



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING
TO BE HELD ON WEDNESDAY, 27TH
SEPTEMBER, 2023 AT 7.00 PM**

**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

**Please
Reply to:** Nicola Lowther
Governance Manager

E-mail: Democracy@enfield.gov.uk
My Ref: DST/PW

Date: 19 September 2023

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Wednesday, 27th September, 2023 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

Terry Osborne

Director Law & Governance

THE MAYOR'S CHAPLAIN TO GIVE A BLESSING

- 1. ELECT A PERSON TO PRESIDE IF THE MAYOR AND DEPUTY MAYOR ARE NOT PRESENT**
- 2. APOLOGIES**
- 3. MAYOR'S ANNOUNCEMENTS**
- 4. MINUTES OF PREVIOUS MEETING (Pages 1 - 10)**

To receive and agree the minutes of the previous meeting of Council held on Wednesday 14 June 2023 as a correct record.

5. DECLARATIONS OF INTEREST

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

6. OPPOSITION PRIORITY BUSINESS - PROVISION AND MAINTENANCE OF HOUSING BY LB ENFIELD (Pages 11 - 12)

An issues paper prepared by the Opposition Group is attached for information.

7. YOUTH JUSTICE STRATEGIC PLAN (Pages 13 - 106)

Council is asked to agree the Youth Justice Strategic Plan for 2023/24.

8. CAPITAL OUTTURN 2022/23 AND 2023/24 PERIOD 3 CAPITAL MONITORING (Pages 107 - 138)

Recommendation from Cabinet, to approve the carry forward of £10.2m unspent budgets from 2022/23 to future years, including 2023/24 (Appendix B), of which £2.2m is to be funded by borrowing.

9. TREASURY MANAGEMENT OUTTURN REPORT 2022/23 (Pages 139 - 170)

Council is asked to note the report.

10. SCRUTINY ANNUAL REPORT 2022/23 AND SCRUTINY WORK PROGRAMMES 2023/24 (Pages 171 - 196)

To agree the Annual Report for 2022/23 and the Scrutiny Annual Work Programmes for 2023/24.

11. GENERAL PURPOSES ANNUAL REPORT 2022/23 (Pages 197 - 208)

To receive the Annual Report of the General Purposes Committee 2022/23.

12. ARRANGEMENTS FOR THE LEADERS ABSENCE (Pages 209 - 212)

This report seeks approval for arrangements for the period of maternity leave taken by the Leader of the Council.

13. COUNCILLOR QUESTION TIME (Pages 213 - 214)

The list of questions and their written responses will be published prior to the meeting.

14. MOTIONS

14.1 Motion in the name of Councillor Maria Alexandrou

We condemn the shocking brutality that led to the death of 22 year old Mahsa Amini on the 16th of September, sparking world-wide protests.

We stand together in support of Amini's family and the brave people of

Iran demanding Freedom.

14.2 Motion in the name of Councillor Julian Sampson

- Over 2,000 Enfield residents are members of Enfield clubs, of which approximately 900 are resident in an N postcode,
- Of these residents, almost 700 are women and over 200 are under 18 years old.
- Irrespective of membership basis, over 60,000 members of the public who were not golf club members played golf at one of the Enfield clubs in the y/e 31/12/22;
- All Enfield clubs are open to non-members throughout the week and year, with only some weekend times reserved for members;
- These non-members would have paid a price from as little as £18 to £125 at the most, depending on which course and the time of year;
- For a four-hour round this represents an hourly rate of £4.50 to £31.25 / hour;
- Enfield clubs have outreach programmes to attract men, women and young people from all socio-economic groups not traditionally associated with golf;
- Enfield clubs host and support local civic groups through their use of club facilities, often at discounted rates.
- Golf clubs are probably the most bio-diverse outdoor leisure / sporting facility there is, being more biodiverse than any football / rugby / tennis / hockey club;
- Enfield golf clubs are all making efforts to phase out the use of chemicals and fertilisers, following National Course Sustainability programmes;
- Enfield golf clubs are making additional habitats for flora and fauna, including log piling, wildflower seeding and hedgerow maintenance.

Council resolves

- that Enfield golf courses are a community asset to be valued, not an investment to be priced;
- that Enfield golf clubs and courses should be protected in any development plans;
- that the Cabinet Member for Public Spaces, Culture and Local Economy and the Director of Leisure, Park and Culture should meet with a delegation from Enfield golf clubs to explore ways in which their relationships can be developed for the mutual benefit of residents, club members and other users.

14.3 Motion in the name of Councillor Chris Dey

Enfield Council notes:

The obligations it owes to the Armed Forces community within the London Borough of Enfield as enshrined in the Armed Forces Covenant; that the Armed Forces community should not face disadvantage in the provision of services and that special

consideration is appropriate in some cases, especially for those who have given the most.

- Enfield Council along with all other local authorities in Great Britain, has proudly signed the Armed Forces Covenant.
- That in the course of their service in His Majesty's Armed Forces, some members of the Armed Forces Community, by virtue of the often dangerous and risky nature of their work, or environments in which they are required to operate, become wounded, injured or sick in such a way that affects their life in a permanent or significant way.
- A 2022 Freedom of Information request by the Royal British Legion showed that only one in five (20%) of Local Authorities in Great Britain rightly disregarded all military compensation when assessing local benefits claims for Housing Benefit, Council Tax Support, Discretionary Housing Payments and Disabled Facilities Grants.

In light of the above, this council resolves

- That no member of the Armed Forces Community should be forced to give up their military compensation to access the same welfare support as their civilian counterparts.
- That all compensation paid under any of the relevant military compensation schemes should be treated as such and not regarded as income when the Local Authority assesses applications for benefits over which they exercise discretion: Council Tax Support scheme, Housing Benefit, Discretionary Housing Payments and Disabled Facilities Grants. Rather it should be treated as intended, as a compensatory payment made in recognition of the often significant and life changing service or sacrifice an individual has made in the course of their service in our nation's Armed Forces.
- To support the Royal British Legion's call for all forms of military compensation to be disregarded as income in the assessment and administration of locally administered benefits over which this council exercises discretion.
- To ask the cabinet member for finance to amend local policies to reflect such a position.
- For the cabinet member for finance to update members on this work, reporting back to an appropriate future meeting of this Council.

14.4 Motion in the name of Councillor Maria Alexandrou

All blue badge holders to be exempt from all LTNs in Enfield.

When other boroughs are ensuring all blue badge holders are allowed to travel in and out of the implemented LTNs, it is only right that Enfield Council considers this policy.

In the name of equality and fairness, as blue badge holders are impacted more severely by these schemes, they should have access without the fear of penalty notices.

The council resolves to have meaningful engagement with disability groups. This will help the council better understand the difficulties in travelling, such as using public transport and the dependency on cars for hospital appointments.

With over 11,700 blue badge holders in Enfield, the LTNs are creating hardships that didn't exist before the implementation of Enfield's LTNs.

The council resolves to review the impact on those with mobility issues and support them by giving exemptions to all blue badge holders in Enfield.

14.5 Motion in the name of Councillor Paul Pratt

In the weeks before the Summer Holidays an 8 year old resident of Arnos Grove said to their parent on the way to school "Daddy, why is that man asleep in his car and blowing up a balloon?"

The Home Office consulted on the legitimate uses and appropriate controls of nitrous oxide and the government is clear that nitrous oxide has a negative effect on individuals and communities. Over the summer residents have made many representations to myself and local police about the social harms such as littering of discarded canisters and drug driving. The burden of proof incumbent on police for 'drug driving' when under the influence of nitrous oxide is such that their powers in this matter are limited. The government acknowledges that these harms are felt acutely by communities and as a result announced in the government's Anti-Social Behaviour Plan, published on the 27th of March, to make nitrous oxide a Class C drug under the Misuse of Drugs Act 1971.

The council need not wait until such amendment is made to the law – they already have powers to issue fixed penalty notices or issue Public Spaces Protection Orders. As such this Council agrees that a targeted operation utilising its own enforcement officers be set up to deter and reduce the use of nitrous oxide across the borough.

14.6 Motion in the name of Councillor Joanne Laban

Cash remains a form of legal tender in the UK. Cash is used by many Enfield residents as it allows people to budget easily. It is also used widely by small businesses that are the backbone of our economy. However, there are now shops and restaurants in Enfield that are only accepting card payments or reducing the number of checkouts where you can pay by cash.

This council agrees to work with Enfield businesses to encourage them to continue to accept cash in order to support local residents and small businesses that rely on it.

14.7 Motion in the name of Cllr Bektas Ozer

The Council notes that:

There is great concern at reports that Thames Water released raw sewage into Enfield's waterways and rivers more than a dozen times in 2022, figures show.

Figures from the Environment Agency show storm overflows were used 15 times within Enfield's local authority boundaries in 2022, discharging for a total of around 121 hours.

Enfield Council share The Rivers Trust's concerns that storm overflows are being used during hot periods – a risk as England continues to face increasing heatwaves.

Discharging untreated sewage is bad for both human health and river health.

The Council believes that:

The rules on sewage discharges must be tightened and enforcement improved, in conjunction with the Environment Agency.

The Government must set legal requirements to monitor all sewage outlets - with fines for firms who do not follow the rules - and set a legally binding target to reduce dumping events.

The Government must make capital funding urgently available to address these issues.

Council will write to the relevant Government Ministers, requesting urgent action to lower risks of untreated sewage discharges into our rivers, and an assurance that the government will take steps to tackle the climate crisis and protect biodiversity in Enfield.

14.8 Motion in the name of Councillor Nesil Caliskan

Enfield Council welcomes the decision of the Secretary of State for Levelling Up, Housing and Communities not to call in the development of Cockfosters London Underground Station. This development would provide over 350 new and affordable homes that are urgently needed

both in Enfield and across London.

The Council believes that providing affordable housing in a well-connected area is an important priority and regrets the delays to block the development when better-quality housing is desperately needed by so many of our residents.

The Council resolves to continue supporting affordable, sustainable developments that help to end the housing crisis and to give residents the right of a secure roof over their heads.

14.9 Motion in the name of Councillor Ayten Guzel

Recent data from the NHS on children's health show that Enfield was ranked as the fourth-worst borough in London for obesity in four and five-year-olds. 25.5% of four and five-year-olds and 41.7% of ten and eleven-year-olds were found to be either overweight or obese.

This Council believes we need to help children and young people establish healthy eating habits from an early age to tackle existing and future health inequalities in Enfield.

'Fast food' outlets are shops that are popular with students. The nutritional quality of the food available is generally poor and some shops use 'student offers' specifically to target school children.

Enfield Council must do what it can to reduce unhealthy eating amongst children, limit the opportunities that young people have to eat 'fast food', and create a healthier borough.

This Council agrees to review all relevant supplementary planning documents to manage the proliferation of fast-food outlets in particular areas, resisting the opening of new hot food takeaways near schools and youth facilities.

14.10 Motion in the name of Councillor Ayten Guzel

Pertussis or Whooping Cough is a respiratory infection that can cause severe symptoms or death in unvaccinated individuals. It is of particular risk to unprotected babies. Vaccination is the most effective way to prevent infection.

Current uptake of pertussis vaccination is low resulting in many babies being unprotected from birth until their first vaccination.

To increase immunisation uptake of the Whooping Cough vaccination,

Enfield Council will implement a collaborative campaign with NHS maternity services and VCS partners, focusing on pregnant women and their families to encourage uptake in whopping cough vaccination.

14.11 Motion in the name of Councillor Bektas Ozer

This Council notes that:

The mismanagement of the NHS by central government has resulted in more than 7 million people currently waiting for treatment – the highest on record. Years of cuts to the NHS has left our health system unprepared and overwhelmed.

Government ministers continue to ignore the crisis in our NHS. Ambulances queue outside hospitals and patients are treated in corridors in Enfield and across the country. Alongside this, seven million people in the UK continue to wait for elective treatment.

In the Borough of Enfield, hundreds of people wait for 4 weeks or more to see a GP.

NHS staff provide an enormously important service to our communities, and they have the Council's support. Nurses, and all NHS staff, should be paid a decent wage.

