(11,969)	(61,988)	0	(112,957)
Borrowing	(25,950)	1,119	73,800	0	55,425	(137,949)	0	(33,556)
Total HRA	(104,333)	38,214	61,693	5,835	31,127	(127,244)	0	(94,709)
Total Programme	(431,088)	185,367	156,834	37,563	32,577	(262,984)	98,839	(182,891)

70. Appendix D provides a further breakdown of the change in capital financing per department. Overall, the capital programme has reduced by £182,891k as at Period 8 (Q2 £184,008k) when compared to the original approved 10 year programme, and the table above analyses the financing reduction. The reduction is mainly as a result of changes made to the Joyce & Snells project (General Fund and HRA). In addition to the changes reported in the Quarter two monitoring report (KD5340), the changes from Quarter 2 to Period 8 are summarised below:

- i) GLA Grant - Energetik £1,200k.
- ii) Section 106 contributions - £865k added to the programme ,relating to Environment & Operation schemes; £240k relating to Energetik; and £405k relating to the HRA.
- iii) Sloeman's Farm- Growth in the programme that was approved in October 2021 (KD 5380) and is to be financed by the importation of soil onto the site for which a gate fee is charged, thus generating a net capital receipt of £1,000k. The first two years of the scheme is to be financed by borrowing £238k. Later years are financed by capital receipts.
- iv) Electric Quarter- Reduction in borrowing of £3,511k.
- v) Energy Decarbonisation (RE:FIT)- Reduction in grant financing of £739k

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

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

	Total	Funding Sources
	£'000	
PEOPLE		
School Expansions	4,234	Education and Skills Funding Agency (ESFA)
Schools Maintenance	6,263	Education and Skills Funding Agency (ESFA)
Total PEOPLE	10,497	
PLACE		
Flood Alleviation	1,507	Funding from multiple External Agencies
Town Centre Regeneration	822	Good Growth Fund (GLA)
Healthy Streets	3,918	Transport for London
Traffic & Transportation	495	Transport for London

Meridian Water	8,968	Housing Infrastructure Fund & S106 & BTR and RP Investor Contribution
Energy Decarbonisation (RE:FIT)	2,873	SALIX
Housing Adaptations & Assistance (DFG)	1,912	Disabled Facilities Grant (BCF)
Tennis Courts Works at Broomfield Park	51	
Corporate Condition Programme	407	Decarbonisation grant
Total PLACE	20,546	
Companies		
Energetik	13,000	
Housing Gateway Ltd	6,800	
Total Companies	19,800	
Total GENERAL FUND	50,844	
Housing Revenue Account:		
Development	4,834	Greater London Authority
Estate Regeneration: Alma Towers	1,520	
Stock-Condition	346	Greater London Authority
Total HRA	6,700	
Total Capital Grants	57,543	

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

£000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Total	Funding Sources
PEOPLE								
<u>Adult Social Care</u>								
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	2,500	Better Care Fund (BCF)
<u>Total Adult Social Care</u>	0	2,500	0	0	0	0	2,500	
<u>Education</u>								
School Expansions	4,234	5,030	0	0	0	0	9,264	Education and Skills Funding Agency (ESFA)
Schools Maintenance	6,263	7,093	0	0	0	0	13,356	Education and Skills Funding Agency (ESFA)

Schools' Future Programme	0	11,198	0	0	0	0	11,198	Education and Skills Funding Agency (ESFA)
Total Education	10,497	23,321	0	0	0	0	33,818	Decarbonisation grant
Total PEOPLE	10,497	25,821	0	0	0	0	36,318	
PLACE								
Property & Economy								
Energy Decarbonisation (RE:FIT)	2,873	207	0	0	0	0	3,080	SALIX Grant
Total Property & Economy	2,873	207	0	0	0	0	3,080	
Environment & Operations								
Flood Alleviation	1,507	160	0	0	0	0	1,667	Funding from multiple External Agencies
Tennis Courts Works at Broomfield Park	51	0	0	0	0	0	51	Transport for London
Town Centre Regeneration	822	0	0	0	0	0	822	Good Growth Fund (GLA)
Healthy Streets	3,918	1,500	0	0	0	0	5,418	Transport for London
Traffic & Transportation	495	0	0	0	0	0	495	Transport for London
Total Environment & Operations	6,793	1,660	0	0	0	0	8,453	
Meridian Water	8,968	100,215	0	0	0	0	109,182	Housing Infrastructure Fund (GLA) & External Build to Rent and Registered Provider Contributions
Total Meridian Water	8,968	100,215	0	0	0	0	109,182	
Housing & Regeneration								
Housing Adaptations & Assistance (DFG)	1,912	900	0	0	0	0	2,812	Disabled Facilities Grant (BCF)

Total Housing & Regeneration	1,912	900	0	0	0	0	2,812	
Total PLACE exc. HRA	20,546	102,982	0	0	0	0	123,528	
Companies								
Energetik	13,000	200	0	0	0	0	13,200	BEIS Grant; GLA Grant
Housing Gateway Ltd	6,800	0	0	0	0	0	6,800	Rough Sleeper's Grant
Total Companies	19,680	200	0	0	0	0	20,000	
Total GENERAL FUND	50,844	129,003	0	0	0	0	179,846	
HRA	6,700	17,347	9,139	21,140	13,122	110,980	178,427	GLA Grant
Total Capital Grants	57,543	146,350	9,139	21,140	13,122	110,980	358,273	

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

TABLE 8: Section 106 and CIL income as at 30th November 2021

	S106 Balance as at P8 (£000)	CIL Balance as at p8 (£000)
Opening Balance 2021/22	5,573	5,961
In-Year Receipts 2021/22	1,312	328
Allocated – Revenue	-	-
Allocated – Capital	(48)	(1,839,)
TOTAL s106 Balance	6,836	4,450

73. Much of the planned S106 spending will be focused on small-scale improvement works to directly mitigate the impact of development. This includes:

- supporting supply chains, apprenticeships and local employment opportunities (through the Build Enfield programme)
- improvements to cycle lanes and routes
- highway and streetscape improvement schemes as part of the healthy streets' agenda
- school expansion schemes that will serve borough-wide needs including the specialist provision.

74. CIL spending is decided on an annual basis. Spending is allocated to support infrastructure projects that are in line with the priorities set out the capital programme.

Other Considerations to Note

Public Health Implications

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

Environmental and Climate Change Considerations

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

Financial Implications

77. Financial implications are implicit in the report.

Legal Implications

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

Property Implications

79. Property implications are implicit in the report.

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0208-379-5580

Date of report: 18th December 2021

Appendices :

Appendix A - 10-yr Capital programme (projects with approval to spend).

Appendix B – Requested additions (subject to individual approvals)

Appendix C – Total 10 yr. Capital programme

Appendix D - Financing Movement

Background Papers :

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

**Capital Strategy & 10 year Capital programme 2021/22 to 2030/31 (KD5210),
report to Council 2nd March 2021**

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

Approved Capital Programme	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/27 -2030/31	Future Years	TOTAL
	£'000	£'000	£'000	£'000	£'000		£'000	£'000
RESOURCES								
<u>Digital Data & Technology</u>								
IT Investment	3,962	2,878	0	0	0	0	0	6,840
Total Digital Data & Technology	3,962	2,878	0	0	0	0	0	6,840
<u>Customer Experience & Change</u>								
Libraries	10	71	0	0	0	0	0	81
Community Hubs	275	125	0	0	0	0	0	400
Total Customer Experience & Change	285	196	0	0	0	0	0	481
Total RESOURCES	4,247	3,074	0	0	0	0	0	7,321
PEOPLE								
<u>Adult Social Care</u>								
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	2,500
<u>Children & Family Services</u>								
Contribution to Property (Vulnerable Family)	150	0	0	0	0	0	0	150
Total Children & Family Services	150	0	0	0	0	0	0	150
<u>Education</u>								
School Expansions	4,234	5,030	0	0	0	0	0	9,264
Schools Maintenance	6,263	7,093	0	0	0	0	0	13,356
Schools' Future Programme	0	11,198	0	0	0	0	0	11,198
Total Education	10,497	23,321	0	0	0	0	0	33,818
<u>Strategic Commissioning</u>								
Community Safety	567	0	0	0	0	0	0	567
Total Strategic Commissioning	567	0	0	0	0	0	0	567
Total PEOPLE	11,215	25,821	0	0	0	0	0	37,036
PLACE								
<u>Environment & Operations</u>								
Alley Gating	106	0	0	0	0	0	0	106
Edmonton Cemetery	894	800	0	0	0	0	0	1,694
Southgate Cemetery	368	0	0	0	0	0	0	368
Sloemans Farm	73	165	329	70	1,151	40	0	1,827
Highways:								
Flood Alleviation	2,281	160	0	0	0	0	0	2,441
LED Street Lighting	600	0	0	0	0	0	0	600
Highways & Street Scene	8,033	700	0	0	0	0	0	8,733
Public Realm Services:								
Changes to Waste & Recycling Collections	234	0	0	0	0	0	0	234
Tennis Courts Works at Broomfield Park	348	0	0	0	0	0	0	348
Vehicle Replacement Programme	2,705	0	0	0	0	0	0	2,705
Traffic & Transportation:								
Healthy Streets	3,918	3,500	0	0	0	0	0	7,418
Traffic & Transportation	524	0	0	0	0	0	0	524

