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FINANCE & PERFORMANCE SCRUTINY PANEL

**Thursday, 10th March, 2022 at 7.00 pm in the Council Chamber,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

co : Mahym Bedekova, Yasemin Brett, Lee David-Sanders (Deputy Leader of the Opposition), Birsen Demirel, Ayten Guzel, James Hockney, Tim Leaver and Dino Lemonides

AGENDA – PART 1

1. WELCOME & APOLOGIES

2. DECLARATIONS OF INTEREST

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

3. MINUTES OF THE PREVIOUS MEETING (Pages 1 - 10)

To agree the minutes of the previous formal meeting held on 14 September 2021, and the notes of the informal meeting held on 6 January 2022.

4. CIPFA FINANCIAL MANAGEMENT UPDATE (Pages 11 - 22)

5. FOCUS ON PERFORMANCE - CUSTOMER EXPERIENCE (Pages 23 - 46)

6. FINANCIAL GOVERNANCE (Pages 47 - 50)

7. WORK PROGRAMME 2021/22 - UPDATED (Pages 51 - 52)

Work programme attached for information.

8. DATE OF NEXT MEETING

To be confirmed.

FINANCE & PERFORMANCE SCRUTINY PANEL - 14.9.2021**MINUTES OF THE MEETING OF THE FINANCE & PERFORMANCE SCRUTINY PANEL HELD ON TUESDAY, 14TH SEPTEMBER, 2021**

MEMBERS: Councillors Mahym Bedekova, Birsen Demirel, Ayten Guzel, James Hockney, Tim Leaver and Andrew Thorp

Officers: Fay Hammond, (Executive Director, Resources), Sue Nelson (Director of Customer Services), Clare Bryant (Governance Manager), Cheryl Headon (Head of Schools traded Services), Matthew Watts (Assistant Head of Service- Commercial

Also Attending: Adrean Jenkins (Pixar Financial Management),

1. WELCOME & APOLOGIES

Cllr Birsen Demirel (Chair) welcomed everyone to the meeting and inviting Panel Members to introduce themselves.

Apologies for absence were received from Cllr Mary Maguire (Cabinet Member for Finance and Procurement) and Cllr James Hockney requested a substitute should have represented her.

2. DECLARATIONS OF INTEREST

There were no declarations of interest registered in respect of any items on the agenda.

3. FAIR FUNDING PRESENTATION ON IMPACT FOR ENFIELD

The Panel received a presentation from Adrian Jenkins of Pixel Financial Management included in the agenda pack. The information outlines major changes in local government funding expected in 2021-24 (delayed for 4+ years).

The modelling provided suggests that Enfield will gain from the review from areas such as council tax equalisation, new public health formula and the remainder from a combination of formula changes and data to include the unwinding of “damping”.

The following comments were received:

Fair Funding Review:

- There is a financial pressure on Enfield and the funding review is needed as soon as possible.

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- The government's commitment would be dependent on Covid fall out and no work has taken place within the central government department.

Adult Social Care Funding:

- It was noted that the new Adult Social Care formula was developed 5+ years ago and is now out of date.
- Enfield will see a 4% reduction in funding and will therefore not benefit from this review.

Funding For Deprivation:

- This important funding formula will help Enfield gain £250K.
- Measures show Enfield's deprivation scores are marginally above average.
- It was noted that deprivation within the borough changes dramatically from road to road, although groundwork has shown that Enfield's deprivation has proven to be localised in areas, not across the Borough and these clusters of deprivation can benefit from commissioned work to aid improvement.

Population Change:

- Enfield has seen small reductions in mid-2019 and mid-2020 population estimates - possibly Brexit related. This will impact on Enfield's funding which will be far less than what is needed.
- It is envisaged that there will be a significant increase in older people living in Enfield which inevitably increases expenditure. There is already a localised pattern in North and East London boroughs.

Area Cost Adjustment:

- Significant losses from these changes will be seen in Enfield and most other London Boroughs except Tower Hamlets and Westminster as ACA based on LA only.

Business Rates Baseline Reset:

- Business Rates baseline is expected to be reset in 2023-24 so that it equals business rate income.

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- The local share needs to be increased. Higher growth of share will be kept by Enfield, who have done moderately well from the current model of this.
- Enfield would lose any retained growth as baseline increased to the amount of income produced.
- It is likely that business rate reset will happen sooner than envisaged.

New Homes Bonus and Incentive Payments:

- The scheme is being phased out during the last 4 years based on council tax returns. A replacement scheme is expected where a huge range of proposals could be put in place.

Council Tax Support:

- The Band D value of Council Tax Support has fallen since its transfer to Local Government in 2013-14 and no longer supports Council. This is one of Enfield's biggest pressures.
- There is a strong case to have funding for Council Tax Support reset in some way as Council Tax is equalised and it was recommended that this be lobbied.

Covid Support:

- The final tranche of Covid support will be received 2021/22 and will then be dependent on spending review thereafter.
- £10m were set aside for Covid financial reserve.

Total Resources and Damping:

- Overall, Enfield is likely to gain from all funding changes in 2023-24.

Short and Medium Term Funding:

- Funding is expected for public services and growth is expected from spending review.

Future of Local Government Spending, Levelling Up and Lobbying:

- Enfield has some characteristics similar to typical "levelling up" authority but new sources of funding are unlikely to go to Enfield.
- Lobbying needs to be more informed and pressure put on Ministers as there is a risk of impact on services that are provided to residents.

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- It is important to lobby where funding does not represent our residents such as areas of deprivation.

The Chair thanked Adrian Jenkins for his informed presentation.

4. MTFP OVERVIEW INCLUDING FOCUS ON COVID-19 IMPACT & REVIEW OF RISKS & OVERALL FINANCIAL RESILIENCE

The Panel received a report from Fay Hammond (Executive Director, Resources) providing an update on the Council's 2022/23 to 2026/27 Medium Term Financial Plan, Covid-19 Risks and Financial Resilience.

The Council have done a significant amount of work to ensure the budgets are more robust, with a reserve set up for Covid-19 financial resilience.

The following comments were received:

1. Fay confirmed that Covid-19 funding has covered costs. The grant has covered this year's outgoings, but the loss in fees and charges was not covered. Therefore, there are concerns for the forthcoming year.
2. It was noted that the Council Officers did an amazing job during the pandemic period. The funding helped but there is concern as the furlough schemes begin to end as the pandemic is expected to continue for a further 2/3 years.
3. In response to how front line services have been impacted, Fay advised that there is a need to refresh the plan as the level of borrowing was stable last year and the regeneration programme struggled to progress during the pandemic.
4. With several authorities being bankrupt, the CIPFA review have suggested a borrowing plan to tighten Enfield's lending. Enfield have independently reviewed their financial review and will share the findings with the panel in due course.

5. COVID-19 IMPACT ON COUNCIL TAX AND BUSINESS RATES

The Panel received a report from Fay Hammond (Executive Director of Resources) outlining the impact of Covid-19 on Council Tax and Business Rates in the Borough.

The following comments were received:

1. 12% loss in Business Rates and 1% loss in Council Tax has been seen. Contributory factors for these figures include high furlough numbers, unemployment rates, and council tax support increases.

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2. The MTFP resets targets for business rates and debt collections have now restarted seeing lump sum reductions coming in.
3. The impact of furlough, devaluation on business rates to be reviewed after Christmas and reported back if possible.
4. The recovery plan includes better engagement with debtors and introducing a nudge technique implemented for Council Tax and Business Rates. This is to be enhanced by an increased capacity of officers that deal with these specifications. A review of the single person discounts will also be seen.
5. Arrears levels have been reviewed and it has been evident that benefit capping has had a huge impact on figures but the difficulty is ascertaining those who cannot pay and those who will not pay and it is the role of the Council to ensure income is maximised whilst being official.
6. Communications are encouraged by debtors and engagement is recommended which often leads to the debt not being passed onto the debt collectors.

The Chair thanked the officers for their in depth reports.

6. UPDATE ON COMMERCIAL & PROPERTY & INCOME GENERATION

The Panel received an update report, providing an overview of the current workplan of the Commercial services team and outlining future proposals for delivering a commercial approach across Council services together with current income from Commercial Property Assets and plans for a portfolio review.

The following comments were received:

Commercial:

1. Business cases for new projects to include project management.
2. Service reviews for trading services, examples of which include:
 - Grounds maintenance which is now sourced in house.
 - Fleet workshop - provides services for third party organisations
 - NEXUS created a saving to the Council
 - Southgate Cemetery
 - Commercial Waste Services, to include how they are structured, monitor customer base.
3. It was noted that the report lacks details on property and commercial schemes and income generation. How much income did the Council make?