The Council agrees to:

Write to the Prime Minister, our local MPs, and the relevant government ministers to call for:

- a. Adequate funding for the NHS across the country
- b. Fair funding for Enfield's NHS services

Work with local NHS services and commissioners for better GP provision in the borough.

14.12 Motion in the name of Councillor Thomas Fawns

Council notes that England is facing a housing crisis - 101,300 households in England are currently living in temporary accommodation, the highest figure since 2005.

Council believes that this crisis is exacerbated by the Local Housing Allowance rates freeze – the amount of money a Universal Credit and Housing Benefit claimant can expect to receive to cover their rent in

the private rented sector – which has been frozen since 2020.

According to London Councils, just 8.8% of rental properties in London are available at LHA levels. The cost to rent a two-bed home in Enfield is around £1,500 per month, while the maximum housing benefit for an Enfield two-bed home is £1,296.

The Council believes the Government should listen to the cross-party Levelling Up, Housing and Communities Committee in its call for LHA rates to match rents, so more families are not priced out of areas like Enfield.

The Council resolves to join the lobbying efforts of the Local Government Association, London Councils, charities Z2K and Shelter and others in calling for LHA rates to rise to stop low-income families from being priced out of the borough.

14.13 Motion in the name of Councillor Ergin Erbil

This Council notes that:

The mismanagement of the economy by central government has caused the highest levels of inflation in 40 years, rising interest rates and stagnant economic growth.

Household energy bills have skyrocketed over the last year – 96% higher than last winter – while just over 16,000 households in Enfield are already fuel poor.

The effects of climate change are intensifying the impact of energy prices, increasing pressures on families and businesses.

As the cost-of-living increases, people and businesses are less able to finance adaptations to improve energy efficiency and to prepare for extreme weather events.

More families need help. Yet steeply increasing inflation means this Council's ability to mitigate impacts and provide essential services is increasingly challenging.

The Council agrees to:

Recognise that the Cost of Living and Climate Crisis are connected and jointly require attention to ensure the wellbeing of local people and businesses.

Make decisions on investment and delivery that, wherever possible,

contribute to environmental and social benefits across Enfield.

Advocate for more robust, affordable public transport that connects employees with work, links students to education and reduces carbon emissions.

Work with social landlords operating in Enfield to review the energy efficiency of their housing stock, recognising that poor insulation and inefficient heating are key factors in the rising cost-of-living.

Write to the Prime Minister, our local MPs, and the relevant government ministers to call for:

- a. Increased financial support for residents, with most support provided to low-income households.
- b. Lobby government to deliver a more ambitious nationwide commitment to fund improvements in the energy efficiency of homes, resulting in energy bill reductions and environmental benefits.
- c. Insulation schemes and renewable energy generation programmes funded by fossil fuel profits.

14.14 Motion in the name of Councillor Alev Cazimoglu

Immunisations are one of the most effective and cost-effective ways to prevent disease. Despite this childhood Immunisation uptake across Enfield, North Central London ICB and London is lower than that required for 'herd immunity'

Within the above there is growing concern across London regarding the potential for an outbreak of a number of vaccine preventable disease but especially measles. The UK Health Security Agency (UKHSA) has estimated that in London this might mean an outbreak of between 40-140,000 cases of which 25% might require hospitalisation.

This Council calls on the government to take the following actions:

- Increase access to vaccination for children through pharmacies, hospital ED departments, outpatient clinics and other health care settings ensuring that all health services share responsibility for increasing immunisation
- Tackle disinformation / misinformation as a life-threatening intervention
- Improve NHS systems to collect data and allow the better targeting of vaccine initiatives
- Making it easier for residents to see what immunisations they've

received e.g. through NHS App.

- Providing additional resources to engage with communities with low vaccine uptake.

The Council therefore calls upon all Councillors to write to the Secretary of State for Health (the Rt Hon Steve Barclay MP) expressing their concern at the low uptake of childhood immunisation and calling for implementation of the above actions.

14.15 Motion in the name of Councillor Nia Stevens

The Council notes that, on the 31st of August, with just 4 days to go before the start of the school term, the Department of Education demanded that 104 schools close all or some buildings due to structural risks associated with the use of Reinforced Autoclaved Aerated Concrete (RAAC). No additional funding was made available from the government to support these sudden closures.

Council believes that it should not have taken the recent sudden building collapses last month for the RAAC to be treated as an emergency, given the 5 years since the Kent school collapse.

This is a crisis created by chronic underinvestment in school buildings, and has caused disruption for school staff and pupils. Parents, teachers and pupils at schools housed in older concrete buildings are anxious, with new schools being identified as at risk.

Enfield Council resolves to

- Work with affected schools in Enfield to ensure pupil and staff safety while minimising disruption to learning
- Communicate with parents and pupils to clarify risks and explain safety measures
- Call on the government to give schools the money to undertake all repairs and investments needed to make buildings safe over their long-term future.
- Call on the government to offer financial support to all schools impacted by full or partial building closures.

15. COMMITTEE MEMBERSHIPS

To confirm any changes to committee memberships.

Any changes received once the agenda has been published will be included in the Supplementary Agenda to be circulated at the meeting.

16. NOMINATIONS TO OUTSIDE BODIES

To confirm any changes to outside body memberships.

Any changes received once the agenda has been published will be included in the Supplementary Agenda to be circulated at the meeting.

17. DATE OF NEXT MEETING

To note the agreed date of the next Council meeting as Wednesday 22 November 2023 at 7pm.

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COUNCIL - 14.6.2023

**MINUTES OF THE MEETING OF THE COUNCIL
HELD ON WEDNESDAY, 14 JUNE 2023****COUNCILLORS****PRESENT**

Suna Hurman (Mayor), Mohammad Islam (Deputy Mayor), Abdul Abdullahi, Josh Abey, Nicki Adeleke, Gunes Akbulut, Mahmut Aksanoglu, Maria Alexandrou, Nawshad Ali, Kate Anolue, Chinelo Anyanwu, Mahym Bedekova, Sinan Boztas, Nesil Caliskan, Alev Cazimoglu, Mustafa Cetinkaya, Lee Chamberlain, Hivran Dalkaya, Chris Dey, Guney Dogan, Hannah Dyson, Elif Erbil, Ergin Erbil, Susan Erbil, Peter Fallart, Thomas Fawns, Reece Fox, Patricia Gregory, Adrian Grumi, Ayten Guzel, Nelly Gyosheva, Ahmet Hasan, James Hockney, Stephanos Ioannou, Chris James, Rick Jewell, Doris Jiagge, Chris Joannides, Destiny Karakus, Joanne Laban, Tim Leaver, Andy Milne, Elisa Morreale, Tom O'Halloran, Ahmet Oykener, Sabri Ozaydin, Bektas Ozer, Paul Pratt, Michael Rye OBE, Ruby Sampson, George Savva MBE, David Skelton, Edward Smith, Jim Steven, Nia Stevens, Emma Supple, Doug Taylor, Andrew Thorp and Eylem Yuruk

ABSENT

Alessandro Georgiou, Margaret Greer, Gina Needs and Julian Sampson

THE MAYOR'S CHAPLAIN TO GIVE THE BLESSING

Reverend Dr Nikodemos Anagnostopoulos of The Greek Orthodox Church of St. Demetrius, Edmonton gave the blessing.

1**ELECT A PERSON TO PRESIDE IF THE MAYOR AND DEPUTY MAYOR ARE NOT PRESENT**

There was no business under this item.

2**APOLOGIES**

Apologies for absence were received from Councillors Gina Needs, Margaret Greer, Alessandro Georgiou and Julian Sampson.

3**MAYOR'S ANNOUNCEMENTS**

The Mayor thanked everyone for attending her Mayor Making Ceremony on the 10th May. She felt truly loved and welcomed as Mayor.

The Mayor paid tribute to the late Conservative Councillor for Grange Ward from 2002-2006 Mr Francis Ingham. Francis passed away in March 2023 aged 47, and this was the first opportunity the Council has had at a normal

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business meeting of the Council to pay respects. Sincere condolences went out to his family and friends.

Other Councillors were invited to speak. Councillor Chris Joannides, Councillor Michael Rye and Councillor Doug Taylor gave moving tributes.

A minute's silence was observed in respect for Mr Ingham; and for the people who were tragically killed in Nottingham yesterday, one of whom was a valued member of the Southgate Hockey Club.

The Mayor had been delighted to attend the citizenship ceremonies. They are very special ceremonies as the attendees are so happy and excited to be present and receive their certificates.

The Mayor attended a number of London Mayors' events such as the Southwark Charity Ball at Shakespeare's Globe Theatre and a multi faith event run by Barnet Council. She received an invite to honour the new Chair of Newham, and the Mayor of Redbridge invited her to the Boishakhi Mela and Eid Celebrations.

There had been many Borough-wide events that the Mayor attended such as:

- First Give Final at Kingsmead School where they raised £1000 for Great Ormond Street Hospital.
- Bridgewood House Care Home to award them with the best dressed house during the Kings Coronation.
- Nightingale Cancer Support Centre Night Hike.
- Tavla Community Centre.

The Mayor had decided to base her charity on the themes of cancer and autism and is currently making plans to raise awareness and decide which local charities would benefit the most from our charitable support.

The Mayor recalled the Bishop of Edmonton attending the Council meeting last September in tribute to the Queen. The Right Reverend Rob Wickham would be taking up a new role as Chief Executive of the Church Urban Fund, and she wished to congratulate him, and wish him all the best in his new role.

The Mayor requested members' continued professional and orderly conduct during this meeting and reminded them that any members wishing to speak should stand unless they are not able to do so and should address the meeting through her and continue to treat each other courteously and with respect during political interactions.

**4
MINUTES OF PREVIOUS MEETING**

The minutes of the Council meeting held on 10 May 2023 were **AGREED**.

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5

DECLARATIONS OF INTEREST

The Monitoring Officer had circulated some helpful advice on member interests in advance of this meeting.

The following Councillors declared non-pecuniary interests in the following items:

10.2 – Motion on affordable housing and the decision of the Secretary of State not to call in the development at Cockfosters Underground Station – Councillor David Skelton was a member of the Levelling Up Advisory Council.

10.3 – Motion on ensuring autistic people have equal opportunities in education, training and employment – Councillor Michael Rye has a nephew with autism, Councillor James Hockney has a member of the family with autism, Councillor Ruby Sampson has a member of the family with autism, Councillor Thomas Fawns has a member of the family with autism, Councillor Nicki Adeleke has a member of the family with autism, and Councillor Lee Chamberlain has a daughter who is a mental health care nurse.

10.19 – Motion on roads in Grange Park ward and traffic calming – Councillor Andy Milne lives on one of the roads mentioned in the Motion, and Councillor Ruby Sampson lives on one of the roads mentioned in the Motion.

6

COUNCIL PLAN 2023-2026

Councillor Nesil Caliskan moved, and Councillor Ergin Erbil seconded, the report.

Councillor Caliskan introduced the report and asked the Council to note the objectives of the new Council Plan.

The priority for more and better homes was particularly welcomed. The plan would support the commitment for the Council to become carbon neutral. The aim was to become the greenest borough in London, with delivery of clean and green spaces.

The Opposition expressed disappointment in the strategy and that it lacked substance and measurable actions. The Labour manifesto pledge in respect of an outdoor lido was highlighted as not mentioned in the plan.

During the debate, a procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Ergin Erbil under paragraph 13.21 (ii) of the Council's Procedure Rules that the question be now put. The Mayor held that the item had not been sufficiently discussed and permitted a further two speakers.

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The Opposition expressed concerns regarding current standards in the borough, particularly in respect of littering, road congestion, parks maintenance and failures in housing development, whilst fees and charges and Council Tax had been increased.

The Administration stated that this was a strong and robust plan, and that there had already been positive developments such as the new skills academy, installation of wetlands, tree planting, traffic calming and school streets. Increases in fees were necessitated by the national economic situation and reduced funding from government.

Following the debate, the recommendation was put to the vote and **AGREED**.

AGREED to agree and adopt the new Council Plan 2023-26: *Investing in Enfield*.

7

THE FUTURE OF SHROPSHIRE AND CHESHIRE HOUSE

Councillor Nesil Caliskan moved, and Councillor Ergin Erbil seconded, the report.