Total Environment & Operations	20,085	5,325	329	70	1,151	40	0	26,999
<u>Meridian Water</u>								
Meridian Water	34,760	14,349	93,313	14,527	3,122	(60,140)	79,767	179,697
Meridian One	7,277	46,065	0	0	0	0	0	53,342
Meridian Two	889	2,670	0	0	0	0	0	3,559
Meridian Three	237	113	0	0	0	0	0	349
Meridian Three and Meridian Four (50/50)	145	1,000	0	0	0	0	0	1,145
Meridian Four	2,316	3,761	0	0	0	0	0	6,077
Total Meridian Water	45,624	67,957	93,313	14,527	3,122	(60,140)	79,767	244,169
<u>Property & Economy</u>								
Corporate Condition Programme	2,307	2,018	0	0	0	0	0	4,325
Corporate Property Investment Programme	127	3,429	0	0	0	0	0	3,556
Build the Change	6,467	19,332	6,724	6,895	0	0	0	39,418
Electric Quarter	2,257	893	0	0	0	0	0	3,150
Energy Decarbonisation (RE:FIT)	2,873	207	0	0	0	0	0	3,080
Forty Hall	17	0	0	0	0	0	0	17
Genotin Road (Metaswitch)	1,611	0	0	0	0	0	0	1,611
Land Investment	0	1,500	0	0	0	0	0	1,500
Montagu Industrial Estate	617	35,791	7,427	180	0	0	0	44,015
Town Centre Regeneration	1,052	2,757	1,025	625	125	125	0	5,709
Total Property & Economy	17,330	65,927	15,175	7,700	125	125	0	106,383
<u>Housing & Regeneration</u>								
Housing Adaptations & Assistance (DFG)	1,911	900	0	0	0	0	0	2,811
Joyce and Snells	0	0	0	0	0	33,285	19,072	52,358
Vacant Property Review	200	0	0	0	0	0	0	200
Total Housing & Regeneration	2,111	900	0	0	0	33,285	19,072	55,368
Total PLACE exc. HRA	85,149	140,109	108,816	22,297	4,398	(26,689)	98,839	432,919
Total GENERAL FUND exc. COMPANIES	100,610	169,005	108,816	22,297	4,398	(26,689)	98,839	477,276
Chief Executive (CEX)								
Companies:								
Energetik	15,740	26,200	20,341	19,480	0	0	0	81,761
Housing Gateway Ltd	19,772	25,919	3,375	0	0	0	0	49,066
Total COMPANIES	35,512	52,119	23,716	19,480	0	0	0	130,827
Total Chief Executive (CEX)	35,512	52,119	23,716	19,480	0	0	0	130,827
Total GENERAL FUND inc. COMPANIES	136,123	221,124	132,532	41,777	4,398	(26,689)	98,839	608,103
Housing Revenue Account:								
Asset-Led Works	6,814	10,074	0	0	0	0	0	16,888
Demand-Led Works	1,312	2,350	2,350	0	0	0	0	6,012
Development Programme	29,253	72,110	158,518	79,694	113,948	421,059	0	874,582
Estate Regeneration	10,250	6,239	1,051	982	763	633	0	19,917
Fire-Led Projects	11,280	46,533	10,476	0	0	0	0	68,288
Stock-Condition-Led Works	25,989	17,323	23,793	14,933	14,539	69,695	0	166,273
Total HRA	84,897	154,629	196,188	95,610	129,250	491,387	0	1,151,960
Total PLACE inc. HRA	170,046	294,738	305,004	117,906	133,648	464,697	98,839	1,584,879
APPROVED CAPITAL PROGRAMME	221,020	375,753	328,720	137,386	133,648	464,697	98,839	1,760,063

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

Requested Additions in 10Years Capital Programme (Strategy Report) all in £'000	2022/23	2023/24	2024/25	2025/26	2026/27 - 2030/31	TOTAL
RESOURCES						
Digital Data & Technology						
IT Investment	12,518	2,504	2,414	794	1,088	19,318
Total Digital Data & Technology	12,518	2,504	2,414	794	1,088	19,318
Total RESOURCES	12,518	2,504	2,414	794	1,088	19,318
PEOPLE						
Children & Family Services						
Extensions to Foster Carers' Homes	380	310	210	210	630	1,740
Total Children & Family Serv	380	310	210	210	630	1,740
Education						
School Expansions	0	3,000	3,000	3,000	12,000	21,000
Schools Maintenance	0	5,000	5,000	5,000	20,000	35,000
Total Education	0	8,000	8,000	8,000	32,000	56,000
Strategic Commissioning						
Community Safety	150	150	150	150	750	1,350
Total Strategic Commissioning	150	150	150	150	750	1,350
Total PEOPLE	530	8,460	8,360	8,360	33,380	59,090
PLACE						
Environment & Operations						
Alley Gating	80	80	80	80	400	720
Crematorium (New Development)	0	300	2,000	2,600	5,200	10,100
Highways:						
Flood Alleviation	250	250	250	250	1,250	2,250
Highways & Street Scene	7,311	7,667	9,040	8,432	39,049	71,499
Public Realm Services:						
Workshops for External Commercialisation	250	250	0	0	0	500
Growth of Trade Waste Service	500	250	250	0	0	1,000
Vehicle Replacement Programme	4,595	1,913	1,862	7,746	8,216	24,332
Traffic & Transportation:						
Healthy Streets	5,750	5,750	6,250	4,250	11,000	33,000
Traffic & Transportation	2,275	2,275	2,275	2,275	11,375	20,475
Total Environment & Operations	21,011	18,735	22,007	25,633	76,490	163,875
Meridian Water						
Meridian Water	63,534	26,672	25,826	28,942	127,024	271,998
Meridian Water Four	16,210	83,011	73,725	73,725	72,341	319,011
Total Meridian Water	79,744	109,683	99,551	102,667	199,365	591,010
Property & Economy						
Corporate Condition Programme	2,809	2,978	3,156	3,346	11,290	23,578
Vacant Property Review	300	300	200	0	0	800
Total Property & Economy	3,109	3,278	3,356	3,346	11,290	24,378
Assessment Services						
Housing Adaptations & Assistance (DFG)	2,001	2,001	2,001	2,001	10,005	18,009
Total Assessment Services	2,001	2,001	2,001	2,001	10,005	18,009
Total PLACE	105,864	133,697	126,915	133,647	297,150	797,272
Companies						
Housing Gateway Ltd	26,140	30,703	0	0	0	56,843
Total COMPANIES	26,140	30,703	0	0	0	56,843
Total (GF) REQUESTED ADDITIONS	145,052	175,363	137,689	142,800	331,617	932,523
Requested Addition CAPITAL PROGRAMME	145,052	175,363	137,689	142,800	331,617	932,523