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4. In response £2.2m and figures include total of project generation for 2021-22.
5. NEXUS is not a Pupil Referral Unit (PRU) which was deemed better from an educational prospective as less expensive than a PRU.
6. Enfield Council trade with 120 schools across the country, often on-line, across 57 services. This allows patterns to be monitored easily. The Hub allows for a stronger invoicing system.
7. In-house chefs in schools and good feedback has been received on quality and nutritional value of school meals.
8. A survey was conducted to schools on all services provided. An offer for 2022/23 is tailored around customer demand.

Property:

1. Income had been held up.
2. There was a rent free period during COVID meaning rental income was reduced.
3. Income had been maintained at the expected levels.
4. Looking at incentives to increase income.
5. Vacancy rates showed improvement from 3.9% to 3.5%.
6. The portfolio required investment and there would be a review of all commercial and operational assets.
7. There was an active review to look at these higher-level targets for leasing within Parks. The asset had to be understood and know what is best for that asset. It was important to consider the condition of those hubs.
8. The strategy for reviewing assets in public spaces namely Broomfield Park and the bowling green was queried. In respect of the commercial portfolio estimated at £9.8 million, it was queried whether these are effective managed assets or whether this will increase. It was noted that Broomfield Park is managed by the Leisure team. The majority of retail is managed on behalf of the HRA as well as ground rents from car parks and large supermarkets. A potential review on how estates can improve for the future was discussed.
9. It was noted by the Panel that retail is a key issue as the increase in remote working has added more pressure on small industrial units.

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Officers advised that they will be led by political direction on whether it is best to rent or whether it will focus on the population.

10. The Council's approach to reaching targets was questioned and it was noted that current focus is on commercial income which is not without risk. In respect of targets it is important to have a commercial strategy that is ambitious but realistic.

7. MONITORING UPDATES

The review of the quarterly monitoring reports was noted.

8. MINUTES OF THE PREVIOUS MEETING

The minutes from the Finance & Performance Scrutiny Panel dated 23 June 2021 were agreed.

9. DATE OF NEXT MEETING

The date of the next Finance & Performance Scrutiny Panel was noted and agreed as 15th December 2021 in the Conference Room.

The meeting ended at Time Not Specified.

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FINANCE AND PERFORMANCE SCRUTINY PANEL

INFORMAL MEETING

THURSDAY 6 JANUARY 2022, 7:00PM

MEETING NOTES

1. Councillor Demirel apologised, due to late notice of the change to a Teams live event and not having a suitable device available, the meeting would revert to a Teams meeting. The meeting was informal, but notes would be produced and submitted to the next formal meeting of the Panel. The meeting would also be recorded and the recording would be available to members of the public.
2. Apologies for absence were received from Councillor Mary Maguire, Cabinet Member for Finance & Procurement, who had intended to be present to introduce reports but was this evening unable to attend. Councillors Ian Barnes and Ayten Guzel also sent their apologies for absence.
3. Fay Hammond, Executive Director Resources, and Will Wraxall, Shareholder & Commercial Partnerships Manager, introduced the report 'Review of Public Interest Reports' providing information on the progress in addressing the relevant risk areas in Enfield, including the actions approved by EMT to address residual risks.

In response to Members' queries, officers clarified reserves and the robust monitoring procedures in place.

It was suggested that the Panel may wish to focus on a detailed area around reassurance for next year's work programme.

4. Will Wraxall, Shareholder & Commercial Partnerships Manager, introduced the report 'Focus on Council Companies' providing information on the progress made to date in operation of the Council's companies, and the identified risks in relation to the next phase of their development and operation.

In response to Members' queries, officers gave more details of employees, customers, number of connections, and assets in respect of Energetik, and the governance processes in place.

It was suggested that non-executive directors of the companies could be invited to a meeting of the Panel.

5. Matt Bowmer, Interim Director of Finance, introduced the report 'Review of Impact of Covid-19 2021/22' providing an update on the impact of Covid-19 on the Council's finances for 2021/22, both revenue and capital and the current assumptions and challenges for 2022/23.

In response to Members' queries, it was advised that there had been no confirmation of additional funding to cover 2022/23 costs or potential costs of Long Covid. There were no significant savings impacts, though the Build The Change programme had been accelerated. Insurance costs had not reduced and there had been greater difficulty securing some professional indemnity insurance.

6. Matt Bowmer, Interim Director of Finance, introduced the report 'Cost of agency workers due to Covid-19' provided in response to a request from the Finance & Performance Panel that requested oversight of the cost of agency workers since the beginning of the pandemic due to Covid-19.
7. Councillor Yasemin Brett requested to raise issues of concern around the contract between the North London Waste Authority (NLWA) and Acciona to build the new Edmonton incinerator under Any Other Business. She was particularly concerned about the financial exposure the Council may face should the contract be abandoned. Matt Bowmer confirmed that there was a clear financing strategy for the programme. Advice would need to be taken were the contract not to proceed.
8. The next formal meeting of the Panel was scheduled on Thursday 10 March 2022.

London Borough of Enfield**Finance and Performance Scrutiny Panel****10 March 2022**

Subject: CIPFA Financial Management Update**Cabinet Member: Cllr Mary Maguire, Cabinet Member for Finance****Executive Director: Fay Hammond, Executive Director for Resources****Key Decision: No**

Purpose of Report

1. This report provides an overview of the:
 - i. CIPFA Financial Management (FM) Model external review
 - ii. Council's ongoing focus on financial management, resilience and sustainability

Proposal

2. The Finance and Performance Scrutiny Panel is recommended to note this report and consider including a further progress report in the future year workplan for the Panel.

Reason for Proposal(s)

3. To update members on the CIPFA Financial Management (FM) external review and the Council's financial management arrangements.

Relevance to the Council's Corporate Plan

4. Good financial management, financial resilience and sustainability support the three objectives of the Corporate Plan.
 - a) Good homes in well-connected neighbourhoods.
 - b) Build our Economy to create a thriving place.
 - c) Sustain Strong and healthy Communities.

Background

5. Robust financial management arrangements are more important than ever as local authorities across the UK continue to face significant challenges including increasing demand and cost pressures, uncertain funding and operating in an increasingly complex and unpredictable environment.
6. As with other authorities, the Council remains in a financially challenging position for 2021/22. There continues to be significant risk and uncertainty due to the ongoing pandemic and these could persist into 2022/21 and beyond.

Main Considerations for the Council

7. This report provides an overview and update on the following:
 - i. CIPFA Financial Management (FM) code
 - ii. CIPFA Financial Management (FM) Model external review
 - iii. Internal improvement programme

CIPFA Financial Management (FM) code

8. In October 2019, CIPFA published a new Financial Management (FM) Code, which sets out the principles by which authorities should be guided in managing their finances by which authorities should be guided in managing their finances and the specific standards, they should, as a minimum, seek to achieve. The code is designed to support good practice in financial management and to assist local authorities demonstrate their financial sustainability.
9. The FM code is designed to be flexible to the nature, needs and circumstances of individual authorities. The FM code assessment enables Councils to identify any actions to improve financial management. The FM code principles and standards are included in Appendix A.
10. An initial report on the code was considered by the Finance and Performance Scrutiny Panel March 2021 meeting.
11. In response to the new code and ongoing focus on financial management, the Council has:
 - i. Undertaken an initial light touch internal review of the standards to identify any potential areas of improvements requiring further action
 - ii. Set up a new Finance Improvement Board to focus on driving through improvements
 - iii. Commissioned CIPFA to undertake an external financial resilience assessment (In response to FM Code standard F)
 - iv. Considered the symptoms of financial stress and factors that drive the ability of the authority to withstand financial pressures as part of the January 2022 GPC Financial Resilience report. An action plan has been created to be monitored by the improvement board (In response to FM Code standard G)
12. The light touch internal review was undertaken by the Finance team considering each standard to identify any actions, potential areas of improvement and agree the priorities for the internal improvement programme. These have been incorporated in the Finance Improvement Board 2021/22 workplan and include:
 - i. Monitoring progress with internal audit actions
 - ii. Greater focus on in year processes
 - iii. Statement of Accounts improvements
 - iv. ERP (the councils financial ledger system) improvements
 - v. Governance reviews
13. The CIPFA FM Review will be used to inform the medium-term improvement plan and action plan, incorporating feedback from the wider organisation and best practice.