Councillor Caliskan introduced the report and asked the Council to approve expenditure needed to plan for the future of Cheshire and Shropshire Houses. There had been consultation with the residents, who were thanked for their patience. The Council would make a fair, clear and consistent offer to the residents.

The progress was welcomed and members noted that there had been a return to a safe heating supply. There needed to be a full decommissioning and decanting of both blocks.

Officers and ward councillors were thanked for their hard work during the difficulties experienced at Cheshire and Shropshire Houses.

The Opposition expressed disappointment that the process had taken as long as it had and that the funding would come from borrowing. There was concern regarding vagueness around the offer to tenants and some members felt the report was limited in scope. The Opposition stated that residents had been living in unsatisfactory conditions for years and they had been subject to a lack of care and diligence. Follow up reports to Council would be expected.

Following the debate, the recommendation was put to the vote and **AGREED**.

AGREED following the decision of the Cabinet to vacate the Shropshire and Cheshire blocks and other associated matters, to approve the budget for the acquisition of leaseholder interests.

8

LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE REPORT 2023

Councillor Nesil Caliskan moved, and Councillor Ergin Erbil seconded, the report.

Councillor Caliskan introduced the report and thanked everyone who took part in the Corporate Peer Challenge review, highlighting key findings from the review. She was pleased that it was recognised that the Council was ambitious in its vision. The review recommendations would also drive improvement.

During the debate, a procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Michael Rye under paragraph 13.20 (viii) of the Council's Procedure Rules to extend the debate for a further 15 minutes which was **AGREED**.

Members were delighted with the positive feedback from the review. The Council's political leadership was strong; social care provision was considered good; the Council's financial approach was complimented and a number of manifesto commitments were seen to be already delivered. Councillor Abdul Abdullahi requested that appreciation of the work of the Council's social workers was recorded.

The Opposition highlighted criticism of Council communications and customer experience, particularly via digital technology, which reflected residents' frustration. The recommendation to ensure a clear focus in respect of regeneration was also noted. The action plan was concerning as it lacked detail and timelines.

An update on progress on the recommendations would be brought forward in six months' time.

Following the debate, the recommendations were put to the vote and **AGREED**.

AGREED

I. To note the contents of the report and its findings/recommendations as set out at Appendix 1.

II. To note the agreed action plan of Enfield Council to meet recommendations made by the Local Government Association in its Corporate Peer Challenge report.

III. To note that it is the intention of the Local Government Association Corporate Challenge peer assessment team to return to Enfield Council in October 2023 to conduct a 6-month progress review against recommendations made as set out in the action plan at Appendix 2.

9

PROCEDURAL MOTION

A procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Chris Dey under paragraph 13.20 (iii) of the Council's Procedure Rules to change the order of business on the agenda so the Motions would be taken as the next item of business which was put to the vote and **AGREED**.

A procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Chris Dey under paragraph 13.20 (iii) of the Council's Procedure Rules to change the order of Motions so that Motion numbers 10.1, 10.3, 10.4, 10.11, 10.5, 10.6 and 10.8 would be taken in that order and **AGREED**.

10

MOTIONS

10.1 Motion in the name of Councillor Ayten Guzel

"Enfield Council welcomes the work of the Fair Tax Foundation and resolves to register as a Fair Tax Council. This registration requires signatories to:

- lead by example and demonstrate good practice in our tax conduct, right across our activities
- ensure IR35 is implemented robustly, and contractors pay a fair share of employment taxes
- to not use offshore vehicles for the purchase of land and property where this leads to reduced payments of stamp duty
- undertake due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates
- demand clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position
- promote the Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due
- support calls for urgent reform of UK law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies."

Following the debate, the Motion was **AGREED**.

10.3 Motion in the name of Councillor Nicki Adeleke

"Council recognises that people with autism are more likely to face prejudice and discrimination in their lifetime, that 921 children and 126 young adults have healthcare plans for autism, and 571 adults have an autism classification in Enfield.

There are some great facilities in the borough for autistic people, including SEND schools, support in mainstream schools, our voluntary organisations,

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and the Enfield Learning Disability Partnership Board champion the rights of people with learning disabilities and their carers.

However, more work is needed to ensure autistic people have equal opportunities in education, training, and employment, so they can live as fulfilled a life as they are able.

The Council will:

1. Work with local communities, autistic children, and adults to raise awareness of autism and the challenges faced by autistic people
2. Work to increase the number of school places for autistic children within the borough in mainstream and SEND schools
3. Provide support so that when autistic children transition to adulthood, adequate support is available to enter work or further training
4. Work with local communities, voluntary and charitable organisations to combat loneliness and other health and wellbeing challenges among autistic adults.”

Following the debate, the Motion was **AGREED**.

During the debate, a procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Chris Dey under paragraph 13.20 (viii) of the Council’s Procedure Rules to extend the debate for a further 20 minutes which was **AGREED**.

10.4 Motion in the name of Councillor Josh Abey

“Council notes the Government’s recent decision to drop plans to abolish the leasehold system, which the Secretary of State for Levelling-Up, Housing and Communities promised in January 2023.

Council believes that the UK’s current leasehold laws are feudal and archaic, with thousands of leaseholders across the country facing devastating bills to tackle cladding and necessary fire safety works due to unscrupulous developers.

Council resolves to urge the Government to support calls by the Shadow Levelling-Up, Housing and Communities Secretary to:

- end the sale of new leasehold houses
- introduce a right for existing leaseholders to extend a lease to 990 years with zero ground rent
- bring forward the Law Commission proposals to reform the process of enfranchisement valuation.”

Following the debate, the Motion was **AGREED**.

10.11 Motion in the name of Councillor Nia Stevens

COUNCIL - 14.6.2023

“Every June since 2008, people from across the UK have celebrated Gypsy, Roma, and Traveller History Month. To mark the occasion, on the 1st June, Enfield Council raised the GRT flag outside the Civic Centre building.

GRT History Month helps to tackle prejudice, challenge myths and to amplify the voices of Gypsies, Roma, and Travellers in wider society

Enfield Council welcomes the raising of the flag and thanks all those involved in organising this symbolic gesture, including representatives from the GRT community who attended the ceremony.

The Gypsy, Roma and Traveller community are part of Enfield’s diverse and vibrant population. This Council reaffirms our commitment to supporting the Gypsy, Roma, and Traveller community in our borough.”

During the debate, a procedural motion was moved by Councillor Sabri Ozaydin and seconded by Councillor Ergin Erbil under paragraph 13.20 (viii) of the Council’s Procedure Rules to extend the debate for a further 30 minutes which was **AGREED**.

Following the debate, the Motion was **AGREED**.

10.5 Motion in the name of Councillor Doug Taylor

“The Council notes that the Government has recently published its reforms of the Gambling Act (2005). Local government have been lobbying for reform of gambling regulations for many years and for the removal of the ‘aim to permit’ provisions in the Gambling Act. This provision sets out that licensing authorities must accept applications for gambling premises unless there is a valid reason why they should not be.

The Council believes that ‘aim to permit’ are an infringement of local democracy – local councils know what is best for their local high streets and town centres.

The Council resolves to work with the Local Government Association to lobby the Government to give councils the freedom to refuse new premises licences, by scrapping the ‘aim to permit’ provision in the Gambling Act.”

Following the debate, the Motion was **AGREED**.

The remainder of Motions **LAPSED** under the guillotine arrangements.

11

COUNCILLOR QUESTION TIME

This item was **NOTED** under the guillotine arrangements. Answers to questions were provided in the supplementary agenda.

COUNCIL - 14.6.2023

12

COMMITTEE MEMBERSHIPS

The following changes to committee memberships were **NOTED** under the guillotine arrangements:

Councillor Kate Anolue to replace Councillor Ahmet Hasan on the Health and Adult Social Care Scrutiny Panel.

Councillor Nelly Gyosheva to replace Councillor Margaret Greer and Councillor Ahmet Hasan to replace Councillor Josh Abey on the Regeneration and Economic Development Scrutiny Panel.

Councillor Josh Abey to replace Councillor Doug Taylor on the Planning Committee. Councillor Mahym Bedekova replace Councillor Bektas Ozer as Vice Chair on the Planning Committee.

13

NOMINATIONS TO OUTSIDE BODIES

The following changes to nominations on outside bodies were **NOTED** under the guillotine arrangements:

Councillor Chris James to replace Councillor Alev Cazimoglu on the Joint Health Overview Scrutiny Committee for North Central London Sector.

Councillor Pat Gregory to replace Councillor Ruby Sampson on the Learning Disabilities Partnership Board.

14

DATE OF NEXT MEETING

The date of the next meeting was **NOTED** as Wednesday 27 September 2023 at 7.00pm.

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Opposition Priority Business 27 September 2023 - Provision and Maintenance of Housing by London Borough of Enfield

The requirement for substantially more and better-quality housing has been an enduring feature of this Council's housing targets for many years. Unfortunately, it is yet again apparent that this administration is playing catchup with the publishing of strategies and information that long since should have been embedded in the daily "business as usual" operational processes.

The current Administration has repeatedly failed to deliver on those housing targets and in ensuring that its existing housing stock is well maintained with its condition properly understood. We are now seeing those failures impacting on our ability to house people; to ensure a good standard for those we house already; and on the ability to properly plan for building maintenance and replacement.

While the problems faced may have been exacerbated by rising costs, global economic shifts, and changes in the rental market, they do not excuse the Administration's failure to act earlier resulting in missed the opportunities to reduce the impact of those challenges. Instead, we have seen the Administration's plans thrown into disarray; with unplanned decommissioning of buildings resulting in lengthening delays for those already waiting on the housing list; rocketing hotel costs for temporary accommodation; and yet more borrowing pushing this dangerously indebted council towards financial disaster. The Administration's spending has for years been built on assumptions on borrowing which we have warned them against.

We note that the Administration's failure to provide local homes has forced it to reverse its "no out of the borough" placement housing policy. Instead driven by its failures it is now placing family's far away from their support networks and children's schools. The Administration is also restarting its Housing Gateway home purchasing programme, which not only fails to deliver any new homes in Enfield, but it also actually reduces house buying availability in the borough, particularly for first time and less affluent buyers.

We also note with concern that the last significant stock survey in 2019 only covered around 25% of housing stock. Working with such out of date stock knowledge leads to the Administration being blindsided by such debacles as the unplanned Shires Estate decommissioning, rather than being able to deal with such challenges as part of a planned replacement programme. It's now becoming clear that the ongoing delays to delivery in Meridian Water have negatively impacted on the viability of the project as a whole. The failure to deliver housing over thirteen years at Meridian Water, despite multi-million pound spends is hugely damaging to the credibility of the Administration and the project.

We therefore propose that this council should:

1. Immediately conduct a full and intensive review of its housing stock, with a strong focus on safety, maintenance, decent homes and

replacement needs. This information should be made publicly available to housing tenants and councillors for scrutiny.

2. Following the full stock review, establish a rolling ongoing programme of stock condition surveys to better track building conditions and allow more informed planning of maintenance and replacement programmes.
3. Prioritise the movement of existing tenants into new properties where the old ones are failing and require replacement. It should expect this to be an ongoing movement as non-traditional builds reach the end of their safe usable lives.
4. Make far clearer its intentions on the use and form of prefabricated modular movable developments. The use of such buildings must not lead to the Administration establishing low quality prefab estates because it has failed to deliver enough good quality permanent homes.
5. Set out where the Administration intends to add additional roof top story extensions to existing council housing, existing tenants deserve clarity.
6. Refocus on brownfield development and estate reprovion to provide the locations of new housing development. We desperately need to see the end of the thirteen years and counting failure to deliver any substantial part of the promised 10,000 homes at Meridian Water.
7. Stop the Housing Gateways purchasing programme and refocus it on commissioning new build homes.
8. Seek additional expert support for its housing development team to get the Administration's house in order and "turn on the taps" for house building in Enfield. The team should be more focused on looking for reprovion opportunities which also provide growth in housing provision.
9. Replace the Housing Cabinet member with someone whose ability might enjoy the confidence of more councillors within the chamber.
10. Expand the role of housing scrutiny to provide more frequent and in-depth examination of housing processes. Greater scrutiny and accountability should ensure that housing is assisted in improving its focus on its objectives; thereby helping to more effectively deliver the good quality homes this borough so desperately needs.