APPENDIX C – TOTAL 10-YEAR CAPITAL PROGRAMME BUDGET

10-Year Capital Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 - 30/31	Future Years	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES								
<u>Digital Data & Technology</u>								
IT Investment	3,962	15,396	2,504	2,414	794	1,088	0	26,157
Total Digital Data & Technology	3,962	15,396	2,504	2,414	794	1,088	0	26,157
<u>Customer Experience & Change</u>								
Libraries	10	71	0	0	0	0	0	81
Community Hubs	275	125	0	0	0	0	0	400
Total Customer Experience & Change	285	196	0	0	0	0	0	481
Total RESOURCES	4,247	15,592	2,504	2,414	794	1,088	0	26,639
PEOPLE								
<u>Adult Social Care</u>								
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	2,500
Total Adult Social Care	0	2,500	0	0	0	0	0	2,500
<u>Children & Family Services</u>								
Contribution to Property (Vulnerable Family)	150	0	0	0	0	0	0	150
Extensions to Foster Carers' Homes	0	380	310	210	210	630	0	1,740
Total Children & Family Services	150	380	310	210	210	630	0	1,890
<u>Education</u>								
School Expansions	4,234	5,030	3,000	3,000	3,000	12,000	0	30,264
Schools Maintenance	6,263	7,093	5,000	5,000	5,000	20,000	0	48,356
Schools' Future Programme	0	11,198	0	0	0	0	0	11,198
Total Education	10,497	23,321	8,000	8,000	8,000	32,000	0	89,818
<u>Strategic Commissioning</u>								
Community Safety	567	150	150	150	150	750	0	1,917
Total Strategic Commissioning	567	150	150	150	150	750	0	1,917
Total PEOPLE	11,215	26,351	8,460	8,360	8,360	33,380	0	96,126
PLACE								
<u>Environment & Operations</u>								
Alley Gating	106	80	80	80	80	400	0	826
Edmonton Cemetery	894	800	0	0	0	0	0	1,694
Southgate Cemetery	368	0	0	0	0	0	0	368
Crematorium (New Development)	0	0	300	2,000	2,600	5,200	0	10,100
Sloemans Farm	73	165	329	70	1,151	40	0	1,827
Highways:						0		
Flood Alleviation	2,281	410	250	250	250	1,250	0	4,691
LED Street Lighting	600	0	0	0	0	0	0	600
Highways & Street Scene	8,033	8,011	7,667	9,040	8,432	39,049	0	80,232
Public Realm Services:						0		

Changes to Waste & Recycling Collections	234	0	0	0	0	0	0	234
Workshops for External Commercialisation	0	250	250	0	0	0	0	500
Growth of Trade Waste Service	0	500	250	250	0	0	0	1,000
Tennis Courts Works at Broomfield Park	348	0	0	0	0	0	0	348
Vehicle Replacement Programme	2,705	4,595	1,913	1,862	7,746	8,216	0	27,037
Traffic & Transportation:						0		
Healthy Streets	3,918	9,250	5,750	6,250	4,250	11,000	0	40,418
Traffic & Transportation	524	2,275	2,275	2,275	2,275	11,375	0	20,999
Total Environment & Operations	20,085	26,336	19,063	22,077	26,784	76,530	0	190,874
Meridian Water								
Meridian Water	34,760	77,883	119,985	40,353	32,064	66,884	79,767	451,696
Meridian One	7,277	46,065	0	0	0	0		53,342
Meridian Two	889	2,670	0	0	0	0		3,559
Meridian Three	237	113	0	0	0	0		349
Meridian Three and Meridian Four (50/50)	145	1,000	0	0	0	0		1,145
Meridian Four	2,316	19,971	83,011	73,725	73,725	72,341		325,088
Total Meridian Water	45,624	147,701	202,996	114,078	105,789	139,225	79,767	835,179
Property & Economy								
Corporate Condition Programme	2,307	4,827	2,978	3,156	3,346	11,290	0	27,903
Corporate Property Investment Programme	127	3,429	0	0	0	0	0	3,556
Build the Change	6,467	19,332	6,724	6,895	0	0	0	39,418
Electric Quarter	2,257	893	0	0	0	0	0	3,150
Energy Decarbonisation (RE:FIT)	2,873	207	0	0	0	0	0	3,080
Forty Hall	17	0	0	0	0	0	0	17
Genotin Road (Metaswitch)	1,611	0	0	0	0	0	0	1,611
Land Investment	0	1,500	0	0	0	0	0	1,500
Montagu Industrial Estate	617	35,791	7,427	180	0	0	0	44,015
Town Centre Regeneration	1,052	2,757	1,025	625	125	125	0	5,709
Vacant Property Review	200	300	300	200	0	0	0	1,000
Total Property & Economy	17,530	69,036	18,453	11,056	3,471	11,415	0	130,961
Housing & Regeneration								
Assessment Services:								
Joyce and Snells	0	0	0	0	0	33,285	19,072	52,358
Housing Adaptations & Assistance (DFG)	1,911	2,901	2,001	2,001	2,001	10,005	0	20,820
Total Assessment Services	1,911	2,901	2,001	2,001	2,001	43,290	19,072	73,177
Total PLACE exc. HRA	85,149	245,974	242,513	149,212	138,044	270,460	98,839	1,230,191
Total GENERAL FUND exc. COMPANIES	100,610	287,917	253,477	159,986	147,198	304,928	98,839	1,352,956
Chief Executive (CEX)								
Companies:								
Energetik	15,740	26,200	20,341	19,480	0	0	0	81,761
Housing Gateway Ltd	19,772	52,059	34,077	0	0	0	0	105,909

Total COMPANIES	35,512	78,259	54,418	19,480	0	0	0	187,670
Total Chief Executive (CEX)	35,512	78,259	54,418	19,480	0	0	0	187,670
Total GENERAL FUND inc. COMPANIES	136,123	366,176	307,896	179,466	147,198	304,928	98,839	1,540,625
Total HRA	84,897	154,629	196,188	95,610	129,250	491,387	0	1,151,960
Total PLACE inc. HRA	170,046	400,603	438,701	244,821	267,294	761,847	98,839	2,382,151
TOTAL CAPITAL PROGRAMME BUDGET	221,020	520,805	504,083	275,076	276,448	796,314	98,839	2,692,585

APPENDIX D – Financing Movement

The financing movements in the table below represent the change in financing in the full ten year programme at quarter two compared to the financing of the capital programme at the start of the financial year.

Appendix D: P8 Funding Movements £'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	Future Years	TOTAL
Resources:								
External Sources- Grants & Contributions	0	0	0	0	0	0	0	0
LBE Resources-Reserves & Capital Receipts	0	0	0	0	0	0	0	0
Borrowing	(12,458)	10,404	2,204	0	0	0	0	150
Total Resources	(12,458)	10,404	2,204	0	0	0	0	150
People:								
External Sources- Grants & Contributions	(23,642)	23,223	0	0	0	0	0	(419)
LBE Resources-Reserves & Capital Receipts	0	0	0	0	0	0	0	0
Borrowing	(30)	20	100	0	0	0	0	90
Total People	(23,672)	23,243	100	0	0	0	0	(329)
Place:								
External Sources- Grants & Contributions	376	2,787	0	0	0	0	0	3,163
LBE Resources-Reserves & Capital Receipts	105	80	409	150	1,231	440	0	2,415
Borrowing	(61,268)	18,427	(7,129)	(2,429)	(2,903)	(76,040)	19,072	(112,270)
Total Place	(60,787)	21,294	(6,720)	(2,279)	(1,672)	(75,600)	19,072	(106,692)
Place - Meridian Water:								
External Sources- Grants & Contributions	(86,600)	100,215	0	0	0	0	0	13,615
LBE Resources-Reserves & Capital Receipts	0	0	0	0	0	0	0	0
Borrowing	(111,945)	(32,258)	93,313	14,527	3,122	(60,140)	79,767	(13,614)
Total Place - Meridian Water	(198,545)	67,957	93,313	14,527	3,122	(60,140)	79,767	1
Chief Executive:								
External Sources- Grants & Contributions	0	0	0	0	0	0	0	0
LBE Resources-Reserves & Capital Receipts	0	0	0	0	0	0	0	0
Borrowing	(4)	0	0	0	0	0	0	(4)
Total Place - Chief Executive	(4)	0	0	0	0	0	0	(4)
General Fund (excl companies)	(295,466)	122,898	88,897	12,248	1,450	(135,740)	98,839	(106,874)
Companies:								
External Sources- Grants & Contributions	13,240	200	0	0	0	0	0	13,440
LBE Resources-Reserves & Capital Receipts	0	0	0	0	0	0	0	0
Borrowing	(44,529)	24,055	6,244	19,480	0	0	0	5,250
Total Place – Companies	(31,289)	24,255	6,244	19,480	0	0	0	18,690
General Fund (incl companies)	(326,755)	147,153	95,141	31,728	1,450	(135,740)	98,839	(88,184)
Place - HRA:								
External Sources- Grants & Contributions	(12,532)	4,864	(6,375)	5,482	(12,329)	72,693	0	51,803
LBE Resources-Reserves & Capital Receipts	(65,851)	32,231	(5,732)	353	(11,969)	(61,988)	0	(112,956)
Borrowing	(25,950)	1,119	73,800	0	55,425	(137,949)	0	(33,555)
Total Place – HRA	(104,333)	38,214	61,693	5,835	31,127	(127,244)	0	(94,708)
Total Capital Programme	(431,088)	185,367	156,834	37,563	32,577	(262,984)	98,839	(182,891)