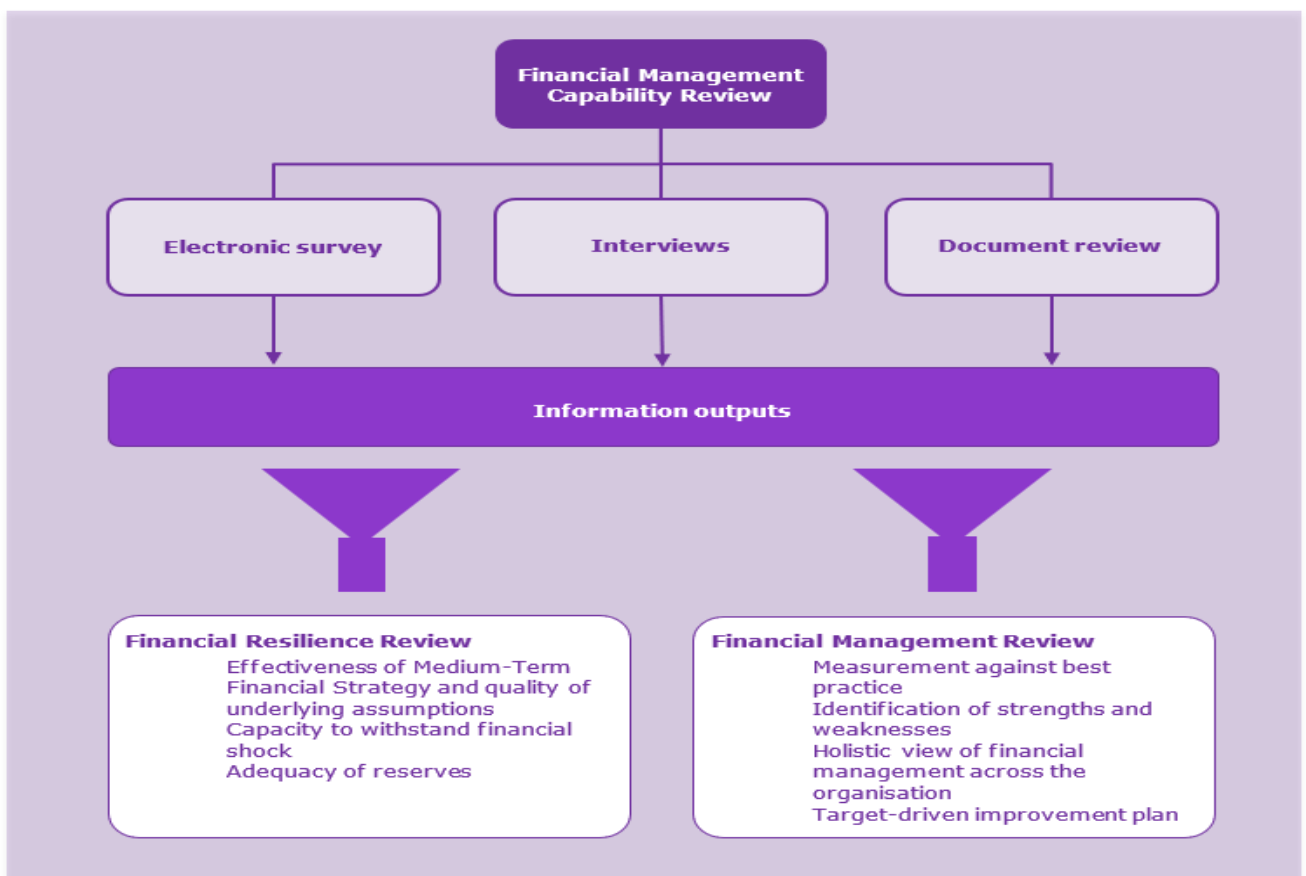
External Review

14. In recognition of the importance of strong financial management in the current environment, our internal review and improvement programme is being further supplemented by an in depth external assessment of our financial management arrangements across the organisation by CIPFA using the CIPFA Financial Management (FM) Model.

15. It is important to note that the focus of the review is on self-improvement. The model is an aspirational model, benchmarking Enfield against around 400 other public sector organisations and best practice. It is intended to identify and disseminate good practice and help prioritise areas where change may be needed.
16. The review is intended to help us build on the areas of improvement that have been identified internally by the Finance Team. The wider feedback from across the wider organisation, best practice and learning from other organisations from the review will be used to help develop a longer-term improvement plan which will be monitored by the Finance Improvement Board.

CIPFA Financial Management (FM) Model External Review

17. CIPFA’s FM Model is an independent ‘as-is’ assessment of an organisation’s capability to effectively manage its current finances, internal processes and operations, as well as how it plans future financial management. Key outputs include identification of areas of best practice and areas for improvement.
18. The FM Model Review consists of two elements:
 - i. A financial resilience review – an assessment of the financial sustainability of an organisation and its ability to withstand financial shock.
 - ii. A financial management review – an assessment against best practice and other organisations who have also been reviewed using the FM model to identify issues and create an improvement plan that can be tracked.
19. The CIPFA FM Model Review combines an electronic survey with interviews and document review.



20. The review considers arrangements in view of the incremental styles of financial management. All organisations require effective stewardship in line with the traditional and core finance role. However, best practice is moving organisations to a more transformational style to cope with the degree of change now required. The CIPFA Model is structured around three styles of financial management:
- i. Delivering Accountability – an emphasis on control, probity, meeting regulatory requirements and accountability.
 - ii. Supporting Performance – responsive to customers, efficient and effective, and with a commitment to improving performance.
 - iii. Enabling Transformation – strategic and customer-led, future orientated, proactive in managing change and risk, outcome focused and receptive to new ideas.
21. The Model is also organised by four management dimensions. These cover both “hard edged” attributes that can be costed/ measured, as well as “softer” features such as communications, motivation, behaviour and cultural change. These are:
- i. Leadership – focuses upon strategic direction and business management, and the impact on financial management of the vision and involvement of the organisation’s decision makers and senior managers.
 - ii. People – includes both the competencies and the engagement of staff. This aspect generally faces inward to the organisation.
 - iii. Processes – examines the organisation’s ability to design, manage, control and improve its financial processes to support its policy and strategy.
 - iv. Stakeholders – deals with the relationships between the organisation and those with an interest in its financial health, whether Government, inspectors, auditors, taxpayers, suppliers, customers or partners. It also deals with customer relationships within the organisation, between finance services and its internal users.
22. The electronic survey, interviews and document review result in a scoring matrix, with 0 to 5 (5 being best/green) scores. An example of the format that will be used for the results is shown below.

Example scoring matrix

CURRENT SNAPSHOT	Management Dimensions			
Financial Management Style	Leadership	People	Processes	Stakeholders
Delivering Accountability	***	*	***	*****
Supporting Performance	**	*	**	**
Enabling Transformation	**	*	*	**
Overall Rating	**			

23. CIPFA have advised that they would generally expect local authorities to receive an overall rating in the region of 2 to 3 stars, reflecting the ongoing challenging financial environment that local authorities are facing and funding available to target additional resources in this area to support the move to a more transformational style in line with best practice. CIPFA’s 5 star rating assessment criteria is provided in Appendix B.