London Borough of Enfield

Report Title	Enfield Youth Justice Strategic Plan 2023/24
Report to:	Council
Date of Meeting:	27 th September 2023
Cabinet Member:	Cllr Abdullahi
Directors:	Tony Theodoulou, Executive Director of People Anne Stoker, Director of Children and Family Services
Report Author:	Ivana Price, Head of Early Help, Youth and Community Safety Services ivana.price@enfield.gov.uk
Ward(s) affected:	All wards
Key Decision Number	N/A
Implementation date, if not called in:	N/A
Classification:	Part I Public
Reason for exemption	N/A

Purpose of Report

1. This report presents the Youth Justice Strategic Plan for 2023/24 that was submitted to the Youth Justice Board (YJB) in July 2023. The YJB

requires for Youth Justice Plans in England only to be signed off by the full Council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'. The Plan is appended to this report.

Recommendations

Council is asked to:

- I. Agree the vision and strategic priorities for delivery of Youth Justice Services in Enfield as set out in the Youth Justice Strategic Plan for 2023/24.
- II. Note the governance and partnership work arrangements, 'Child First' approach, resourcing of Youth Justice Service delivery, performance, and achievements of the service and partnership, risks, and improvement plan.
- III. Sign off the Plan.

Background

2. The Plan sets out how Enfield Council and its partners will deliver the Youth Justice Service (YJS).
3. The YJS is a statutory service, established under Section 37 of the Crime and Disorder Act in 1998 with the principal aim of preventing offending and re-offending by children and young people. The service is accountable for its work to the Youth Justice Board (YJB) within the Ministry of Justice. It is subject to His Majesty's Inspectorate of Probation (HMIP) and is currently awaiting to be inspected. The work of Youth Justice Services is overseen by the Enfield Youth Justice Service Management Board (YJSMB). The CEO of the Council appoints a chair of the governance board for the delivery of Youth Justice Service. The Board is responsible for the production and oversight of the Youth Justice Plan delivery.
4. Local authorities have a statutory duty to submit an annual Youth Justice Plan relating to their provision of Youth Justice Services. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Justice partnership responsibilities in producing a Plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual Youth Justice Plan, setting out how Youth Justice Services in their area are to be provided and funded, how they are to be composed, how they are to operate, and what functions will be carried out.
5. The YJB permits, if it is not possible to achieve a full sign off the Plan at the point of submission deadline, for the Plan to be submitted with the approval of the Board Chair with confirmation of full sign off submitted

later. The 'sign off' by the Chair is accepted as an indication that the wider Management Board have approved the submitted Plan.

6. The YJS Plan has been produced in line with the YJB guidance that prescribes the format and areas to be covered by the Plan hence the length of the document.
7. Enfield Youth Justice Strategic Plan has been submitted to the YJB in July 2023 with a full approval of the Chair of the Youth Justice Strategic Management Board.

Executive summary of the Plan

8. The Plan outlines the delivery of Youth Justice Services in Enfield. The Youth Justice Service works with children aged 10-18 who have committed offences and have been either given an Out of Court Disposal by Police, or a post court disposal. The service also works with victims. The delivery of the Youth Justice Services must comply with the Youth Justice Board's National Standards of Practice.
9. The Plan sets out Enfield's vision to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

The Plan sets out the following key strategic priorities for 2023/24:

- Continue to invest in highly effective prevention and diversion with focus on preventing first time entrants and teen violence in line with our public health approach to serious youth violence and the new violence reduction duty.
- Effectively safeguard and promote the welfare of all children with Youth Justice with a specific focus on safeguarding children detained in police custody, reducing the number of children in custody, preventing remands, providing effective resettlement support whilst reducing risks to reoffending.
- Continue to promote and embed a child first approach across the Youth Justice system.
- Continue to drive the Disproportionality Action Plan across the Youth Justice system informed by an understanding of local needs.
- Deliver high quality Youth Justice Services that are responsive to local needs of children and enabled by effective governance, partnership, leadership, commissioned services, workforce development and quality assurance.

- Continue to drive effective practice by providing support for children with a strong focus on improving safety, health, and educational outcomes, and using our trauma informed practice, restorative justice, and victim support.

The vision and strategic priorities for the Plan were agreed by the Board in May 2023. All statutory partners have been fully engaged in co-production of this Plan, including Health, Police, Probation, and the Local Authority.

10. The Plan is child focused and sets a strong commitment to adopting a 'Child First' approach as per expectations from the Youth Justice Board. It highlights positive progress made in delivering the service and across partnership work. It also highlights its strong engagement ethos, listening to the voice of a child, involving children in service evaluation, commissioning, and co-production of services.
11. The Plan describes governance arrangements that support and oversee delivery of Youth Justice Services in Enfield. Delivery of Youth Justice Services is overseen by the Youth Justice Strategic Management Board (YJSMB) that has ultimate accountability to the Safer, Stronger Communities Board and a safeguarding accountability to the Enfield Safeguarding Partnership. The Board and partnership working within the delivery of the Youth Justice Services is well led by an independent Chair. The Board has matured over the last 18 months, with developments including the introduction of an induction tool and induction meetings for new Board members, provision of consistent performance data, introduction of a Board Delivery Plan and externally facilitated training and development that has strengthened the impact of the Board.
12. The Plan commits to appropriately resource the delivery of the Youth Justice Services, with the overall resourcing envelope forecasted to be £3,769,716 in 2023-24. This includes funding contributions from the Youth Justice Board, Council, Integrated Care Board, Police, Probation, Supporting Families Grant and MOPAC. The Plan outlines the diverse range of services and interventions that will be made available to support rehabilitation of children involved in offending, such as Public Health commissioned Substance Misuse Service for children, Health in Justice commissioned by the ICB (Nurse, Clinical Psychologist, Liaison and Diversion Clinician and Speech and Language Therapist), dedicated Police team, Education, Training and Employment Coordinator, Virtual School Teacher, Youth Guardian, access to Summer University and Mentoring, St Giles Worker, Re-settlement Worker, dedicated Out of Court team alongside of Post Court team, Dedicated Court Officer, Restorative Justice and Victims worker, Family Coaches, Practice Consultant, Group Worker, Referral Order Panels Coordinator, Probation Worker and Intensive Youth Support Officer). Delivery of the Youth Justice Services will also further be enabled by joint working protocol with Social Care and Special Education Needs and Disabilities Services, enabling better coordination, information sharing and support for children.

13. The Plan summarises performance progress against previous year's Plan, noting following highlight successes:

- Stable First Time Entrants into Youth Justice, enabled by a significant partnership effort into developing diversionary and early interventions.
- Continued reduction of children coming to custody.
- Reduction of re-offending in the first three quarters, enabled by the introduction of the Youth Extra Project (based on the integrated offender management concept).
- Improved timeliness of transitions to Probation.
- Improved quality of practice, validated by the external MOCK inspection.
- The service has continued to contact every victim and offer a Restorative Justice support to repair harm.
- Reduced number of victims of serious youth violence, enabled by the wider partnership work, North Area Violence Reduction Partnership, and investment into Public Health Approach to reduction of serious youth violence
- We have jointly reviewed commissioned health provision with the ICB that led to strengthening of the health offer.
- We have enhanced our ETE support for children involved in offending through introducing the Virtual School support.
- We have continued to strengthen joined up working with Social Care and Special Education Needs and Disabilities Service in response to many children within Youth Justice Service being known to both services thus enabling us to provide more coordinated support for children.
- We have started working on embedding a 'Child First' approach through training staff and our partners and developing interventions that promote pro-social identity.
- The Plan highlights positive impact of partnership working that has gone from strength to strength, resulting in development of new diversionary services/interventions for children either involved in offending or at the cusp of offending to change the trajectory of their risk to offending. For instance, the Project Engage in the Wood Green Youth Custody suite - supporting children at the point of arrest in the most reachable and teachable moment, the Vanguard Project - providing a therapeutical support for children at risk of violence, new Mentoring Project – led by Youth Service, Mobile Youth Bus, School's Anti-Robbery Project – providing outreach youth work support and enrichment activities to children in schools.
- The service and partnership have adopted Disproportionality Pledge to tackle disadvantages faced by over-represented children from black and ethnic minority background within Youth Justice. At service level, we have adopted a trauma informed practice that also informs our pre-sentence reports to courts, we have developed bespoke support to children based on their identity and personal needs whilst also enhancing education, training and employment support. At a partnership level, the Safeguarding Enfield

Partnership has commissioned training on adultification and disproportionality within assessment. We have successfully implemented a trauma informed approach in custody through training Police in trauma informed practice. A presumption in youth custody of legal advice for all child detainees was adopted, instead of children being given a choice, which often resulted in children declining legal advice, often due to lack of trust in the system;. We have continued to successfully prevent exclusions through investing into our Nexus Project in schools.

14. The Plan highlights key challenges and risks for delivery of the Youth Justice Services and robust mitigating measures that will be adopted to reduce adverse impact on service delivery.
15. The Plan includes a comprehensive and ambitious improvement Plan that sets out clear actions that will be taken within service delivery and at partnership level in response to each strategic priority for 2023/24. The improvement plan will be regularly reviewed by the Service and YJSMB.
16. In summary, the Plan sets an ambitious vision and priorities for the next twelve months for the service and partnership. It fully commits to listening to children and embedding a 'Child First' approach. It shows strong progress against the previous year's Plan deliverables in the local landscape of complex children's needs that come into the Youth Justice System, high levels of violence and systemic challenges such as disproportionality and access barriers to education, employment, and training opportunities. The Plan shows good self-analysis of performance of the service and wider partnership work and its impact. It sets a clear improvement plan for the year ahead against each strategic priority for the Service and wider partnership. The Plan commits sufficient resources and will be supported by a mature Youth Justice Strategic Management Board and wider partnership's leadership for excellence.

Preferred Option and Reasons for Preferred Option

17. N/A

Relevance to Council Plans and Strategies

18. The YJS Plan is strongly aligned to the following priorities reflected within Enfield Council's Plan, Investing in Enfield 2023-26:

- Strong, healthy, and safe communities; and
- Thriving children and young people.

The YJS Plan also supports delivery of the Community Safety Plan 2022-2025 in the following areas:

- Tackling violence in all its forms
- Keeping young people safe and reducing their risks from crime

The Plan contributes towards the Council Plan's priority of collaboration and early help; and the Early Help for All Strategy 2020-23 in the context of prevention and early intervention with focus on preventing crime and poor outcomes for children involved in the Youth Justice system.

The Plan contributes to the delivery of our Fairer Enfield Policy 2021-25 and our equalities objectives to deliver positive interventions to reduce serious youth violence in Enfield. The work reflected within the plan in relation to tackling over representation of young black boys within the Youth Justice system and tackling health inequalities faced by children within Youth Justice also contributes toward our equalities objectives to overcome racism in Enfield.

Financial Implications

19. The delivery of the Youth Justice Service in Enfield is fully costed and appropriately resourced by all statutory partners, Police, Probation, Health, and the Local Authority. The Plan outlines the financial envelope for delivery of the service. At the time of the submission of the Plan, Local Authorities are awaiting final confirmation of the grant from the Youth Justice Board. It has been confirmed by the YJB that there will be no reduction in the grant for 2023/24.

This budget will be monitored as part of the Council's financial monitoring process.

The Youth Justice Strategic Management Board is ultimately responsible for ensuring that delivery of the local Youth Justice Service is appropriately resourced. The Board receives quarterly resourcing performance reports.

Legal Implications

20. There are no adverse legal implications, the Council is appropriately discharging its statutory duties.

Public Health Implications

21. Health, including Public Health, is a named statutory partner within the delivery of the Youth Justice Service. The Director of Public Health is a member of the Youth Justice Strategic Management Board, ensuring that Public Health discharges its statutory duties. The Joint Strategic Needs Assessment (JSNA) reflects health needs of children involved in Youth Justice Service and is due for an update in September 2023. The JSNA informs the commissioning of health provision for children involved in Youth Justice. Public Health commissions the Young People Substance Misuse Service, which is currently provided by the Charity Humankind.