Summary of Financing £000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27- 2030/31	Future Years	TOTAL
External Sources- Grants & Contributions	(96,626)	126,425	0	0	0	0	0	29,799
LBE Resources-Reserves & Capital Receipts	105	80	409	150	1,231	440	0	2,415
Borrowing	(230,234)	20,648	94,732	31,578	219	(136,180)	98,839	(120,398)
Total General Fund Financing	(326,755)	147,153	95,141	31,728	1,450	(135,740)	98,839	(88,184)
External Sources- Grants & Contributions	(12,532)	4,864	(6,375)	5,482	(12,329)	72,693	0	51,803

LBE Resources-Reserves & Capital Receipts	(65,851)	32,231	(5,732)	353	(11,969)	(61,988)	0	(112,956)
Borrowing	(25,950)	1,119	73,800	0	55,425	(137,949)	0	(33,555)
Total HRA Financing	(104,333)	38,214	61,693	5,835	31,127	(127,244)	0	(94,708)
Total Capital Programme	(431,088)	185,367	156,834	37,563	32,577	(262,984)	98,839	(182,891)

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London Borough of Enfield**Meeting Date – Cabinet 19th January 2022**

Subject: HRA Revenue and Capital Programme Monitor Period 8**Cabinet Member: Councillor Maguire and Councillor Needs****Key Decision: KD5350**

Purpose of Report

1. To provide an update on the current forecast outturn position of the Housing Revenue Account (HRA), covering both revenue and capital expenditure associated with delivering the Council's Housing service.
2. The overall forecast monitoring position is based on information known as at the end of November 2021.
3. The impact of Brexit, the Covid-19 pandemic and supply chain constraints have resulted in unprecedented material and labour shortages which have increased prices and reduced supplies. The HRA Business Plan has been updated to reflect these challenges, which was approved at Cabinet in December 2021.

Revenue Budget

4. This report sets out the Council's forecast 2021/22 revenue budget monitoring position based on information to the end of November 2021. The report sets out the position with, and without, the impact of Covid-19.
5. The HRA is forecasting a £0.346m saving (Qtr. 2 £0.035m pressure) against the approved revenue budget.
6. The report provides an update on the forecast position for the level of HRA reserves as at the end of financial year 2021/22.

Capital Programme

7. The report also informs the Leader on the current position (as at the end of November 2021) of the HRA's 10 Year Capital Programme 2021/22 to 2030/31, considering the latest information available for all capital schemes including the funding arrangements.
8. The report shows the 2021/22 forecast expenditure for the approved programme is projected to be £84.89m (Qtr. 2 £88.35m) of which some £46.9m has already been spent which includes:
 - Health & Safety works which will ensure compliance with legislation and make residents safer in their homes

- Improvement works to bring stock closer decent homes standards
 - Acquisition of Beck House for redevelopment as part of Upton and Raynham scheme and surveys associated with planning preparation.
 - Completion of 75 homes at London Affordable Rent and Shared Ownership at Electric Quarter
 - Preparation of planning applications for 258 more homes to secure start on sites by March 2022.
 - Construction contract awarded for demolition and redevelopment of Bullsmoor Lane for 27 homes built using Modern Methods of construction.
 - Phase 2A and 4 planning secured and under contract to increase number of family sized Council owned homes for existing residents.
 - Change of use approved for 6 commercial units to be owned and managed by the Council as income generation at Ladderswood. Currently 3 out of 6 are under offer or entering into leases.
 - 31 homes due to complete in January across Newstead, Maldon and Gatward Green and works progressing on Bury St West, with in-year budget expected to be committed in line with contractors cashflow profile.
9. Since reporting last period, spend has improved across the Estate Regeneration and Development programme which reflects the pre-construction and main works activity across the portfolio of sites. Against start of year budget, the Development spend is at 63% and the Estate Regeneration is at 69% with expectation that full budget will be spent before the end of the financial year.
10. Expenditure on the Investment is relatively low for some schemes, however, is expected to reach that forecast for the financial year. Negotiations directed at minimising costs of materials and labour are concluding which will enable expenditure to proceed in line with estimates.
11. Further explanations on specific schemes spend is shown in the main considerations section of the report.
12. The report sets out the estimated capital spending plans for 2021/22 to 2030/31 including the proposed arrangements for funding.
13. Council approved the 2021/22 HRA Capital Budget and noted the 2021/22 to 2030/31 10-Year Programme (2nd March 2021, KD5212). This included approval for the HRA 10-year Capital Programme.
14. In addition, the HRA Business Plan update (KD5342) report was approved at Cabinet in December 2021, which included a reduction in the 10-year Capital Programme of £94.7m. The approved 10-year capital programme is now £1,151.96m.

Proposals

15. Cabinet is recommended:
16. To note the Period 8 HRA forecast outturn position for 2021/22 for the revenue and capital budgets

17. To note the revenue Covid-19 impact of £0.280m pressure.

Relevance to the Council's Corporate Plan

18. The overarching aim of the Capital Programme is to provide a framework within which the Council's investment plans can be delivered.
19. The strategy for Council Housing is set out in the Housing and Good Growth Strategy which supports the Corporate Plan 2018-2022. The objectives are to:
 - a. Deliver good homes in well-connected neighbourhoods
 - b. Sustain strong and healthy communities
 - c. Build our local economy to create a thriving place
20. The Corporate plan also identifies 3 guiding principles, which underpin these objectives and govern how the Council communicates with residents, works with residents and works as efficiently as possible, including increasing resident access to digital services and transactions.

Background

21. 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.
22. A Business Plan review has been undertaken this year, which provided an update on the HRA 30-year position. The main changes were as follows:
 - a. Revised 10-year development programme to secure ongoing delivery
 - b. Updated borrowing profile
 - c. Re-profiled 10-year investment in stock programme
 - d. Revenue budget update
 - e. CPI update
 - f. Financial framework update, including, financial metric and assumptions

Main Considerations for the Council

23. This year has seen a range of issues that have had, and will continue to have, an impact on the strategy, priorities and outcomes for the service. This report provides an update on the revenue and capital outturn projections.

Revenue Forecast Outturn

24. This year there has been additional investment made in improving the environmental conditions of estates following lifestyle changes as a result of the pandemic. These improvements include:
 - Enhanced grounds maintenance service
 - Additional waste removal, fly tipping and bin collections
 - Window cleaning and deep cleaning projects
25. These works are estimated to cost an additional £1m per annum with part year impact of £0.518m on the budget this year. These costs will be contained within the existing revenue budget.
26. The Housing Service is continuing to improve our housing offer for older people, this includes developing new housing for older people and a review of the current Sheltered Housing stock. This includes the introduction of an enhanced housing management service. The progress of this programme had been adversely affected by the pandemic, as the basis of the engagement with residents is a personalised face-to-face discussion as well as capital investment works undertaken in communal areas and individual flats. The savings and additional income will be partially archived during the year 2022/2023.
27. Spend is low in Supervision and Management and Repairs Admin, however there are still several recharges to be posted to the accounts, these will be completed by March 2022.
28. The HRA 2021/22 year end forecast at Period 8 is a £0.346m saving against the approved budget. This is a movement of £0.381m from the quarter 2 reported position of £0.035m pressure. This quarter has seen a reduction in the projected Covid-19 costs and income losses, changing from £0.315m in quarter 2 to £0.280m in period 8. The movements are explained below and shown in detail in Appendix A.
29. Supervision & Management – Special Services (£0.070m pressure)

The Communal Services team continues to be impacted by Covid-19 this year. This front-line service has incurred additional costs for agency staff to cover caretakers in isolation and has been providing equipment and additional PPE to staff working in this area, its anticipated that these costs will be £0.070m this year. This is an increase in the previously reported pressure last month of £0.065m.
30. Rental Income (£0.350m income shortfall)

Due to the current market conditions (Covid-19 and Brexit) the development of new homes within our capital programme has been delayed. Further details can be found in the capital section of this report. This has impacted on the expected rental income to the HRA this year and has created a pressure in the revenue budget.
31. Community Halls (£0.210m income shortfall)

Several community halls have re-opened following the easing of Government restrictions and are being used as nurseries and leased to the

regeneration team. The demand for halls has been low and the service estimates a shortfall in income of £0.210m against budget of £0.393m.