CIPFA FM Review – initial update

24. CIPFA have provided an update on progress with each element of the review as at mid-February based on the interviews and surveys that had been completed at this point in time:
- i. Document review – the CIPFA team have reviewed a wide range of documents including the Medium-Term Financial Strategy, Capital Strategy, Treasury Management Strategy and Internal and External Audit Reports
 - ii. Interviews – the CIPFA team have conducted 40 interviews of officers across the Council, both in Finance and all service areas and at all levels of seniority
 - iii. Electronic survey – the survey has currently been completed by 40 staff
25. The CIPFA FM Model Review is still underway, however the early emerging findings that have been initially discussed with CIPFA are broadly in line with the key areas of improvement that have been identified internally.
26. Areas of strength or recent improvement that have been initially identified include:
- i. Very positive feedback from the interviews that individuals in Finance were approachable and helpful, with good often long-standing relationships in place
 - ii. Creation of the second Director of Finance post to strengthen the finance structure to reflect the Council's ambitious Capital Programmes, Regeneration, Housing Programme and Treasury Strategy
 - iii. Progress with the capital improvements made to date including the establishment Capital Finance Board and Development and Investment Financial Framework (DIFF)
 - iv. Improvements made in developing forward financial plans and strategies including the MTFP, Capital and Treasury Management Strategies and the borrowing cap.
 - v. Compared to most authorities Enfield has more developed financial plans and strategies. This is important given the series of ambitious capital / regeneration projects.
27. Potential areas for further improvement and risks that have been initially identified include:
- i. Challenges with the current finance and budget monitoring systems which are impacting on the team's time, focus and ability to move focus from transactional activities to focusing more on value added activities
 - ii. Importance of focusing on streamlining processes and cultural change in preparation for a new ERP system
 - iii. Ability of the team to move towards a more transformational style in the short to medium term based on the current system challenges
 - iv. Importance of progressing the work to ensure that finance is equipped, skilled and appropriately resourced to support the complexities of the Council's commercial arrangements and ambitious capital programme (including exploring use of the HM Treasury Better Business Case model learning)
 - v. Resilience risks relating to the Council's ambitious Capital Programmes, Regeneration, Housing Programme and Treasury Strategy e.g., construction price increase risk

28. Once the review has been completed, the results will be finalised and incorporated into the agreed action plan and improvement plan, supplementing the existing internal improvement programme. This will be reported to the General Purposes Committee.
29. As part of the Finance and Performance Scrutiny Panel 2022-23 work programme planning, Members may wish to include further updates on the Action Plan. We will also look to include commentary with the annual governance statement, in line with the CIPFA guidance once further details are provided.

Internal improvement programme

30. Alongside the external review, the ongoing Finance internal review and improvement programme is continuing to progress. The remainder of the report provides an update on the key areas of improvement currently underway, for consideration in view of the emerging themes from the external review and future action plan:
- i. Financial resilience
 - ii. Review of the finance structure
 - iii. Finance Improvement Board
 - iv. ERP (the councils financial ledger system) improvements

Financial Resilience

31. Financial resilience continues to be a key area of focus for the Council, with the following reports on resilience considered by the General Purposes Committee (GPC) in the past year:
- i. Financial Resilience Update – January 2022
 - ii. Annual Review of Financial Resilience – March 2021
 - iii. Capital Expenditure and Sensitivity of Interest Rates – March 2021
32. In addition, financial resilience risks, existing risk mitigations and further planned actions are included in the Corporate Risk Register.
33. Further the Finance and Performance Panel considered Public Interest reports risks and Companies financial resilience in the informal meeting held in January 2022.
34. The most recent GPC report provided further details on the areas of risk and an annual update on financial resilience providing an update on:
- i. Work undertaken to improve the robustness and resilience of the Council's finances
 - ii. Initial consideration of some of the factors that drive the ability of the authority to withstand financial pressures, as outlined in the new CIPFA Financial Management Code
 - iii. Other areas of risk
 - iv. The external financial resilience assessment that CIPFA have been commissioned to undertake as part of the Financial Model assessment

35. The Council continues to have an ongoing focus on resilience with significant work undertaken in previous years to create a robust and sustainable budget to put the Council in a strong position to manage the challenges ahead. Improvements made include an increased focus on longer term financial planning, increased focus on capital financing and regular assessment of interest rate risk, detailed review on the use of reserves and the introduction of additional financial governance and challenge arrangements. These include the Pressures Challenge Board, Capital Finance Board, weekly Executive Management Team budget meetings, Assurance Board and Finance Improvement Board (new 2021).
36. In addition to the factors identified in the CIPFA FM Code guidance, the Council continues to monitor closely additional areas of risk including gross external debt and interest payable and commercial arrangements.
37. Whilst significant work has been done and good progress made, an ongoing focus on review, challenge and continuous improvement of our financial management arrangements to support financial resilience and sustainability continues to be essential.

Review of the finance structure

38. A suitably resourced and fit for purpose finance team is important to effectively support the Council to drive forward the council plan, address emerging challenges and ensure financial sustainability in the medium term. Council's are working in an increasingly complex financial environment with the need for a broad skill set from more complex technical accounting requiring commercial acumen. Layered with increased financial risk due to the broader economic and social environment post Covid19.
39. CIPFA were commissioned to undertake an initial review of the finance structure in 2021, following the permanent appointment of the role of the Executive Director of Resources. This review was intended to support the reassessment of the priorities for the department, organisational risk and the economic and financial context of the Covid19 pandemic and consider options for developing a structure that was fit for the future.
40. The underlying theme from this review was that "Finance do the basics but lack the strategic thinking/capacity to take the commercial/financial discussions to the next level". This review resulted in a clear consensus emerged from those conversations:
 - i. Significant progress had been made to date to improve the resilience of the budgets
 - ii. Finance team roles in the council's ambitious regeneration and housing programmes needs to be strengthened – engagement in these areas and influencing the strategic direction at the outset
 - iii. Delays in the Statement of Accounts is a significant priority to address
 - iv. Team members commented on the lack of capacity to "think" and plan and invest in continuous improvement due to the workload and capacity issues
 - v. Procurement function is currently in the process of being restructured and requires the improvement plan to be delivered
 - vi. Commercial function and strategy requires review

41. The CIPFA review suggested a number of recommendations for consideration including to split out the current single role of the Director of Finance and Commercial into two roles to balance the workload from one to two directors. “This will also provide an increased managerial focus on the day-to-day running (and transformation of) core Finance whilst allowing another Director post to focus on the commercial, capital, regeneration, financing of the commercial, capital, regeneration, financing of the capital programme and procurement activities of the function”.
42. In response to this recommendation, the creation of a second Director of Finance post was agreed by the Staff Appeals, Appointment and Remuneration Committee at the April 2021 meeting. The post holder has recently commenced in post and will progress the high-level priorities for the post as outlined in the committee report.

Finance Improvement Board

43. A new internal Finance Improvement Board was set up in 2021 to coordinate, agree and monitor a number of key activities and workstreams which aim to drive forward a number of financial improvements including:
- i. Monitor progress with internal audit actions
 - ii. Greater focus on in year processes
 - iii. Statement of Accounts improvements
 - iv. ERP (the councils financial ledger system) improvements
 - v. Governance reviews
44. The board was established in September 2021, meets monthly and is chaired by the Executive Director (Resources) and is a sub-board of the Council’s Assurance Board chaired by the Chief Executive. To date key areas of performance improvement, include monitoring of in year processes to support Statement of Accounts production, review of finance policies, expedited the delivery of high-risk audit actions in finance, reviewed use of holding codes to simplify ledger. This Board has a forward work programme which also includes delivering the CIPFA FM action plan.

Enterprise Resources Planning (ERP) improvements

45. The Council’s financial ledger system and budget monitoring system are a key area requiring significant improvement over the medium term. Options will be considered as part of the planned replacement of the Council’s Enterprise Resource Planning (ERP) system, which is included in the current capital programme. This is a significant and complex change, requiring appropriate preparation, cultural change and lead in time. Feedback from other local authorities’ recent experiences is that early focus on preparation is crucial. From a finance perspective, the initial focus for preparing for the change is on the review of our current business processes and procedures, which is a specific workstream of the new finance improvement board.

Safeguarding Implications

46. None

Public Health Implications

47. None

Equalities Impact of the Proposal

48. None

Environmental and Climate Change Considerations

49. None

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

50. The report is for noting

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

51. The report is for noting

Financial Implications

52. The review is being funded from within existing budgets. Any additional costs arising out of the review will be reported through the Quarterly Revenue Monitoring reports.

Legal Implications

53. There are no legal implications arising directly from the CIPFA FM Code.

Workforce Implications

54. None arising directly from the Review.

Property Implications

55. None

Other Implications

56. None

Options Considered

57. None

Conclusions

58. The Council will consider the outcome of the review, which will be incorporated into an agreed action plan and improvement plan.