This service provides substance misuse treatment for all children, including those known to Youth Justice Service.

Safeguarding Implications

22. The Youth Justice Strategic Management Board (YJSMB) has a safeguarding accountability to the Safeguarding Enfield Partnership. Safeguarding Enfield Partnership Manager is an active Board Member of the YJSMB.

Significant proportion of children supported by the Youth Justice Service are known to Social Care. To ensure that both, Social Care and Youth Justice Service are effectively safeguarding children, we have introduced a Joint Working Protocol between Social Care and Youth Justice Service. The protocol enables us to timely share information, coordinate care planning and risk management strategies as well as hold joint case supervision to keep children safe.

The Youth Justice Service has a reporting accountability for serious incidents to the Youth Justice Board. We have introduced a local protocol to track serious incidents notifications, ensuring that consideration is given to undertake local reviews and lessons learnt in response to the reported incidents.

23. There is no property, or HR implications arising.

Equalities Implications

24. Our Equality Impact Assessment of the Plan highlights there are no adverse implications arising for the following protected characteristics – age, disability, gender re-assignment, pregnancy and maternity, sex, sexual orientation, and the additional Enfield characteristic - disadvantage caused by a socio-economic deprivation. Our assessment highlights in relation to religion, the need to identify a suitable space in Thomas Hardy House that could be used as a prayer room if this is required by any of our children. This action will be taken forward by the Youth Justice Service.

EQIA is appended to this report.

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Appendices

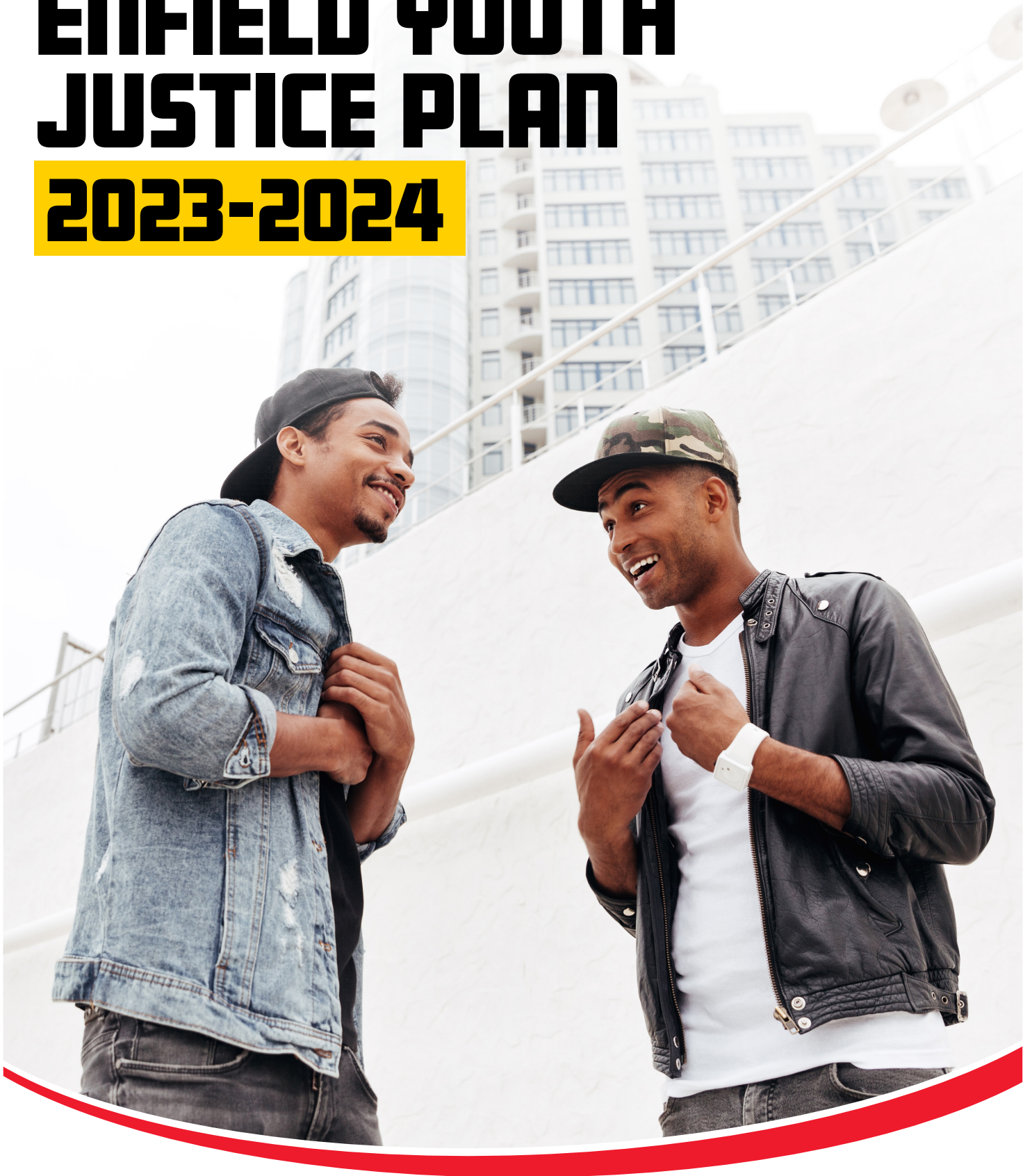
- Youth Justice Plan
- EQIA

Departmental reference number, if relevant:

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ENFIELD YOUTH JUSTICE PLAN

2023-2024



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1. INTRODUCTION, VISION AND STRATEGY

1.1 INTRODUCTION BY THE CHAIR OF THE YOUTH JUSTICE SERVICE MANAGEMENT BOARD (YJSMB)

I am delighted to publish the Youth Justice Plan 2023-24 for the London Borough of Enfield. This is my second year Chairing the YJSMB.

Significant focus of the last year has been on ensuring strong leadership and management across the Youth Justice system, working to our agreed strategic priorities, and ensuring our collective resources are used as effectively as possible to reduce offending and re-offending in Enfield. I am proud of what we have achieved.

As a partnership, we have continued to focus on reducing first time entrants through building on our investment in prevention and diversion within the last year. We have:

- expanded the Summer University and Holiday and Food activities programme for children eligible for free school meals;
- continued to fund Nexus to prevent school exclusions;
- launched the Vanguard Project, providing a place based therapeutic youth support to children at risk of exploitation and violence;
- secured additional funding from the VRU to deliver schools' anti-robbery project through additional outreach youth work as well as enrichment activities in identified hot spot schools and a transport hub;
- launched a new mobile youth bus provision;
- rolled out the Turnaround project, funded by the YJB, to provide early support to children at the cusp of offending;
- attracted an additional funding of £704,484 to expand the mentoring offer; and
- implemented a 'school weapons protocol' to improve safeguarding and prevent school exclusions.

We have continued to ensure that the service has the right resources and commissioned services to support all children whilst preventing re-offending and custodial outcomes. The investment in the following projects is a strong testament of our partnership resolve to provide best outcomes for children within the Youth Justice system:

- the Youth Extra Project to reduce re-offending;
- extending the Virtual School support for children that experience barriers to engagement with ETE; and
- substantiating our health in justice offer in recognition that children in youth justice often experience health inequalities.

We have continued to see reduction of children in custody and provide strong re-settlement support. Whilst we have seen a spike in re-offending reported in the quarter 4, overall, our re-offending trajectory is improving, which is attributed to the Youth Extra project.



Geraldine Gavin
Chair of the YJSMB

As a wider partnership, we have continued to champion the public health approach to the prevention of serious youth violence. This led to development of a clear action plan to ensure we continue to invest in evidence-based interventions that focus on reducing risk factors to serious violence. This has been positively reflected in an overall reduction of victims of serious violence.

I am pleased to report that the Board is fully committed to accelerating our work on owning Child First principles, as well as tackling disproportionality. All partners have signed up and are shaping their work to reflect these important challenges.

During this last year, as a Board we focused on understanding more about the journey of the child. I commissioned a video project that was produced by Youth Consultants and shared with the Board that deepened our understanding of the 'lived-in experience' of children going through the local youth justice services. More work is underway on developing 'child first' further to accelerate more changes.

Whilst the work of the Youth Justice system is critical to the prevention of offending and re-offending, I am also a firm believer that we must focus on earlier prevention work to address the root of the issues that might lead to offending.

I am passionate about the work we as a local youth justice partnership can do to help children and children to make the right choices to stay safe, achieve and for those who do get involved in offending to rehabilitate. Whilst the work of the Youth Justice system is critical to the prevention of offending and re-offending, I am also a firm believer that we must focus on earlier prevention work to address the root of the issues that might lead to offending.

I am particularly pleased that Enfield Council continues to invest in its 'Early Help for All' Strategy, showing a firm commitment to prevention and early intervention work whilst also pledging a strong focus on improving community safety. Enfield Council have recently secured DfE funding to develop Family Hubs and strengthen early help with a specific focus on 'start for life services,' a concrete example of wanting the best for Enfield children and their parents.

In 2023-24, as this ambitious plan articulates, we aim to intensify our pursuit for excellence, to deliver outstanding youth justice services, committed to the children and community that we serve.

1.2 OUR VISION

We will provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

1.3 OUR STRATEGIC PRIORITIES FOR 2023-24

Our vision is underpinned by the following key strategic priorities that have been agreed by the Enfield YJSMB:

1.

Continue to invest into highly effective prevention and diversion with focus on preventing first time entrants and teen violence in line with our public health approach to serious youth violence and the new violence reduction duty.

2.

Effectively safeguard and promote the welfare of all children within Youth Justice with a specific focus on safeguarding children detained in police custody, reducing the number of children in custody, preventing remands, providing effective resettlement support whilst reducing risks to re-offending.

3.

Continue to promote and embed a child first approach across the Youth Justice system.

4.

Continue to drive disproportionality action plan across the Youth Justice system informed by an understanding of local needs.

5.

Deliver high quality Youth Justice Services that are responsive to local needs of children and enabled by effective governance, partnership, leadership, commissioned services, workforce development and quality assurance.

6.

Continue to drive effective practice, by providing support for children, with a strong focus on improving safety, health, and educational outcomes, and using our trauma informed practice, restorative justice, and victim support.

2. LOCAL CONTEXT

2.1 POPULATION SIZE

Enfield has 333,587 residents. It is the fifth largest London Borough by population. The most populous wards in Enfield are Edmonton Green, Upper Edmonton, and Enfield Lock which are also the wards with the highest levels of deprivation. Enfield has a population of 91,444 children and children aged 0-19, representing 27% of the overall population. Enfield has the fourth largest youth population in London.

2.2 DIVERSITY

Enfield population of children aged 10-17 is highly diverse with 52% of children falling outside of the ‘white’ category, see table 1.

TABLE 1: 2019 POPULATION ESTIMATES: TOTAL AGED 10-17

WHITE	BLACK	MIxED	ASIAN	CHINESE OR OTHER	TOTAL
17,021	8,553	4,223	3,908	2,067	35,771

In Enfield, there are approximately 90 languages spoken as a main language, though pupils speak over 178 languages and dialects, with 55% of pupils speaking English as an additional language. The top five (non-English) languages spoken by Enfield school pupils in 2020 were Turkish, Somali, Polish, Albanian and Bengali.

Christianity (all denominations) was the most common religion in the borough (53.6%) at the time of the 2011 census. 16.7% of residents were of the Muslim faith, and 15.5% held no religion or belief. Sikhs were the smallest group in the borough, composing 0.3% of the population, and people of ‘other religion’ made up 0.6%.