32. Garage rents (£0.175m income shortfall)

There has been a reduction in the expected rental income from garages this year due to a reduction in the number of garages lets.

33. Bad debt provision (£0.440m underspend)

A 10% provision was allocated for the potential increase in arrears due to the impact of Covid-19 however arrears have not yet shown a significant increase. Based on current arrears a reduction in the provision of £0.440m is considered reasonable although the position will be kept under review.

34. The last 18 months has seen an insignificant impact on arrears levels, particularly in the current climate. This is due to the improvements made by the income collection team, including the introduction of 'RentSense' which has assisted in more targeted intervention work.

35. The table below shows Council tenant arrears for current and former tenants:

Council Housing Tenants Arrears	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
	£m	£m	£m	£m	£m	£m	£m
Current Tenants: Total Arrears	1.78	1.77	1.73	1.80	1.80	1.76	1.81
Former Tenant: Total Arrears	1.64	1.66	1.69	1.69	1.71	1.75	1.78
Total Arrears	3.42	3.44	3.43	3.49	3.51	3.51	3.59

36. On average the collection of tenant's arrears is 101.6%, compared to 102.1% last year. The indicator exceeds 100% as it reflects the collection of arrears from prior years.

37. Repairs Service (£0.111m saving)

This year we have reacted to responsive repairs and compliance works. These works have seen an increase in cost for materials of around 7-15%, however we have been working closely with our merchants to mitigate this impact and these costs have been contained within the overall budget.

38. There has been a reduction in the planned and cyclical works this year, however, these works will be completed in 2022/23 and will assist in reducing future responsive repairs costs.

39. Interest on debt (£0.600m saving)

40. There has been a reduction in the borrowing requirement for the capital programme this year, this has reduced the interest payments on the HRA debt.

41. Efficiency savings

The HRA Business Plan has an efficiency target of £1m to be achieved this financial year. The table below shows how these savings have been achieved after considering known pressures:

Savings	£000's
Interest rate on borrowing reduction	(600)
Bad debt – reduction in contribution	(440)
Reduction in water provision	(500)
Housing Operations restructure	(400)
Total Savings	(1,940)
Pressures	
Redundancy costs	403
Additional environmental services	518
Total	921
Net Savings	(1,019)

42. The efficiency target has been achieved this year, as shown in table above. These savings will assist in improving the HRA hurdle rates of Loan to Value (LTV) and Interest Cover ratio (ICR) and ensure the HRA remains sustainable.

Capital Programme Outturn

43. The ten-year capital programme is detailed in Appendix B. It shows the revised ten-year position inclusive of carry-forwards from 2020/21 as part of the HRA Business Plan update.
44. The HRA capital budget for the current financial year is summarised in table 1 below. It provides the latest forecast position reflecting updated expenditure profiles as advised by programme managers.

Table 1

Current Year Approved Capital Programme	2021/22 Budget (Q2)	Repro-filing	Vire-ment's	2021/22 Forecast (P8)	Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	%
Asset-Led Works	1,483	(200)	(600)	683	281	41%
Asset-Led Works: Cambridge Road West	1,497	(800)	0	697	15	2%
Asset-Led Works: Upper Edmonton	5,134	0	300	5,434	2,810	52%
Demand-Led Works	195	0	(20)	175	18	11%
Demand-Led Works: Aids & Adaptations	1,337	(200)	0	1,137	713	63%
Fire-Led Works	12,280	(900)	(100)	11,280	4,946	44%
Stock-Condition-Led Works	25,969	(400)	420	25,989	12,592	48%
Investment in Stock Total	47,895	(2,500)	0	45,395	21,376	47%
Development Programme	2,135	(15)	0	2,120	857	40%
Development Prog: Gatward/Newstead & Maldon	5,001	0	0	5,001	3,767	75%
Development Prog: Upton & Raynham	2,857	0	0	2,857	343	12%
Development Prog: Reardon Court	1,800	0	0	1,800	624	35%
Development Prog: Bury	9,526	0	0	9,526	5,680	60%

Street						
Development Prog: Electric Quarter	5,851	50	0	5,901	5,847	99%
Development Prog: Joyce & Snells	2,049	0	0	2,049	1,433	70%
Development Programme Total	29,218	35	0	29,253	18,551	63%
Estate Regeneration: Small Sites	80	0	0	80	74	92%
Estate Regeneration: Alma Towers	9,859	(880)	0	8,980	6,305	70%
Estate Regeneration: Ladderswood	183	0	0	183	91	50%
Estate Regeneration: New Avenue	1,112	(106)	0	1,007	577	57%
Estate Regeneration Total	11,235	(985)	0	10,250	7,047	69%
Total Capital Programme	88,347	(3,450)	0	84,897	46,973	55%

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

Table 2

HRA Budget Reprofiling P8	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Future Years £'000	Total
Asset-Led Works	(200)	800	0	0	0	0	600
Asset-Led Works: Cambridge Road West	(800)	800	0	0	0	0	0
Demand Led works	(200)	200	0	0	0	0	0
Fire-Led Works	(900)	5,575	0	0	0	0	4,675
Stock-Condition-Led Works	(400)	(4,875)	0	0	0	0	(5,275)
Investment in Stock Total	(2,500)	2,500	0	0	0	0	0
Development Programme	(15)	15	0	0	0	0	0
Development Programme: Electric Quarter	50	(50)	0	0	0	0	0
Development Programme Total	35	(35)	0	0	0	0	0
Estate Regeneration: Alma Towers	(880)	848	0	0	25	7	0
Estate Regeneration: New Avenue	(106)	106	0	0	0	0	0
Estate Regeneration Total	(986)	954	0	0	25	7	0
Total HRA Reprofiling	(3,450)	3,419	0	0	25	7	0

Asset Led Works (£1.000m)

46. Hertford Road and Cambridge Road external works have experienced slight delays due to extended lead in times for construction materials, expected to commence January 2022.

47. Demand Led Works (£0.200m)

This budget has been reprofiled to reflect the forecasted aids and adaptations works that will be completed this year.

Fire-Led Works (£0.900m)

48. Additional design consideration for the fire safety works at Channel Islands have been identified during mobilisation which has resulted in commencement delay.

Stock condition led works (£0.400m)

49. The wall insulation LAD funded project has been slightly re-profiled to reflect actual productivity, these improvements will vastly improve building insulation and reduce heat loss.

Estate Regeneration (£0.986m)

50. Budgets have been re-profiled to reflect the latest leaseholder buyback position on Alma and New Avenue regeneration projects. The buyback of these units is expected in 2022-23

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

51. Our aim has been to sustain delivery whilst not contributing further to an overheating of the market especially on the investment programme where some delays may see a stabilisation of material prices.

52. Agreed uplifts will be covered within contingency or drawn from in-year underspends. Works have been re-profiled based on priorities as appropriate.

53. Due to the negotiations around these increases, commencement of works has been slower than anticipated. However, works are mobilising, and we are seeing commencement on site.

Council Housing Investment Programme

54. In line with the Better Council Homes programme, investment in the Council's housing stock and achieving the Decent Homes Standard and maintaining this is a Council priority; to address building safety risks and to reduce the need for responsive repairs. We are working in collaboration with partner contractors to complete the projected works and associated spend within the financial year.