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23 February 2022

Appendix A – CIPFA FM Code Principles and StandardsFM Code Principles

- (A) Organisational leadership – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture
- (B) Accountability – financial management is based on medium-term financial planning, which drives the annual budget process supported by effective risk management, quality supporting data and whole life costs
- (C) Financial management is undertaken with transparency at its core using consistent, meaningful and understandable data, reported with appropriate frequency and with evidence of periodic officer action and elected member decision making
- (D) Adherence to professional standards is promoted by the leadership team and is evidenced
- (E) Sources of assurance are recognised as an effective tool mainstreamed into financial management and include political scrutiny and the results of external audit, internal audit and inspection
- (F) The long-term sustainability of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources

FM Code Standards

- (A) The leadership team is able to demonstrate that the services provided by the authority provide value for money (Include alternative delivery models)
- (B) The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government
- (C) The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control
- (D) The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)
- (E) The financial management style of the authority supports financial sustainability
- (F) The authority has carried out a credible and transparent financial resilience assessment
- (G) The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members
- (H) The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities
- (I) The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans
- (J) The authority complies with its statutory obligations in respect of the budget setting process
- (K) The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves
- (L) The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget
- (M) The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions
- (N) The leadership team takes action using reports, enabling it to identify and correct emerging risks to its budget strategy and financial sustainability
- (O) The leadership team monitors the elements of its balance sheet which pose a significant risk to its financial sustainability
- (P) The chief finance officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom

(Q) The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions

Appendix B – CIPFA’s 5 Star Rating Assessment Criteria

Rating	Assessment
*****	The organisation has in place leading edge financial management capability that allows it to anticipate both challenges and key opportunities, driving transformational change in order to optimize its performance and deliver optimal outcomes. Financial strategy is robust and covers medium to longer term and the organisation is fully agile in adapting to unforeseen events without impacting key outcomes. Investment programme management including commercial capabilities are fully integrated with operational requirements and highly effective with significant returns being achieved on improved service delivery. Financial management capability meets global best practice standards.
****	The organisation has in place strong financial management capability which enables it to deliver effective outcomes in challenging times, provides stability through to the medium term, is agile in adapting to unforeseen events, continually identifies opportunities to improve its performance and contributes to organisational transformational change. Most investment programmes are delivered to time and cost. The organisation has strong insight into cost drivers and commercial capabilities are highly evident with strategic and operational planning.
***	The organisation has sound financial management capability and has arrangements in place that are adequate in supporting the organisation under stable conditions and enables it to incrementally develop but is not sufficient for challenging times or driving transformational change. There is a medium-term financial strategy and competent investment programme management that ensures that most programmes are implemented although invariably not all projects will come within budget and timescales. Commercial capabilities exist but are only partially developed.
**	The organisation has basic financial management capability. Financial management arrangements are in place that allows the organisation to meet the minimum of practice standards and provides functional capability in the short term, a minimum level of support in the delivery organisational outcomes but does not support organisational transformational change. Financial management style is predominantly stewardship in nature rather than supporting effective decision support. Investment Programme management is rudimentary and there is a disconnect between operational and financial strategies.
*	The organisation has some financial management arrangement in place, but they are inadequate and provide only minimal financial management capability with reactive short-term solutions. Basic accountability obligations are minimally covered, and financial management does not meaningfully support effective organisational outcomes of transformational change. Basic stewardship responsibilities are a challenge and financial management capability is not fully embedded within basic decision support.

This report format is for scrutiny reports

London Borough of Enfield

**[Finance & Performance Scrutiny Panel
10th March 2022]**

Subject: Focus on Performance - Customer Experience

**Cabinet Member: Cllr M. Maguire
Executive Director: Fay Hammond**

Purpose of Report

1. To update panel on the performance of face to face, telephony, webchat and website elements of customer experience, and to set out progress on the refreshed website (content management system/CRM) and customer relationship management (CRM) system, providing a demonstration of the new website and understanding of new impact measures that will be possible once the new website is in place.

Relevance to the Council Plan

2. Customer Experience performance relates to all areas of the Council Plan since these services enable customers to communicate and transact with the Council about a wide range of matters regarding living and working in Enfield. Specifically, the work being done regarding the website refresh aligns to the Modern Council priority, since this is designed to enable easier and more effective transactions with the council and improved access to information, advice and guidance for all our customers, across the residential and business communities.

Background

3. Over the last 2 years our direct services to customers have endured more peaks and troughs in demand and capacity than usual, as a result of Covid, both directly and indirectly. Some of these challenges are reflected in our performance, and we have looked for new ways of resolving issues as we have experienced new challenges – for example we now look to deliver a call back service when we experience service failure. The service has also played a key part in the Council's response to Covid, including the development of a community telephone line that continues to respond to the needs of residents and businesses in navigating their needs either directly or indirectly as a result of Covid. We have also adapted our face-to-face offer and now run 2 Community Hubs which support vulnerable residents with targeted support.
4. There have also been a number of new service developments based across all channels of delivery, such as: the food pantry at Edmonton Green Community Hub, the integration of the Housing Repair Centre (telephony team) with the Housing Service, the further development of the visa verification service in

Libraries, the emerging website refresh and emerging local employment and skills team to be based in the Community Hubs.

5. The structure of the service has also altered recently, with: website and telephony functions now under one Head of Service (Customer Solutions) which enables service design to be unconstrained by management of service channels, and; Community Hubs now as their own functional area. These changes align all universal customer services in one place, with the deeper 'tier 2' services that support those customers in more need, again co-ordinated in one place. This organisational change occurred in December 2021.

Main Considerations for the Panel

6. The performance data and trends, alongside service information and context are set out in the attached presentation for consideration and discussion by the panel.

Conclusions

7. This report and associated presentation provide a broad view of performance, context, challenges, and resolutions across customer experience.

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10/03/2022

Appendices

No appendices - presentation attached.

Background Papers

N/A

F&P Scrutiny 10th March 2022

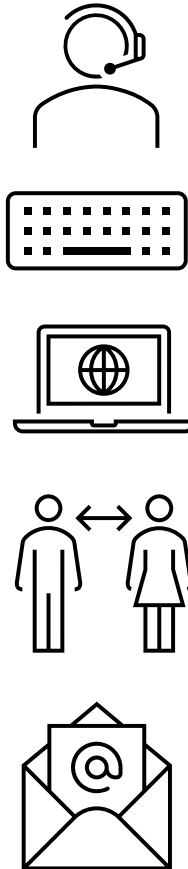
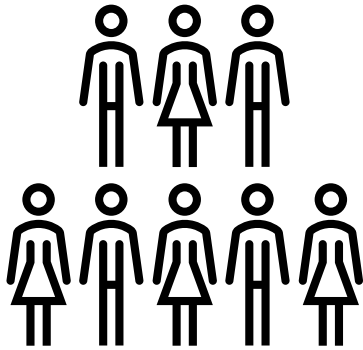
Customer Experience

Agenda - timing

- Services as front door – 15 mins
 - Review of the year
 - Plans moving forward
 - CRM and CMS project
- Demo of new website – 15 mins
- Q and As – 15 mins

Services at front door

Communication



- Libraries (F2F)
- Community hubs (F2F)
- Contact centre/telephony
- Webchat
- Web

Libraries

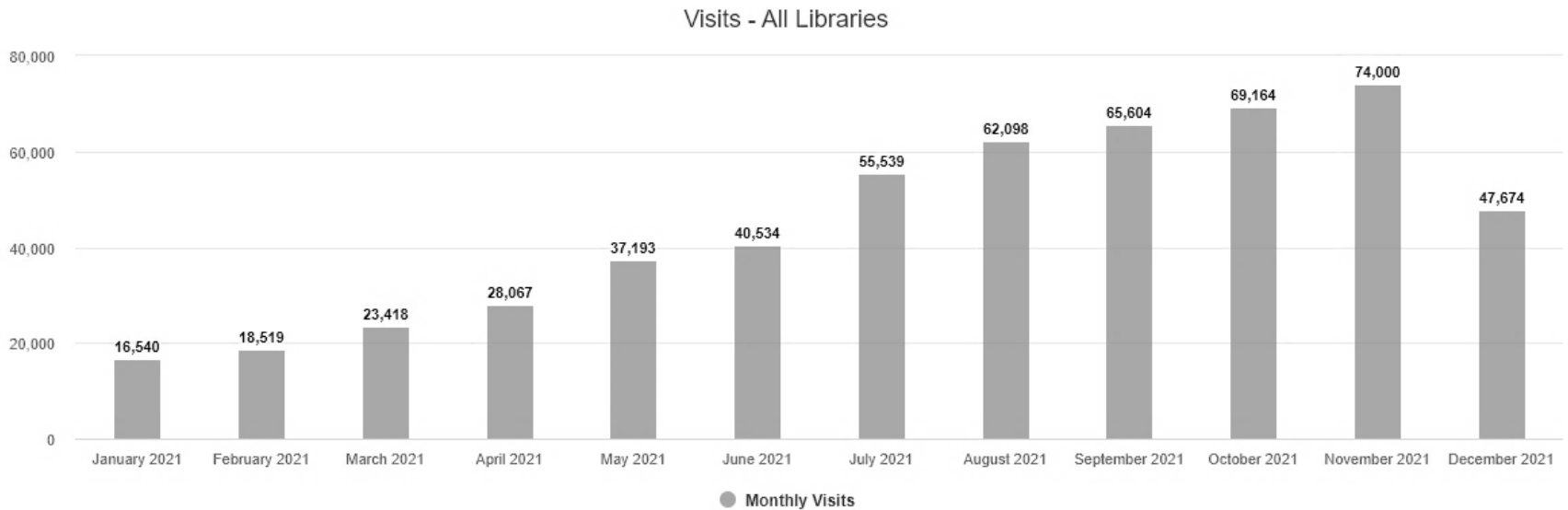
- Kept open through pandemic
- Growth in online offer and activity
- Hundred partners and growing
- Space for both council and stakeholder delivery
- National and local outputs
- Volunteer growth
- Successful and developing income – visa verification
- Growth of library consortium
- Planned new initiatives – sensory and maker spaces and good growth fund (Fore Street)