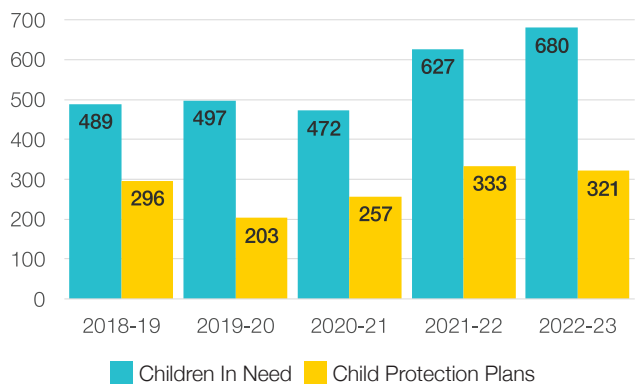
2.3 DEPRIVATION

Enfield is one of the most deprived London boroughs, sitting in the lowest 25%, with a stark east to west divide. 11.4% of households in Enfield have an annual gross household income of less than £15,000 (2022), and 35% have an income lower than £30,000. 16% of children under 16 are in low-income families (this means any family earning less than 60% of the national median pay), which is lower than the London (16.6%) and UK (18.7%) average. Eligibility for free school meals (FSM) is widely used as a proxy for socio-economic status. In Enfield’s maintained schools in 2020, 18.3% of pupils in nursery and primary schools, and 19.6% pupils in secondary schools were eligible for FSM.

2.4 SOCIAL CARE

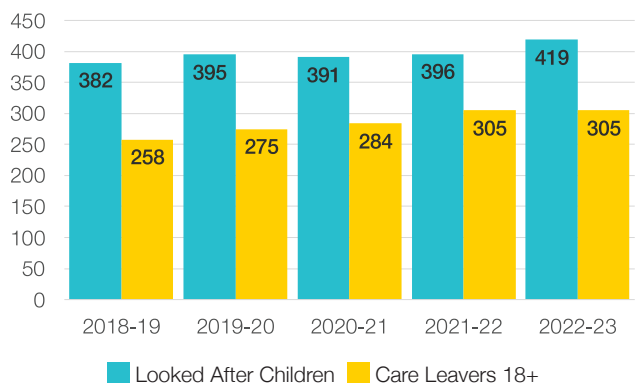
There has been an increase of children in need in 2022/23, however, positively, there has been a small decrease of children requiring a protection, see graph 2.

GRAPH 2



There has been an increase of children coming to care in 2022/23 whilst the number of children leaving care remained same as in the previous year, see graph 3.

GRAPH 3





Significant cohort of children within Youth Justice Service is known to social care. Table 4 illustrates a proportion of children known to social care in each respective quarter.

TABLE 4

CHILDREN KNOWN TO SOCIAL CARE	2022/23			
	Q1	Q2	Q3	Q4
YOS 074a Children in Need	22	25	24	21
YOS 074b Child Protection	4	5	8	8
YOS 074c Looked After Child	20	10	9	10

2.5 PROFILE OF CHILDREN INVOLVED IN OFFENDING

Our annual profile for the cohort of children in 2021-22 has helped us to ensure we continue to respond to the needs of children. There were 257 offences committed by 112 children. This represents a 3.7% reduction in the number of offences committed, and a 11% reduction in the number of children.

Most children who committed offences were aged between 15 and 16 years old (43% of the overall cohort) at the time when they committed the offence. The second most prevalent age category was 17-18 years old children, representing 33% of the overall

cohort. Majority of offences were committed by children who were males, which is consistent with national trend. The five most common offence types were:

- violent offences (31%)
- motor offences (23%)
- robbery (13%)
- drugs offences (10%); and
- theft (7%).

Black children were over-represented within the offending cohort. First time entrants were mostly 15-16-year-olds, Black or White; male and mostly committed violent offences such as violence against person, motoring offences and robberies. Referral Orders were the most prevalent court disposal given to children. Community Resolutions were the most prevalent Out of Court disposal given to children.

Significant proportion of children had multiple vulnerabilities such as – being known to social care, being exploited, having mental health and substance misuse needs, not being in employment, education, or training, having special education needs, speech and language needs and missing from home.

Note our next offending profile for 2022-23 is due to be undertaken and published in 2023 and will inform our Serious Violence Duty Needs Assessment.

3. CHILD FIRST

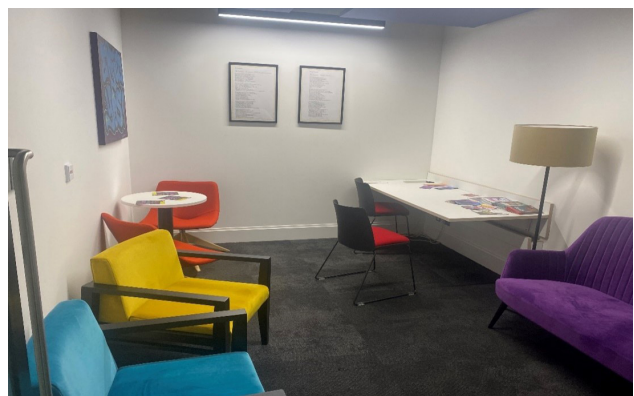
In 2021/22, YJSMB made a strong commitment to adopting a ‘child first’ approach. We recognise that building a ‘child first’ system will take time. It requires a whole system change at a national level. We passionately believe that we can affect changes within our local Youth Justice system by bringing partners on board and implementing practice changes.

We know that our children face multiple vulnerabilities, including adverse childhood experiences, mental health issues or through their family care circumstances, special education needs or intra and extra familial abuse. We recognise these vulnerabilities make children more vulnerable to being exploited or exposed to negative peer influences, affecting their ability to thrive. This includes children who have become victims of crime.

At service level, we have identified the following key strengths:

- We continue to focus on building children’s strengths in the context of their family to develop their pro-social identity. This is enabled by the work of the Strengthening Families approach within the delivery of youth justice services. Our Family Coaches work with children and their families to help them to overcome challenges that may impact on their capacity to change and sustain positive outcomes.
- We have continued to embed trauma informed practice within service delivery in recognition that adverse childhood experiences impact on children’s involvement in offending, resilience, and capacity to change.
- We have worked with our Youth Consultants to develop a child friendly version of the Youth Justice Plan.

- We have improved joined up working with the Youth Development Service to ensure within our offer of interventions we promote children can access to positive activities within the community that promote pro-social identify.
- The service continues to provide positive learning activities to help children to shift their identify. For instance, a young man in custody was supported to use poetry to express his lived-in experience and feelings to share with other children to help them make better choices. The poem was presented to the Board and has been framed and placed in a dedicated room to inspire children.



At partnership level:

- In recognition of the need to differentiate support for children with multiple vulnerabilities and to address structural barriers which may hinder our responsibilities towards children within the Youth Justice system we have implemented:
 - A joined up working protocol between Children’s Social Care and the Youth Justice Service.
 - A joined up working protocol between the Youth Justice Service and Special Education Needs.
- As a board, throughout 22/23, we have taken a particular interest in scrutinising the use of ‘released under investigation’ (RUI) to ensure that children are not kept too long within the justice system.
- We have introduced the use of community resolutions to divert children from the more formal youth justice disposals.
- We have continued to invest in piloting the Engage Project in the Wood Green Custody Suite, led by the Police, and supported by the Local Authority Early Help. Engage is well placed to provide children with support and early intervention in the ‘reachable and teachable’ moments to prevent children re-engaging in risky behaviour, which may lead them to the Youth Justice system.
- We have piloted ‘trauma informed’ training to all custody teams and will be pursuing and encouraging some physical changes within custody to make the space more child focused.
- The Police led project Dharma, has continued to provide support to schools with a focus on prevention of youth crime.
- In 2023 a new partnership ‘weapons protocol’ was agreed across schools to safeguard children within education settings.
- We commissioned a video production, capturing children’s ‘lived in experience’ within youth justice that helped us to develop a deeper understanding of the journey of children.

As a Board, we commissioned an external facilitator to deliver a ‘Child First’ workshop. Using the available research, we are looking to reshape what we do and when.

This year’s improvement plan reflects our new commitments made in the workshop to a ‘child first’ system. We will collaborate with Swindon YJS and YJB to co-develop a child first educational video tool for professionals. We will also commission some children to develop a local brand of a ‘child first badge’ to help us promote this commitment across our partnership. Further workshops are planned across the wider children’s services workforce, and additional partners. We will involve Board members to take an active lead on improving specific areas of support for children.



Picture of Board members from Child First workshop facilitated in May 2023 by an external consultant Michael O’Connor and attended by the YJB.

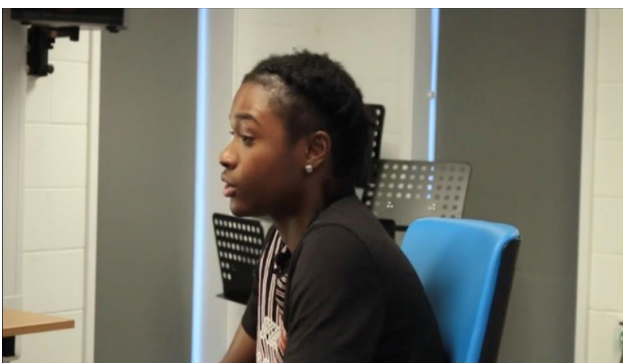
4. VOICE OF THE CHILD

We are determined to widen our engagement with children. The Council has developed a new 'Engagement Framework with a strong commitment to listening to and engaging children and children in the planning, co-production, and evaluation of services.

In December 2021, the YJS launched a young person's self-assessment process that comprises an initial review and end of intervention assessment. It includes a bespoke self-assessment tool for children in custody and their parents. All children within Enfield YJS are supported to engage with the self-assessment framework. We need to do more to encourage a broader response in both reviews and at the end of the orders.

In 2022, the service recruited 5 Youth Consultants who have produced a video, capturing children's experiences that led to their involvement in offending. This video was shared with staff and Board members to help them deepen their understanding of lived-in experiences within child's journey through Youth Justice system. This video is also included within the YJSMB induction tool for all new Board members to access.

Public Health commissioned Key step's Wellbeing Service to engage 42 children in a substance misuse survey and interviews during May-July 2022. The survey consisted of 58 questions, which focused on environment and surroundings and children's experience with substance misuse. A key aim of the survey was to assess and identify substance misuse prevalence and need amongst children engaged with the Youth Justice system. Table 5 highlights key findings and Public Health commissioners' response to children's feedback, ensuring that the re-commissioned new substance misuser service meets the needs of children within youth justice.



www.youtube.com/watch?v=CAW-46spcl4

Enfield Council also consulted in June 2022 with a group of 6 children within youth justice to obtain feedback on our Family Hubs blueprint proposal, re-purposing two dedicated youth centres into Youth and Family Hubs. Children were in support of the proposal.

Our second annual youth survey conducted during summer 2022, highlighted the following positive feedback from children:

- Children feeling of being listened to, understood, and supported by the service.
- Children responses on quality of induction provided to them were all positive.
- Majority of children (70%) rated support in court as either excellent or good. This shows an improvement of 30% on the 2021 survey results.
- Children's feedback on access to positive activities was mostly rated as excellent or good with no negative responses.
- 83% of children felt, the support provided to them was personalised to their needs.
- For the small cohort of children who had been in custody, 7 children rated support provided to them as good, 1 young person rated it as excellent and 1 rated it as bad.
- 75% of children rated ETE support as good.

The survey has highlighted the following areas for improvement that management has addressed:

- Quality of the office facilities for Enfield YJS at the time of the survey located in Claverings industrial estate as 'not welcoming.' One young person said: "The overall building is depressing; it makes me feel sad when I come in."
- 7 children noted that they did not know how to make a complaint about the service if they needed to. In response to this, management has ensured that parents and the children themselves are provided with all the information.

- 6 children felt the reparation work choice is limited. As a result, management has expanded the pool of reparation offers, such as new projects with the housing repairs team, green space, and gardening projects, opportunities with volunteering services and more foodbanks. In 2023, we will continue to grow our reparation offer.
- Feedback from children on the level of support provided to them by specialist workers such as health in justice was not always forthcoming. Our analysis suggests this was due to some gaps within commissioned health services. There were recruitment and retention challenges and sickness absences. Management implemented regular health in justice review meetings with the ICB commissioners and health providers. Specific focus was on continuity of the service with a clear escalation line to the Board if this is not the case.
- 25% of responses did not rate the former ETE support positively. Management and the Board has continued to review the level of ETE support provided. Virtual School support has been implemented to improve school attainment for children under the age of 16. We have also committed to piloting employing a teacher alongside the dedicated ETE worker to strengthen the ETE support.