55. Asset-Led Works (£6.814m)

The forecast spend is based upon the delivery of decency and safety driven improvement works to schemes where blocks in close proximity have been grouped together and procured. These schemes are all live and include, Hertford Road, Upper Edmonton, Pruden Close and Cambridge Road West. Pruden Close ground source heat pump installation and Upper Edmonton are due to be completed by the end of the financial year. Hertford Road and Cambridge Road West are currently in the mobilisation stage.

56. These decency works will delivery:
- a. Roof renewals
 - b. Fire safety door replacements
 - c. Communal area works to blocks
 - d. Communal electric works
 - e. Replacement windows
 - f. Installation of ground source heat pumps

57. There is a risk that the Upper Edmonton project could experience delays to the progress of electrical works if UK Power Networks (UKPN) do not deliver infrastructure upgrades in accordance with our contractor's programme. We are awaiting confirmation of a commencement date from UKPN, which could impact the spend profile. There are however large sections of the works due for completion in January and February including the roof replacements in the Mews blocks. This accounts for the majority of programme expenditure.
58. Demand-Led Works (£1.312m)
This budget funds the Councils adaptation works to housing properties and includes budget for conversion works to Dover House Surgery, which is being converted to residential, structural repairs and a cycle storage scheme. These schemes are demand led so there is a small risk that reduced demand will result impact the spend profile.
59. Fire-Led Projects (£11.280m)
The building safety improvement projects include replacement flat entrance doors across the borough, fire suppression system (sprinklers) installations, fire/smoke alarm upgrades, compartmentation works, communal fire door installation, communal redecorations, infrastructure replacement works such as soil stacks, and electrical submains. Projects currently live include Bliss House and Purcell House, Britany House, Channel Islands and Walbrook House. Procurement is currently underway for works to various other blocks within the Borough.
60. Walbrook is a re-investment pilot for the Council aiming to address the replacement of high-risk cladding (already removed) alongside other internal fire safety works and zero carbon ambitions. The project is currently in the design stages, with early enabling works due in this financial year. The full project once live will take 2 to 3 years to complete.
61. The Flat Door remediation programme has experienced progress delays due to price uplift negotiations. These have been finalised and progress is being made on these projects with forecast spend expected to be reached. Progress to date on Bliss and Purcell and Channel Islands has been limited to date due to design delays and contractual negotiations, these have now been concluded and works will ramp up in the last quarter of the year.
62. Stock-Condition-Led Works (£25,989m)
This budget funds decent homes improvement works, delivered through various contracts across the borough. These include communal boiler upgrades, Brimsdown modular POD extension replacements (due to be completed this year), lift replacements, kitchen, bathroom and electric replacements, roofing renewals, window replacements and external wall insulation applications.
63. This programme includes the following estimated improvement works to homes:
 - a. Installation of 565 kitchens and 470 bathrooms
 - b. Replacement of 1,300 new boilers

- c. Replacement of 400 roofs and 100 windows (programme has recently commenced and is expected to make significant progress within this financial year to meet the forecast spend profile)
64. These works will improve building insulation and reduce heat loss, which will create savings in energy costs to residents.
65. In addition, lift upgrade works which are being delivered to blocks including Burgundy, Normandy, Picardy, Dover, Jackson, Swinson and Woolmer will complete this year.
66. We are also working on an application for Social Housing Decarbonisation Funding (SHDF) in a bid led by Barking & Dagenham Council for EnergieSprong. Deep retrofitting to net zero carbon. If successful, this will receive match funding to the value of circa. £2million.
Social Value
67. The contracts awarded will deliver the following social value outcomes:
- Apprenticeships
 - school placement/ work experience placements, with 4 targeted at BME and disabled school leavers
 - DIY skills workshops (2 per year) for residents
 - Greening and sustainability projects
 - A commitment that 40% of all contract labour will be from Enfield residents
 - A 3-tonne reduction in carbon generated from the Council
 - 100% recyclable waste target
 - Resident energy awareness programme to address energy consumption and fuel poverty.
68. Moving forward all Social Value outcomes will be captured via the Social Value Portal, using the Council Housing social value model and will account for 10% of the tender evaluation score.
- Development Programme (£29.253m)
69. Spend forecasts have been amended in line with current programme activity. Invitation to Tender have been issued for Upton and Raynham and Exeter Road with responses due in by the end of November. Due to initial soft market testing showing a 10% build cost inflation and material supplies constrained, it is proposed to procure and award the total number of homes as a single contract which will help to improve value for money and costs efficiency. The combined budget for Exeter Road (all phases) and Upton and Raynham are approximately £129m with contract award programmed for Cabinet in Jan 2022.
70. Two projects are being progressed via Modern Methods of Construction (MMC), Bullsmoor Lane and Dendridge Close. Zedpods have been awarded main contract works for Bullsmoor and spend forecasts reflect approved cashflow. Planning is due to be submitted in January for 31 homes and starts on site in 2022/23. Dendridge is currently at feasibility stage with tenders to be issued in November using an MMC Framework. Planning submission expected in January and start on site in 2022/23.

71. The Council is contractually obligated to deliver starts through the GLA programme with a longer-term commitment to deliver 3,500 homes. To manage cost pressures and deadlines a review is in progress as follows:

- Value engineering aspects of schemes to create efficiencies.
- Seeking higher levels of grant – especially those funded through historical low grant rate programme such as Upton and Raynham.
- Seeking funding via the S106/CIL budgets.
- Review of procurement strategies including packaging schemes to identify cost efficiencies.
- Review of tenure and increasing private sale.
- Reviewing of lease based social housing models which are funded through revenue lease payments rather than capital. These will be appraised for value for money based on revenue surplus/deficit position over a 40-year term together with impact on Capital Financing Requirement in the context of the Council's Treasury Management Strategy Statement

72. As part of this review empirical build costs and revised expenditure profiles have been used to update the HRA Business Plan appearing elsewhere on the agenda.

73. Currently there is £3m expected in income from initial Shared Ownership receipts at Electric Quarter. Red Loft have been appointed as the Sales Agent and marketing will formally commence in the new year. Based on sales values, the income projection is higher but given affordability will impact on how accessible mortgages are, the income forecasts will remain as is but the timing of when income will be received will be reprofiled to 2022/23.

Estate Regeneration (£10.250m)

74. This programme, which includes the Joyce and Snells, Alma Estate, New Avenue and Ladderswood schemes, is investing in large scale phased regeneration for delivery of in-demand affordable housing as well as unlocking new homes for low cost home ownership for Enfield residents.

75. To comply with the Government's social distancing guidelines, on site capacity has reduced by some 30% in most cases, impacting on construction activity.

76. To mitigate this works on Alma Phase 2a and Phase 4 has been brought forward with revised planning consent, issued in September, increasing the number of homes for phases 2a and 4 by 88 as shown below.

Alma Estate Phase	Previous consent	Revised	Increase
2a	192	228	36
4	23	75	32
Total	215	303	88

77. Ladderswood – Spend is likely to be taken up this financial year and are associated with change of use planning application. This has also impacted on new commercial units being let and therefore the rental income has been

reprofiled from this financial year to 2022/23 Phase 4 is due to commence in this financial year and negotiations are in progress to secure a Deed of Variation to the existing Development Agreement, which seeks to resolve historical costs issues associated with changes in requirement to connect to the heat network. This should result in £1.6m adjustment to the average forecasts which is usually paid as completion of sales units.

78. New Avenue - spend forecast reflect expected Leaseholder claims and project costs. There is potentially an underspend if the claims are not received and therefore payable this year. Planning has been granted for uplift of homes from 408 to 502 which will allow for additional affordable housing on the site. Subject to planning conditions and Deed of Variation to the Development Agreement, construction of the new phases is due to commence in the New Year.
79. Joyce & Snell's – Full spend against in-year budget likely to be taken up. Ballot period commenced in Nov and runs to mid-December. The results of the Ballot will be known before the end of the calendar year A review of scheme's phasing is in progress to assess impact on costs and viability, given market conditions and the need to meet decant requirements. The scheme is included in the HRA Business plan update, appearing elsewhere on the agenda, with appropriate assumptions for specialised resources in place to ensure key milestones can be met over the next year.
80. As a result of the reconfiguration of the scheme, also approved by Cabinet (KD5343), the capital budget for Joyce & Snells has been reduced in the 10-year capital programme by £94.8m. The estimates within the 10-year capital programme together with future years will be kept under review with progress and updates reported to Cabinet as appropriate.