Libraries online visits

TOTAL FIGURES	APRIL 2021 - PRESENT
PressReader e-newspapers & e-magazines	514464
e-books	35397
e-audiobooks	19987
e-comics & e-magazines	11116
	580964
New Joiners	918
Social Media Impressions	248810
Social Media Reach	1542157
Social Media Followers	6567

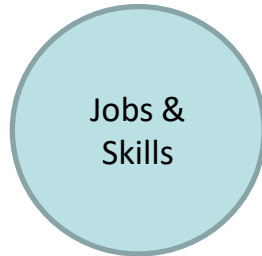
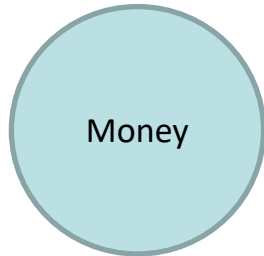
Libraries physical visits

Pre – covid 1.4 million, but trend on emergence is promising



Community Hubs – in depth support *

Four Pillars



Current support and referral pathways

- Welfare & Debt Advice
- CAB
- Informed Families
- Enfield Connections

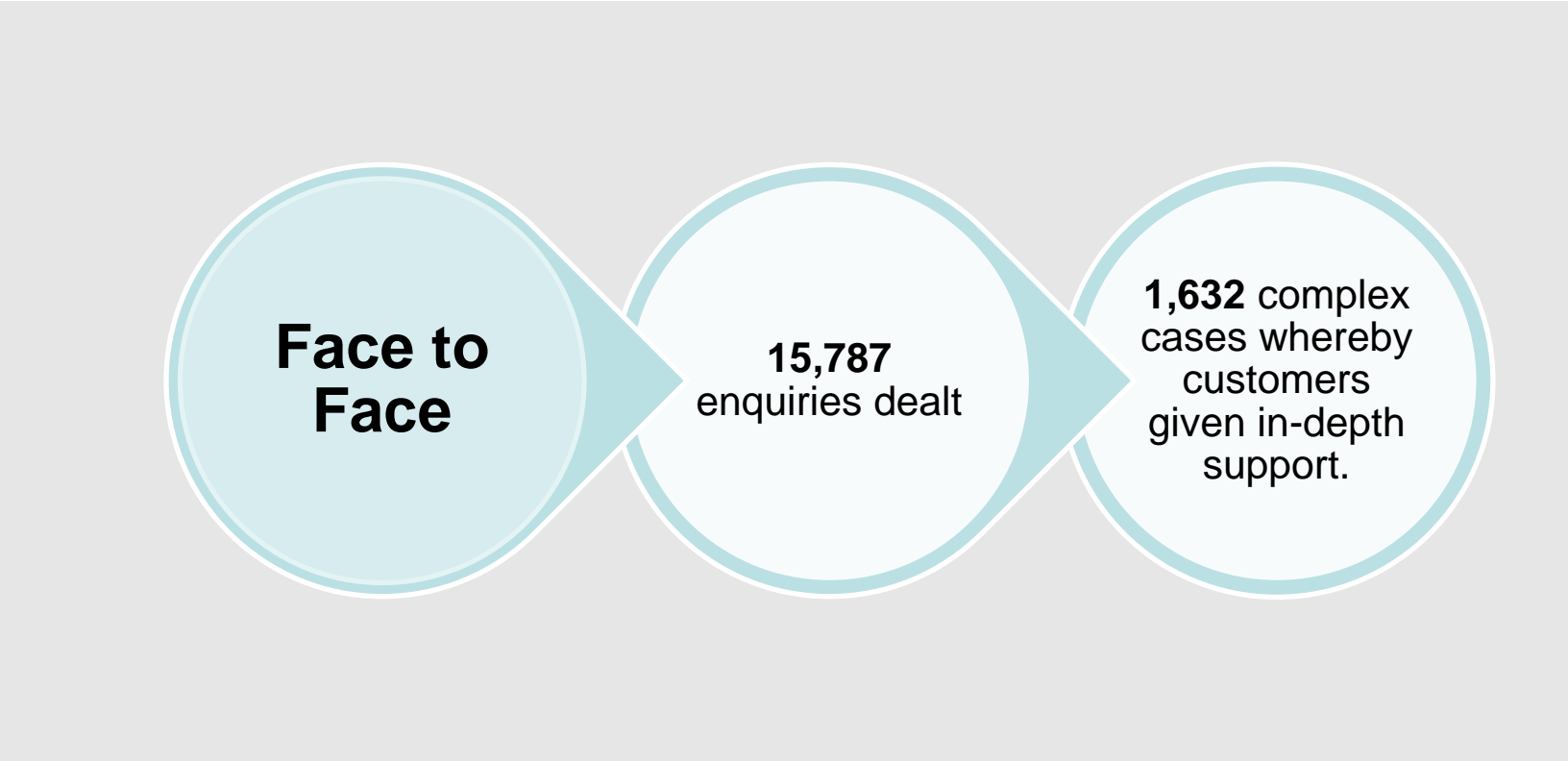
- Local Employment Team (New)
- 50+ Job club
- Informed Families/
- Training
- EVA
- Community Development Team

- Food Pantries (Appendix 2)
- ABC Parents
- Enfield Community Psychological team
- Age UK
- NHS Digital First Programme
- NMUH Midwifery Service
- Enfield Food Alliance
- EVA
- NMUH Health & Wellbeing Hub

- Housing & Immigration Service
- Street Homeless service
- Floating Housing Team
- Link to Homelessness Team