In April 2023, six children within Youth Justice Service were also involved in a focus group consultation alongside the Enfield Youth Council and care leavers to inform the development of the Safeguarding Vulnerable Adolescent Strategy. Table 6 highlights children’s responses and recommendations for Safeguarding Enfield Partnership to consider taking forward.

TABLE 5

CHILDREN'S FEEDBACK	COMMISSIONERS' RESPONSE TO CHILDREN'S FEEDBACK
<ul style="list-style-type: none"> • 38% of children reported they drunk alcohol. • 74% of children reported to have seen an illegal drug. • 55% of children reported they had used drugs either currently or at some time in past. • Psychoactive substances were the most reported amongst children interviewed with cannabis being the most used drug among the cohort (50%) Average age of those reporting drug use was 15 and the youngest was 11 years old. • 21% of children reported that using drugs had a negative impact on their mental health. • 17% of children reported using drugs to help them to sleep. • 26% of children reported to have been referred for drug and alcohol support in the past and engaged with the support offered. • 7% of the cohort interviewed reported that their parents used illicit drugs and 7% stated they preferred not to say if their parents used illegal drugs. • Need was identified for mentoring that covers a range of life skills, parents to be offered opportunities to engage in substance misuse awareness and need for availability of drug and alcohol awareness sessions/guidance. 	<ul style="list-style-type: none"> • Youth Service is expanding mentoring offer from June 2023. • The new re-commissioned service includes information, advice and guidance for parents seeking support for their child's substance misuse. • The service specification includes requirement to provide awareness raising workshop and assemblies and professional training to support wider workforce in having conversations with children about substance misuse and providing IAG and signposting. • Findings from the survey will be considered as part of the future planning and delivery of substance misuse support for children i.e., mentoring project, supplementary Treatment Grant funded projects in 2024/25, Information on the Health for Teens and Health for Kids websites, which are due to be launched when the Schools Nursing Service development has been completed.

Enfield Youth Justice Service has moved from Claverings in Edmonton to a newly refurbished Thomas Hardy House in Enfield Town with better access and transport links to be collocated with wider children services. Children and staff can now enjoy a state-of-the-art building with welcoming new facilities. The service has a dedicated Youth Justice Service room, a new security protocol, including weapons screening has also been implemented to ensure that all service users feel safe in the building.

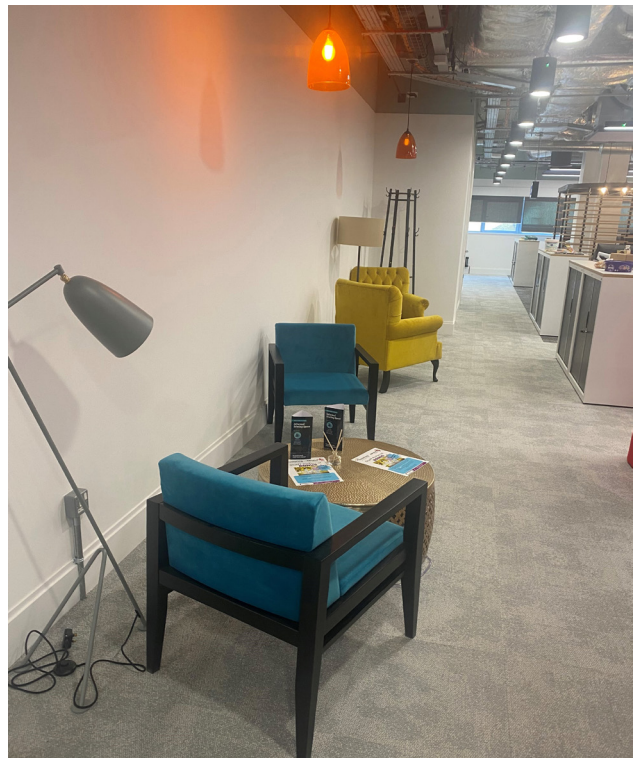


TABLE 5

WHAT IS IT LIKE TO BE A YOUNG PERSON IN ENFIELD?
<p>The children highlighted several positives about living in Enfield, including:</p> <ul style="list-style-type: none"> • Range of activities and sports on offer • Sense of community in Enfield <p>The children raised challenges around not feeling safe in the borough.</p>
EXTRA-FAMILIAL CONTEXT: PARKS
<p>What makes children feel unsafe in this context?</p> <ul style="list-style-type: none"> • Not maintained to a good standard • Darkness • Lack of CCTV • Lack of paths – must walk through hidden/dark areas or on the grass where you can slip <p>Some of the children stated that they rarely go to parks due to there being nothing there for children to do.</p> <p>How can the Partnership improve safety for children in this context?</p> <ul style="list-style-type: none"> • Increased lighting in parks • More CCTV
EXTRA-FAMILIAL CONTEXT: PUBLIC TRANSPORT
<p>What makes children feel unsafe in this context?</p> <ul style="list-style-type: none"> • Hostile bus drivers <ul style="list-style-type: none"> – Not letting children on the bus • People drinking and using drugs on public transport <p>Some of the children stated that they often take Uber transport because they do not feel safe walking or using public transport, especially at night-time.</p> <p>How can the Partnership improve safety for children in this context?</p> <ul style="list-style-type: none"> • More CCTV cameras • Safeguarding training for bus drivers, e.g., how to de-escalate situations and how to assist children
EXTRA-FAMILIAL CONTEXT: TOWN CENTRES
<p>What makes children feel unsafe in this context?</p> <ul style="list-style-type: none"> • Lots of traffic – risk of getting hit by a car • Overcrowded and loud <p>How can the Partnership improve safety for children in this context?</p> <ul style="list-style-type: none"> • Increase police presence (some children did note that this would not increase feelings of safety for all children)
ANY OTHER FEEDBACK
<ul style="list-style-type: none"> • Some of the children felt that youth centres were good places to hang out with friends • Some of the children said they felt safer online

In 2023, children in custody were invited to feedback on the Youth Justice Service via the prisoner email facility. The feedback highlighted that all children felt:

- supported by the service;
- encouraged to achieve; and
- they were being listened to and could raise any concerns if needed.

In 2023/24, we will continue to build on our engagement work with children. We will undertake an annual youth satisfaction survey, implement engagement focus groups, pilot involvement of children in recruitment, improve consistency of the self-assessment tool in reviews and at the point of the closure.

5. GOVERNANCE, LEADERSHIP, AND PARTNERSHIP ARRANGEMENTS

5.1 GOVERNANCE FOR YOUTH JUSTICE SERVICES IN ENFIELD

The Enfield Youth Justice Service Management Board (now YJSMB and previously known as the Enfield Targeted Youth Engagement Board) is well established and a mature board. It provides strategic and system leadership for the delivery of local youth justice services. The Council’s CEO appointed a new experienced chair in September 2021 to lead the board. The Board is well attended by a wide range of partners, enabling effective partnership working with focus on:

- reducing first time entrants into Youth Justice system;
- reducing the likelihood of re-offending;
- reducing the risk of harm that children can cause to others and themselves;
- maximising the best health and wellbeing outcomes; and
- treating children as children.

The YJSMB has clear term of reference that have been reviewed in response to the YJB guidance on Youth Justice governance and leadership, published in 2021. The terms of reference outline how the

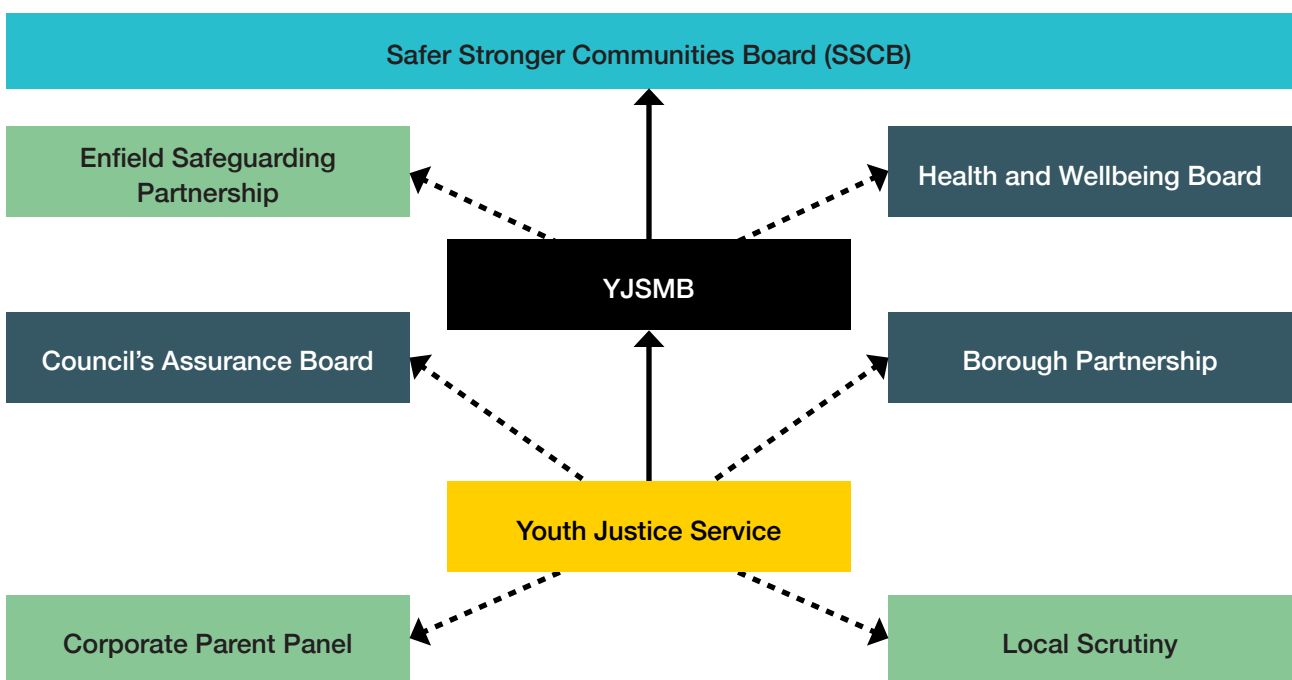
partnership is meeting statutory requirements for the oversight of youth justice services. The meeting frequency of the Board has been revised from quarterly meetings to a bi-monthly meetings to create more capacity for the work of the Board.

Diagram 1 illustrates the governance arrangements for the service and the YJSMB. The YJSMB is accountable to the Safer and Stronger Communities Board (This is Enfield’s statutory Community Safety Partnership). It also has a link and escalation line to the Health and Wellbeing Board and Enfield Safeguarding Partnership. There is also an interface with the Borough Partnership, which incorporates partners across the NHS, Local Authority and voluntary sector and has an important role in shaping services that protect the health and wellbeing of all residents and young people (including young people involved in youth justice).

In addition to the YJSMB, the Youth Justice Service regularly reports to and is held accountable to:

- the Council’s Assurance Board, chaired by the Council’s Chief Executive. It reports on the service improvement work and any risks to the delivery of highly effective youth justice service.

DIAGRAM 1





- the Corporate Parent Panel, chaired by the cabinet member for children and education services. It reports on the effectiveness of the provision of support for children in care who are within the criminal justice system, with a focus on preventing unnecessary criminalisation of children; and
- the local scrutiny process as and when required.