Market conditions update

81. The pandemic, BREXIT, climate change and Suez Canal back log have created market volatility resulting in material shortages and cost increases, thus having an impact on the supply chain. Construction firms have reported transport constraints, materials and continued staff shortages including bricklayers, drivers, ground workers, joiners and plumbers. This has resulted in many firms struggling to find the subcontractors needed for building projects. While the construction industry has been growing fast with the pandemic easing, data from last month reported the weakest speed of recovery for eight months. New official data also shows that UK brick sales, a sign of the state of housebuilding, were 9.3% lower in August than July and 3.3% lower than the 2019 average. (Source: The Guardian 10th Oct 2021)
82. According to the Department for Business, Energy and Industrial Strategy's (BEIS), generally material prices were 10.2% higher in May 2021 than in May 2020. However, key construction materials such as fabricated steel and plyboard have increased by 38.1% and 29.8% respectively. The Telegraph also reported the price of cement has risen 30% throughout the past year.

83. The Royal Institution of Chartered Surveyors (RICS) is estimating that the material prices over the next year will increase by a further 10%. This is mainly due to the UK Government's continued belief that construction projects are the best route to economic recovery which places pressure on supply. However, 64% of contractors in a recent survey indicated labour shortages would be the limiting factor to their activity, this is up 22% from the first quarter of 2021.
84. The issue is illustrated in the following chart which shows the current and forecasted UK tender price and building cost indices compiled by Costmodelling Limited from information published on 1 October 2021 by the Office of National Statistics and from the RICS and several leading UK construction cost consultancies.
85. Also, with several insurers exiting the market or reducing their packages (particularly professional indemnity), there are emerging issues in procuring the consultants and technical experts needed to delivery schemes.
86. This will continue to impact on delivery milestones and costs for the balance of the financial year. We are continuously monitoring the market and engaging with stakeholders (including the GLA) to mitigate impact to programme and funding. The tender returns for Exeter Road and Upton & Raynham, which is due in November, will be the key test of the deliverability of the programme.

Risks

87. New and emerging legislation around Building Safety, Decency standards and the Climate Action agenda, are placing significant financial pressures on the HRA and it is acknowledged that the Council will need to explore external funding and continue to lobby Central Government, for additional financial support, to enable it to deliver this strategy.
88. A significant risk is that of increasing construction costs, noted below, which is expected to impact on residential contracts entered in financial year 2021/22. Mitigations will have to be found in specification of works and securing maximum grant support whilst monitoring market conditions and the macro-economic environment.
89. There are 610 private sales units built into the plan, depending on market conditions the sale of these units could add financial pressure to the business plan and impact on cashflow if the sales were delayed or were sold at a lower value than estimated.
90. Development Programme
Risks relate to planning timescales and cost of development. In the current climate, the contractor market is likely to amend pricing to include the risk of reduced supply and material chains which will impact on the Council's ability to deliver within hurdle rates.
91. Changes in grant conditions could impact the future development programme i.e. reduction in rent levels and grant receivable. Unlike its predecessor the new Affordable Homes Programme (AHP) is based on a

lower social rent and no longer has a tariff rate and each scheme is based on value for money test and grant as a % of total scheme costs. The assumption in the HRA Business Plan is £150k (social rent) and £50k (shared ownership) for bids submitted under the AHP programme. Joyce and Snell's has been allocated a higher level of grant per unit reflecting the complexities of the scheme.

92. The overall programme risk is the availability of grant for future years which is likely to have a stringent set of restrictions. In the short term, it is important to develop processes and a flexible approach to planning and hurdle rates to maintain grant levels currently allocated for this financial year.
93. The Housing Service is exploring mitigations to address these risks which include:
- engaging with GLA to maximise grant support
 - alternative income sources i.e. S106 and CIL
 - reviewing phasing of construction to minimise the impacts of increased construction costs
 - exploring innovations in construction technology (like modern methods of construction "MMC") to take advantage of cost savings without compromising quality and tenants' safety.

Financing the Capital Programme

94. Table 3 below sets out the current financing position for the 2021/22 to 2030/31 HRA Capital programme:

Table 3

HRA Capital Financing	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Future Years	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Grants & External Contributions	6,700	17,347	9,139	21,140	124,102	178,427
Capital Receipts	11,309	42,912	35,264	60,325	185,778	335,588
Major Works Allowance	11,185	11,744	12,062	14,145	84,660	133,795
Earmarked Reserves	21,703	21,427	6,923	0	68,097	118,150
Borrowing	34,000	61,200	132,800	0	158,000	386,000
	84,897	154,629	196,188	95,610	620,637	1,151,960

95. Appendix C has been introduced this period to show the movement in financing the capital programme since the agreed budget position.
96. The main movements are as follows:
- a. Reprofiting of the Joyce and Snells project has reduced the capital programme budget by £94.7m. This project is now profiled over a longer period reducing the spend commitment for the first 10 years.
 - b. There has been changes in the profile of grant and capital receipts being received due to Development schemes being reprofiled based on delivery, starts on site and completion of units.

- c. There has been an overall increase in the estimated grant over the 10-year period which is based on the secured (subject to delivery) AHP 21-26 programme grant allocation from the GLA.

97. These changes have been included in the mid-year business plan update.

Grants Summary

98. Table 4 below provides a summary of the grant assumptions over the next 5 years:

Table 4

Grant £'000s	2021/22	2022/23	2023/24	2024/25	2025/26
GLA Grant	6,353	16,218	9,139	21,140	13,121
Local Authority Delivery Scheme	346	1,129	0	0	0
Total Grant	6,700	17,347	9,139	21,140	13,121

99. The Council is currently delivering a number of large housing schemes under the Building Council Homes for Londoners programme which requires starts on site no later than March 2023. Through a mixture of direct delivery and acquisitions, the Council is progressing schemes through planning to ensure the current committed programme is delivered to time. In April, the Council submitted a bid as part of the AHP 2021 to 26 programme and announcements were made in September confirming the full bid was successful and allocated the full amount applied for of £166.5m to support future new build and regeneration projects. The grant relates to sites in future years and projects commencing from April 2023 and is subject to contract.
100. Enfield Council have been successful in the bidding application for Phase 1B of the Local Authority Delivery scheme and received confirmation from Department for Business, Energy and Industrial Strategy (BEIS) in February 2021 that the application has successfully met the assessment criteria for funding to provide energy efficiency upgrades to low-income homes which amounts to £305,000 worth of funding. This funding will support the installation of External Wall Insulation in 61 Council properties.

Earmarked Reserves

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

Reserves £'000s	Balance at 1 st April 2021	Forecast Transfers 2021/22	Forecast Balance 31st March 2022
HRA Repairs Fund	(10,064)	0	(10,064)
HRA Balance	(9,943)	(9,048)	(18,991)
Total HRA Reserves and Balances	(20,007)	(9,048)	(29,055)

Public Health Implications

102. Through investment in capital building and maintenance, the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their

environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

103. The Council moved swiftly to safeguard the health of its residents and staff during a period of threat unprecedented in living memory. As previously reported the financial implications of this have been harsh and have reached into every department in the Council. As the council is fundamental to the health of Enfield residents it needs to achieve financial balance.
104. This report notes the work that the Council is and has already undertaken and therefore in and of itself does not have public health implications. However, both the Office for Budget Responsibility (OBR) and the Institute for Financial Services (IFS) have both reported on the negative health effects of the 2008 financial crisis. In order to mitigate the effects of this current crisis the council will need to attain financial balance, consider what the 'new normal' might be and how this might be achieved whilst optimising resident's health.

Equalities Impact of the Proposal

105. The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.
106. Financial reporting and planning are important in ensuring resources are used to deliver equitable services to all members of the community.

Environmental and Climate Change Considerations

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

Financial Implications

108. Financial implications are implicit in the report.

Legal Implications

109. The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.
110. The Council has duties within an existing legal framework to arrange for the proper administration of its financial affairs. The recommendations in this report will support the Council in meeting its statutory obligations.