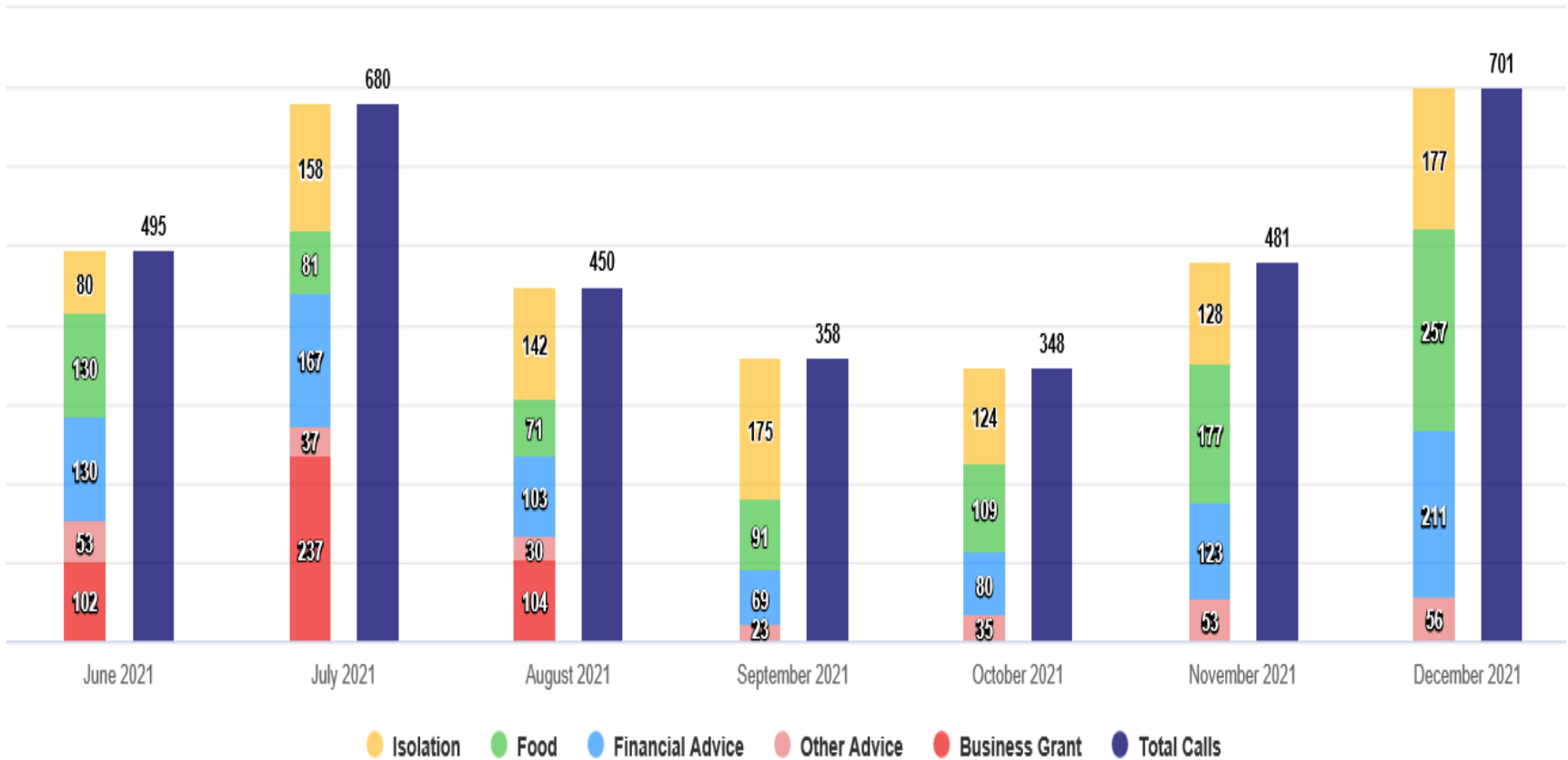
* (See Appendix 1)

Community Hubs contact with customers 2021/22



Community Line

Community Hub Covid Calls



Contact Centre KPIs

Indicator
Customer Satisfaction: Webchat
Customer Satisfaction: Telephone Advisor 'Professional' Rating
Gateway Telephones - Answer Rate
Gateway Telephones - Average Wait Time
Customer Services: % of Calls Answered Within 5 Minutes

Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22
Value	Value	Value	Value
84.4%	86.8%	86.1%	83.2%
82.1%	84.3%	86.4%	75.2%
94%	90%	90%	91%
00h 01m 56s	00h 03m 42s	00h 03m 31s	00h 02m 38s
96%	95%	93%	83%

Q2 2021/22		Annual Target 2021/22
Value	Target	
84.5%	85.0%	85.0%
83.1%	85%	85%
90%	85%	85%
00h 03m 01s	00h 03m 00s	00h 03m 00s
82%	90%	90%

Contact Centre

Highlights

- Good customer satisfaction and overall answer rates
- Excellent monitoring procedures in place and training
- Compliments from residents around customer care
- Apprentice of the Year

Challenges

- Power outage and intermittent telephony issues
- Staffing issues relating to agency recruiting, training and Covid 19
- Additional projects e.g. EU settlement status

Resolution

- Working with supplier and DS around telephony incidents learning
- Transition of staff recently to HRC supported by technical advisors
- Established successful call back delivery
- Review of staffing around permanent solution & grow the front door - ongoing
- Implemented “hotlines” to back office for escalation and resolution

Contact Centre top volumes

				2021/2022 Performance Indicators (RAG) Type R, A or G for traffic lights												
				Q1			Q2			Q3			Q4			YTD/Average
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Contact Centre: Telepr	Tel Registrar Enquiries	GWD 001b		2,319	2,238	2,351	1,943	1,999	1,943	1,664	1,849	1,379	2,178			19,863
	Tel Fin. Assessment Enquiries	GWD 001c		10,869	15,730	11,738	12,202	13,603	13,792	13,122	14,408	10,350	15,328			131,142
	Tel Housing Advisory Enquiries	GWD 001d		5,674	4,960	5,142	4,332	4,175	4,719	4,380	4,723	3,578	4,483			46,166
	Tel Environmental Services Enquiries	GWD 001e		6,679	5,831	7,592	6,244	6,057	6,028	5,274	5,747	4,295	4,883			58,630
	Tel Payment Enquiries	GWD 001f		870	740	537	623	552	569	534	591	400	467			5,883
	Tel Council Housing Enquiries	GWD 001g		7,523	6,745	7,569	7,374	6,755	7,315	7,938	9,021	6,654	8,325			75,219
	Tel Various Other General Service Enquiries	GWD 001h		6,190	5,361	5,834	6,817	5,462	5,946	5,038	5,770	4,260	5,977			56,655

Webchat volumes

Top volume of webchats taken

Enquiry Type	Webchat Enquiries 2021/22										YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Environmental Services Enquiries	1,463	1,398	1,699	1,568	1,425	1,448	1,316	1,327	1,081	1,296	14,021
Various Other Services Enquiries	1,749	1,393	1,605	1,580	1,237	1,273	1,088	1,096	1,034	1,152	13,207
Fin. Assessment Enquiries	921	1,188	880	899	927	1,073	1,056	1,039	813	973	9,769
Council Housing Enquiries	278	286	241	212	195	275	287	358	290	330	2,752
Homelessness Enquiries	149	176	152	160	388	335	291	252	146	217	2,266
Registrar Enquiries	130	122	120	115	129	129	97	135	85	113	1,175
Payment Enquiries	59	53	61	55	60	57	73	82	62	49	611
Totals	4,749	4,616	4,758	4,589	4,361	4,590	4,208	4,289	3,511	4,130	43,801

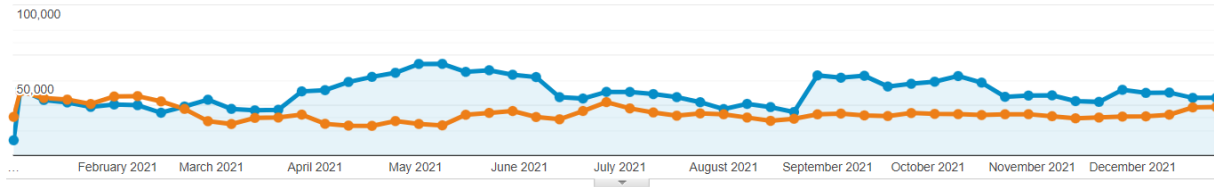
Webchat

- Mystery shopping
- Link to new website
- Training
- Promotion across organisation
- New tool enhancements

Website

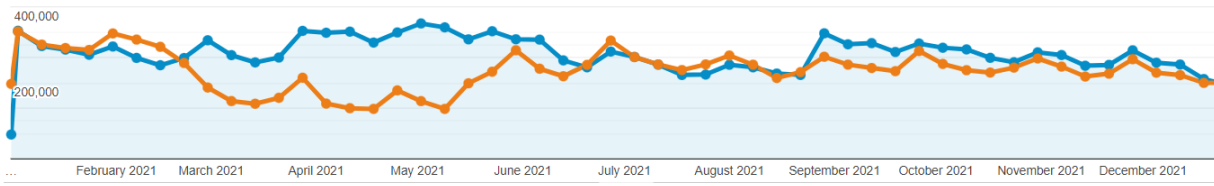
Total users: + 61% year on year

01-Jan-2021 - 31-Dec-2021: ● Users
 01-Jan-2020 - 31-Dec-2020: ● Users



Total page views: + 18.6% year on year

01-Jan-2021 - 31-Dec-2021: ● Page Views
 01-Jan-2020 - 31-Dec-2020: ● Page Views



Top 5 services by traffic growth

Name	Page views
Rubbish & recycling	+ 32.14%
Housing	+ 105%
Council Tax	+ 70.5%
Children and Education	+ 62%
Your council	+107%

CRM/CMS Project

Customer Relationship Management (CRM)

- System used to manage all relationships and interactions with customers
- Should improve customer relationships by keeping us connected
- Allows streamline processes and ease of transactions

Components being replaced include: Enfield Connected, web forms, and integration to Line of Business applications.

Content Management System (CMS) - Website

- Software that allows us to create and manage content for our website.
 - Presents a low-code, human–friendly and intuitive interface
 - Should be managed and maintained by people of all technical levels.
-
- Both will have improved data and insight (Appendix 3)
 - Vision (Appendix 4)

The website redevelopment has included user research and testing, website redesign, content audit and engagement with over 300 stakeholders as a co-design

CMS (Website) Demo – Q & A

Appendices

Appendix 1 Community Hubs

The Community Hubs create a 'bridge' between the Council's Early Help for All Strategy and a range of targeted support for residents in need.

3 Strategic Priorities

4 Levels of Need



Appendix 2 Our Community Pantry

Strictly a referral-based model, with bespoke customer action plans.

Provision by Enfield Foodbanks, Felix Project and ASDA so far...

Cheaper and healthier alternatives to mainstream shopping for people who are in poverty.

Promoting self-esteem

Lead by the creation of a Food Action Plan for Enfield to ensure that all families have access to healthy food as per Enfield Poverty Inequality Plan 2020.

Our community-led model; with community volunteers operating the pantry, nudges people who can self-help, away from complete dependency on food banks, so those in most need can access the support.

Appendix 3 Improved Data and Insight tools

Our CMS cloud hosting provider uses **ThousandEyes** for uptime and incident monitoring.

Google Lighthouse gives the Web Team benchmarks for page speed and other performance scores.

Website analytics data and goal tracking come from **Google Analytics** and **Google Tag Manager**.

Search analytics are provided by **Funnelback** and **Google Search Console**.

Accessibility, content quality and SEO scoring are provided by **Sitemorse**.

The Web Team has trialled and would like to procure **HotJar** for heatmaps and click tracking.

End to end journey analytics to make improvements

GovMetrics implementation

Site Uptime & Page Performance



Thousand Eyes



Lighthouse

Website Data & Analytics



Google Analytics



Google Tag Manager

Search Analytics



Squiz Funnelback



Search Console

Accessibility, SEO & Content Quality



Heatmaps & Click Tracking (planned)



Appendix 4 CRM/CMS Vision

Transformation of the digital platform will introduce digital-enablement and opportunity for the Council to:

- Empower residents with an intuitive and accessible online experience at all times
- Streamline the user journey and improve customer experience and satisfaction
- Create a robust and reliable platform for users and future development
- Make self-service a desirable function
- Make better use of data to understand the evolving needs of residents
- Progress compliance of WCAG 2.1 standards
- Provide the opportunity to develop a single view of the customer

This report format is for scrutiny reports

London Borough of Enfield

Finance and Performance Scrutiny Panel

10 March 2022

Subject: Financial Governance

Cabinet Member: Cllr Mary Maguire, Cabinet Member for Finance

Executive Director: Fay Hammond, Executive Director for Resources

Key Decision: No

Purpose of Report

1. This report provides an overview of the Council's governance arrangements.

Relevance to the Council Plan

2. Effective governance arrangements support the three objectives of the Corporate Plan.
 - a) Good homes in well-connected neighbourhoods.
 - b) Build our Economy to create a thriving place.
 - c) Sustain Strong and healthy Communities.

Background

3. There are a number of frameworks and processes in place to provide assurances regarding financial governance. This is a key role for the General Purposes Committee who carry out the role of the Audit and Risk committee function.
4. This report sets out these frameworks and processes which may inform the work programme of the F&P for future meetings to dovetail with the GPC future workplan.
5. This includes:
 - Financial and governance framework policy requirements
 - The internal audit framework
 - The annual governance statement which is audited by external auditorIn addition, the CIPFA FM review will consider financial governance as part of its remit.
6. The F&P have previously received reports covering key areas of assurance: financial governance in including public interest reports findings for local authorities in financial difficulties and company governance.

Financial and governance framework policy requirements

7. The CIPFA FM guidance describes “a framework for governance and internal control is a cornerstone of the authority’s ability to operate effectively”. Key elements of the suggested framework include:
 - a. Constitution
 - b. Governance structure
 - c. Terms of reference
 - d. Conduct of meetings
 - e. Scheme of delegation
 - f. Robust processes and controls
 - g. Partnership governance
8. The Council has a clear governance framework in place as set out in the Constitution and associated documents such as the Finance Regulations, Scheme of Delegation, Terms of Reference. These documents were reviewed in February 2020.
9. Further assurance on the effectiveness of these arrangements is supported by the Audit Plan which reviews all key financial systems based on risk. The actions are monitored via the GPC regular reporting. In addition to the Assurance Board (strategic level) and Finance Improvement Board (operational level) hold officers to account to deliver the audit actions.

The Internal Audit Framework

10. The CIPFA guidance recommends the authority seek assurance that its governance and internal control arrangements are operating effectively and that those responsible for the effective operation of these arrangements are held accountable. Some suggested ways to achieve this are:
 - a. Internal audit
 - b. Head of internal audit
 - c. Internal audit planning, reporting and resourcing
 - d. Risk management
 - e. Audit committee
11. The General Purposes Committee considers the audit plan at the start of the year, regular and comprehensive updates on the Internal Audit and Risk throughout the year. This includes monitoring of audit outcomes and progress of actions taken. The Annual Report, presented at the June 2021 Committee, reported that, “there is Reasonable assurance over the arrangements for governance, risk management and internal control in the London Borough of Enfield”.
12. The review of the effectiveness of the role carried out by the General Purposes Committee was carried out by CIPFA and reported in January 2022. As part of this review, CIPFA undertook assessment of the GPC against the CIPFA self-assessment of good practice from the CIPFA “Practical Guidance for Local Authorities and Police,” 2018 edition. CIPFA can provide assurance that the operation of the GPC works well, recognising that there are, nonetheless a number of recommendations.

Annual Governance Statement (AGS)

13. The Accounts and Audit Regulations 2015 cover internal control, financial management, financial reporting and internal control. Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 require all local authorities in England to each financial year:
 - a. Review the effectiveness of the system of internal control
 - b. Prepare an Annual Governance Statement
14. Local authorities are required to prepare an annual governance statement to report on the extent to which they comply and providing details of the review of governance that has taken place, including the role of the governance structures in place. The Delivering Good Governance in Local Government Framework, CIPFA and Solace 2016 is intended to assist authorities individually in reviewing and accounting for their own unique approach. The overall aim is *“to ensure resources are resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities”*.
15. The final 2020-21 Annual Governance Statements were considered at the General Purposes Committee meeting, where a number of changes and improvements were made including:
 - a. Expanded and re-formatted the introduction to more clearly align the statement with The Delivering Good Governance in Local Government Framework, CIPFA and Solace 2016
 - b. An overview of the review of governance arrangements, with details included for each principle from the Framework including the governance structures involved
 - c. A separate section was included specifically on Covid-19 risks
 - d. A section was added on the Internal Audit Plan and Actions
16. The AGS was reviewed at the GPC on 4th August 2021.

Conclusions

17. This report sets out key financial governance framework that is in place. CIPFA FM review outcomes includes financial governance theme and will support continuous improvement and review of our financial governance arrangements.

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Date of report 28 February 2022

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FINANCE & PERFORMANCE SCRUTINY PANEL WORK PROGRAMME 2021/22

ITEM	Weds 23 June 2020 work planning	Tues 14 September 2021	Weds 15 December 2021	Thurs 6 January 2022	Thurs 10 March 2022
Annual Items					
Setting the Panel's Work Programme 2021/22	Agree work programme				
Budget 2022/23 and Medium-Term Financial Plan 2022/23 to 2025/26		To consider draft proposals and report onto Overview and Scrutiny Committee			
Specific Items					
Local Priorities for 2021/22	Verbal presentation				
Focus on Council company's business plan; HGL; Montagu and Energetik			Report		
MTFP overview including focus on Covid19 impact and review of our risks and overall financial resilience. To include Council debt recovery and our approach to recover and monitoring of Council Tax and Business Rate income and performance levels.		Report			
Update on commercial and		Report			

property and income generation					
Review of impact of Covid 19 in 2021-2022			Report		
Budget update to include departmental restructures and the ramifications to the Council.					(Removed, and does not need to be added to a future agenda)
Public Interest Report				Report	
Focus on performance - customer experience - measuring the impact of the website; performance in customer.					Report
Fair Funding presentation on impact for Enfield		Report			
CIPFA FM Assessment outcome					Report
Cost of agency staff to the Council during Covid and beyond				Report	
Focus on financial governance arrangements					Report
Monitoring/Updates					
Quarterly Monitoring Reports: <ul style="list-style-type: none"> • Revenue • Capital • Performance 		Review		Review	Review