Property Implications

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

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Appendices

Background Papers

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

Appendix A – HRA Revenue monitor Period 8 position

Council Housing Revenue Monitor	2021-22 Latest Budget	Spend to date	Projected Outturn at Year End	Variance excluding Covid impact	Variance including Covid Impact	Last Month's Variance	Difference compared to last month
<i>Expenditure</i>							
Supervision and Management (General) *Housing Development & Estate Renewals *Director Housing Management *Tenancy and Estate Management *Income Collection *Re-Housing *Home Ownership & RTB's *Communications	15,024	7,064	15,024	0	0	0	0
Corporate & Democratic Core	134	0	134	0	0	0	0
Supervision and Management (Special) *Grounds Maintenance *Energy *Communal Services *Sheltered Housing *Concierge & CCTV	6,721	4,503	6,791	0	70	65	5
Repairs Admin *Housing Prof Services *Technical Services	4,628	1,391	4,628	0	0	0	0
Repairs Base *Responsive & Planned	11,198	7,823	11,087	(111)	(111)	0	(111)
Rates - Council Tax on Estate Renewals	614	0	614	0	0	0	0
Rates - Business Rates & Council Tax	62	0	62	0	0	0	0
HRA Surplus (to fund Capital)	7,016	0	7,016	0	0	0	0
Bad Debt Provision	605	0	165	(440)	(440)	(440)	0
Capital Financing	21,708	0	21,108	(600)	(600)	0	(600)
<i>Expenditure Total</i>	67,712	20,782	66,631	(1,151)	(1,081)	(375)	(706)
<i>Income</i>							
Rents Dwellings	(58,871)	(33,762)	(58,52)	350	350	0	350
Rents Non Dwellings (Shops/Garages/Community Halls)	(3,445)	(1,939)	(3,060)	175	385	410	(25)
Interest on HRA Balances	(380)	0	(380)	0	0	0	0
Leaseholders Service Charges	(5,016)	(4,144)	(5,016)	0	0	0	0
<i>Income Total</i>	(67,712)	(39,846)	(66,977)	525	735	410	325
Total Cash Limit	0	(19,064)	(346)	(626)	(346)	35	(381)

Appendix B - HRA 10-year Capital programme Period 8 position

HRA APPROVED CAPITAL PROGRAMME	2021/22	2022/23	2023/24	2024/25	2025/26 to 2030/31	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Asset-Led Works	683	4,605	0	0	0	5,288
Asset-Led Works: Cambridge Road West	697	4,750	0	0	0	5,447
Asset-Led Works: Upper Edmonton	5,434	719	0	0	0	6,152
Total Asset-Led Works	6,814	10,074	0	0	0	16,888
Demand-Led Works	175	1,050	850	0	0	2,075
Demand-Led Works: Aids & Adaptations	1,137	1,300	1,500	0	0	3,937
Demand-Led Works: Structural Repairs	0	0	0	0	0	0
Total Demand-Led Works	1,312	2,350	2,350	0	0	6,012
Development Programme	2,120	32,994	70,725	26,550	205,157	337,546
Development Programme: Bury Street	9,526	9,636	438	0	0	19,599
Development Programme: Electric Quarter	5,901	1,291	0	0	0	7,191
Development Programme - Joyce & Snells	2,049	6,756	38,410	43,144	328,123	418,482
Development Programme: Reardon Court	1,800	10,069	18,231	0	0	30,100
Development Programme: Upton & Raynham	2,857	11,254	30,714	10,000	1,726	56,552
Development Programme: Gatward/Newstead & Maldon	5,001	110	0	0	0	5,111
Total Development Programme	29,253	72,110	158,518	79,694	535,007	874,582
Estate Regeneration: Alma Towers	8,980	5,679	736	648	1,286	17,328
Estate Regeneration: Ladderswood	183	250	110	110	110	763
Estate Regeneration: New Avenue	1,007	311	205	224	0	1,746
Estate Regeneration: Small Sites	80	0	0	0	0	80
Total Estate Regeneration	10,250	6,239	1,051	982	1,396	19,917
Fire-Led Works	11,280	46,533	10,476	0	0	68,288
Stock-Condition-Led Works	25,989	17,323	23,793	14,933	84,234	166,273
Total Stock-Condition-Led Works	25,989	17,323	23,793	14,933	84,234	166,273
Total HRA	84,897	154,629	196,188	95,610	620,637	1,151,960

Appendix C – Financing Movement

The financing movements in the table below represent the change in financing in the full ten-year programme at period 8 compared to the approved position in February 2021.

Current Year Approved HRA Programme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27-2030/31	Future Years	TOTAL
Development Programme:	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
External Sources- Grants & Contributions	(14,894)	791	(9,571)	2,599	(20,950)	26,069	0	(15,956)
LBE Resources-Reserves & Capital Receipts	(17,051)	13	(11,082)	(40,017)	(24,051)	(210,333)	0	(302,521)
Borrowing	(33,658)	(4,854)	39,638	0	23,400	(218,956)	0	(194,430)
Development Programme Total	(65,603)	(4,050)	18,985	(37,418)	(21,601)	(403,220)	0	(512,907)
Estate Regeneration:								
External Sources- Grants & Contributions	2,015	2,944	3,196	2,884	8,622	46,624	0	66,285
LBE Resources-Reserves & Capital Receipts	(11,025)	0	0	40,371	12,082	148,346	0	189,774
Borrowing	7,708	7,238	34,162	0	32,025	81,007	0	162,140
Estate Regeneration Total	(1,302)	10,182	37,358	43,255	52,729	275,977	0	418,199
Investment in Stock:								
External Sources- Grants & Contributions	346	1,129	0	0	0	0	0	1,475
LBE Resources-Reserves & Capital Receipts	(37,775)	32,218	5,350	0	0	0	0	(207)
Borrowing	0	(1,265)	0	0	0	0	0	(1,265)
Investment in Stock Total	(37,429)	32,082	5,350	0	0	0	0	3
Total HRA Movements								
External Sources- Grants & Contributions	(12,533)	4,864	(6,375)	5,483	(12,328)	72,693	0	51,804
LBE Resources-Reserves & Capital Receipts	(65,851)	32,231	(5,732)	354	(11,969)	(61,987)	0	(112,954)
Borrowing	(25,950)	1,119	73,800	0	55,425	(137,949)	0	(33,555)
Total HRA Movements	(104,334)	38,214	61,693	5,837	31,128	(127,243)	0	(94,705)

THE CABINET

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

MUNICIPAL YEAR 2021/2022

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. 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)**
- 3. 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)**
- 4. HRA Budget 2022/23, Rent Setting and Business Plan Update** Fay Hammond/Sarah Cary

This will seek approval to the HRA Business Plan and Rent Setting 2022/23. **(Key decision – reference number 5354)**
- 5. Treasury Management Strategy 2022/23** Fay Hammond

This will seek approval of the Treasury Management Strategy 2022/23 . **(Key decision – reference number 5355)**
- 6. Sustainable and Ethical Procurement Policy** Fay Hammond

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)**

7. **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)**

8. **Tenancy Strategy** Sarah Cary

This will seek approval to revise the Enfield Council Tenancy Strategy. **(Key decision – reference number 5268)**

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)**

2. **Anastasia Lodge and Autumn Gardens - Residential Nursing Care Contract Award** Tony Theodoulou

This will seek approval of a direct award 3+2+2-year contract for Residential & Nursing Care Services to Ourris Residential Homes Limited for service provision at Anastasia Lodge and a 3+2+2 year Residential and Nursing care contract to Ourris Properties Limited. **(Key decision – reference number 5411)**

3. **Meridian Water : Appointment of Rail Main Contractor** Sarah Cary

This will seek approval of the nominated specialist rail design and build contractor, to undertake detailed design and delivery of infrastructure works at Ponders End Station, for the increased rail frequency at Meridian Water Station. **(Key decision – reference number 5311)**

4. **Approval for Enfield to withdraw from the London Housing Consortium (LHC) Joint Committee** Sarah Cary

This will seek approval, with the other Constituent Authorities of the LHC Joint Committee, for the disbandment of the LHC Joint Committee and notify LHC.

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)**

3. **North London Waste Plan** Sarah Cary

This will seek approval to the North London Waste Plan **(Key decision – reference number 5269)**

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 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)**

3. **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)**

4. **Meridian Water Community Housing Strategy** Sarah Cary

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

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