There is a strong alignment of the YJSMB vision and strategic priorities with the following key Council's and wider partnership strategies and work:

- **Council Plan 2023-2026** setting an ambition to develop strong, healthy, and safe communities and helping children and children to thrive.
- **Community Safety Plan 2023** – focusing on keeping children safe and reducing their risk from crime is one of the key priorities; and preparing for the new Violence Reduction duty including within needs analysis and strategic planning child first approach.
- **Early Help for All Strategy 2021-25** pledging to work with partners to provide support and early help as soon as possible to prevent problems escalating whilst also providing best start for life services.
- **Fairer Enfield 2021-2025** setting out clear commitments to tackle inequality, support an inclusive workplace and communities and create new opportunities for everyone in Enfield.
- **Enfield Joint Health and Well Being Strategy 2020-2023** with ICB, setting a high ambition to tackle wider health determinants and health inequalities, enabled by joint strategic needs assessment that clearly recognises health inequalities that are faced by children within youth justice.
- **Public Health approach to reduction of serious youth violence**, supporting the work and our focus on prevention of first-time entrants and reducing risks to serious youth violence; and developing local Drug and Alcohol Misuse Delivery Plan.
- **The NCL Population Health and Integrated Care Strategy**, which has been developed across system partners and endorsed by the ICP Board in April 2023. It sets out our collective approach to improving the health of our population. It describes our shared vision for an integrated system focused on prevention, early intervention, and proactive care.
- **The NHS long term plan**, which sets the ambition to improve experiences of children and young people in the Youth Justice system through investing in additional support for the most vulnerable children and young people in, or at risk of being in, contact with the youth justice system.
- **Safeguarding Vulnerable Adolescents Strategy 2023-26**, led by the Safeguarding Enfield Partnership, setting a strong commitment to strengthening our approach to tackling extra familial abuse.

5.2 PARTNERSHIP ARRANGEMENTS AND PROVISION OF RESOURCES

5.2.1 PARTNERSHIP ARRANGEMENTS AT STRATEGIC AND OPERATIONAL LEVEL THAT ENABLE DELIVERY OF HIGH-QUALITY YOUTH JUSTICE SERVICES

The Youth Justice Service is strategically linked with the following strategic partnerships:

- **North Area Violence Reduction Group** – providing a coordinated approach within delivery of the Police BCU North Area Serious Youth Violence Action plan in response to high level of violence, using problem orientated partnership approach to tackle violence. This group manages the Violence and Vulnerability Plan – soon to be aligned to Serious Violence Duty.
 - **Joined Health and Social Care Commissioning Board** – working closely with the ICB, ensuring there are clearly agreed commissioning priorities for children’s health provision, which also include health in justice arrangements.
 - **Vulnerable Children’s group within Enfield Safeguarding Partnership** – this is a subgroup within the Safeguarding Enfield Partnership, ensuring all vulnerable children, including those who are criminally exploited and at risk of extra familial abuse, are effectively safeguarded.
 - **SEND Partnership Board** – enabling effective joined up working between youth justice services and SEND in line with the SEND code of practice in the context of the local deliver plan.
 - **Violence Against Women and Girls strategy group** – driving delivery of the strategy through a partnership approach.
 - **Multi-Agency Children Exploitation (MACE)** – providing a strategic oversight for the work of children who are sexually and criminally exploited, regularly missing, and involved in violence are identified swiftly and safeguarded.
 - **Joined Health and Social Care Commissioning Board** – overseeing all joint commissioned health provision between the Council and Clinical Commissioning Group/ICB including health in justice.
- The Youth Justice Service is operationally linked with the following partnership meetings:
- **ECRIT** – Enfield Crime Reduction Implementation Group, which has a focus on understanding local crime issues. It also includes oversight of the adult and youth IOM (Integrated Offender Management), which was recently re-branded to ‘Youth Extra.’
 - **GRIP** – daily intelligence meetings with Police with a focus on information sharing and reducing serious youth violence and safeguarding children.
 - **SAFE** – multi agency case discussion of children identified at risk of all forms of exploitation to ensure they are effectively safeguarded.
 - **YouthXtra**– a multi-agency panel that oversees children identified at risk of re-offending and ensures there is a coordinated approach of provision with additional support and information sharing to reduce the risk of re-offending.
 - **Y2A** – a multi-agency transition panel that enables effective and timely transition of children to adult probation services.
 - **STAAH panel** – a multi-agency panel that oversees leaving care children and children in youth justice who are not in employment, education or training and aims to remove barriers to the employment, education, and training pathways.
 - **ETE panel** – a multi-agency educational panel that is chaired by the Virtual School headteacher that oversees educational outcomes for all children under the age of 16 within youth justice.
 - **Court User Group** – 7 borough network meeting with Youth Court judiciaries.
 - **Multi Agency Public Protection Arrangements Group (MAPPA)** – this group is responsible for managing children that commit violent and sexual offences; and
 - **Youth Scrutiny** – partnership meeting with a focus on scrutinising the decision making and delivery of out of court disposals.
 - **Health in Justice** – partnership meeting between the ICB, health providers and Youth Justice, overseeing delivery of health provision within youth justice.

5.2.2 PARTNERSHIP SUPPORT FOR DELIVERY OF YOUTH JUSTICE SERVICES

The YJSMB and partnership continues to ensure that all partners' contributions (financial and in kind) are channelled to deliver services and interventions to meet the needs of children.

Enfield Youth Justice Service benefits from access to a wide range of specialist resources to deliver effective youth justice work. Table 7 provides a summary of specialist resources and partnership arrangements that will help us to deliver high quality youth justice service in 2023-24 (see page 18).

Furthermore, the following partnership support arrangements are in place with focus on improving outcomes for children within youth justice:

- Joint working protocol between social care and Youth Justice Service, enabling a coordinated approach to information sharing, assessment, care planning and joint working, ensuring children known to both services are robustly safeguarded, and their welfare needs are met. This also includes the use of a joint supervision process.
- Joint working protocol between Special Education Needs Service and Youth Justice Service, enabling us to uphold the SEND code of conduct within youth justice work, ensuring that children with SEND and those with EHCP are not disadvantaged and receive appropriate support.
- Early Help 'step down' protocol for children within Youth Justice that come to the end of their order and require further support.

5.3 LEADERSHIP

Enfield Youth Justice Service is structurally located within the portfolio of the Director of Children and Families within the People's Directorate. This enables an effective joint working relationship with social care and public health, also co-located within the People's Directorate.

The service is well placed within the portfolio of the Head of Early Help, Youth and Community Safety – this includes Early Help, Youth Services and Community Safety. The Head of Early Help, Youth and Community Safety reports to the Director of Children and Families and directly supervises the Head of Youth Justice Service.

The Head of the Youth Justice Service leads the delivery of youth justice services and is supported by a dedicated leadership management team that includes a Deputy Head of Service and three Operations Managers. The job profile for the post requires the postholder to hold a social work qualification. This is required due to nature of high-risk children the service is working with.

Appendix 1 illustrates the Youth Justice Service structure chart.

In 2022, 'Destination 2022' was implemented and delivered the following service re-design improvements:

- Increased business support capacity.
- extending the quality assurance and practice development work through creating a practice consultant role; and
- improving the effectiveness and efficiency within service delivery in response to needs.

Enfield Youth Justice Services benefit from strong partnership work. There is an effective interface between the work of the YJSMB and key strategic partnerships.

TABLE 7

AREA OF NEED	SPECIALIST RESOURCE
Substance Misuse	Enfield Council's Public Health team commissions a dedicated substance misuse service for children, including those involved in youth justice. There is a clear joined up working protocol between the Youth Justice Service and the newly commissioned Humankind service.
General health	ICB commissions 1 fte Nurse for Youth Justice from the BEH-MHT (Enfield Community Services).
Speech and Language needs	ICB commissions 0.4 fte Speech and Language Therapist from the BEH-MHT (Enfield Community Services).
Mental Health	ICB commissions 0.6 Clinical Psychologist and 1 fte Liaison and Diversion worker from the BEH-MHT (CAMHS).
Delivery of OOCs, managing re-offending and intelligence sharing	North area BCU provides 2.5 fte Police officers. Enfield Council provides a dedicated OOC team of 3 case officers and team leader.
Delivery of effective transitions to Probation	National Probation Service is committed to provide 0.5 Probation Officer.
Support with SEND and education needs	Enfield Council provides 40 days of support per year from the Education Psychologist via SLA with the YJS. A joined up working protocol with SEND services was developed and launched in 2021 to improve information sharing and coordinated approach to provision of support for children with SEND/EHCP.
Employment, education, and training support	Enfield Council provides 1 fte dedicated ETE Coordinator + in kind support from Virtual School.
Social work support	There is a social work spine within Head of Service and their Deputy Head of Service.
Preventing re-offending	Enfield Council provides a dedicated 1 fte Youth IOM Coordinator alongside the BCU providing dedicated IOM Police office to deliver the YouthXtra project. (Funded through MOPAC London Crime Prevention Fund)
Delivery of group work programme to tackle gangs and behaviour leading to offending	Community Safety provides via MOPAC funding for 1 fte Group Work Facilitator.
Victim support, restorative justice, and reparation work	Enfield Council funds a dedicated victim support and restorative justice worker + dedicated reparation worker.
Provision of support for children involved in gangs and serious youth violence	Enfield Council funds 1 fte Youth Guardian. Community Safety assigns an element of the London Crime Prevention Fund to commission St Giles to provide 2 gang's worker and mentoring for children, and additional mentoring support via the Youth Development Service.
Constructive resettlement support	Enfield Council funds a dedicated 1 fte Re-settlement worker to support resettlement of children from custody into community.
Listening to child's voice	Enfield Council will fund as a pilot 0.5-1fte Youth Participation worker provided by the Youth Development Service to deliver on Youth Justice participation project.
Support for families of children involved in youth justice	Enfield Council's Early Help funds via the Supporting Families Grant a significant proportion of the cost for a dedicated Strengthening Families Team that provides 3 fte Family Coaches supporting families.
Early Help support for children subject to Community Resolutions	Enfield Council's Early Help provides a dedicated support and referral pathway for children receiving a community resolution that have additional needs and consent to receiving Early Help support. Early Help is leading on the delivery of the Turnaround project with clear pathways and dedicated workers to divert children from further offending.
Access to Youth Offer	Youth Development Service provide and prioritise referral pathways for children within Youth Justice to access Summer University, Holiday and Food Activities and mentoring.

6. BOARD DEVELOPMENT

Enfield YJSMB has continued to mature over this last year, under the leadership of the current Chair

All new Board members receive a personal induction from the Chair of the Board and Head of Service. All new Board members are provided with an induction tool that contains useful information about the service and the work of the Board. It includes links to important documents that a new Board member may need at some point to refer to such as – budget, terms of reference for the Board, Youth Justice plan, annual profile of children involved in offending, a link to the video of children sharing their lived-in experience of youth justice services. The Board has been working to an agreed annual programme of work to ensure it discharges its duties in line with the YJB guidance, published in 2021.

In the past year, our Board members have taken an active championing role, leading on youth justice service improvements, and championing the needs of children within Youth Justice. For instance, the Virtual School has delivered Trauma Informed training to all Woodgreen police custody teams and have also led on the successful implementation of the under 16 ETE panel for children within youth justice to remove barriers to school attainment.

Community Safety has brokered additional funding for crime prevention work and for the Youth Extra project.

Housing colleagues have supported improving information sharing to enable better housing solutions and safeguarding outcomes for children involved in youth justice.

Social Care have continued to champion joint working and participated in an externally commissioned review of joint practice. Furthermore, social care has successfully secured participation in a devolved National Referral Mechanism decision making pilot project. This enables faster decisions for exploited children within youth justice. The social care transfer protocol now incorporates a step-down process for children within Youth Justice to Early Help, supporting positive exit strategies for children from Youth Justice system.

ICB have proactively supported a review and strengthening of health in justice provision. This resulted in an increase of the 0.4 fte clinical psychologist to 0.6 substantively and subsequently to 1 fte temporarily, introduction of local health in justice KPIs and regular review meetings that involve ICB, health providers and Youth Justice Service.

Public Health has continued championing the public health approach to prevention of serious youth

violence in Enfield and investment in evidence based preventative approaches.

Whilst Probation has continued to experience recruitment difficulties nationally and locally, it has continued to engage in supporting transitions via attending the Y2A transfer panel in the absence of the seconded Probation worker and offered funding as an interim measure to bridge the gap.

The Board has adopted a risk register log that is reviewed on a regular basis to ensure that risks within partnership working that impact on delivery of youth justice service are identified early and effectively mitigated against. Where this is not possible, the Chair will further intervene.

In 2022/23, the Board has benefited from the following additional workshops that were externally facilitated:

- two spotlight sessions on developing our understanding of disproportionality, resulting in the development of a local pledge and partnership action plan.
- focus group training on testing our impact of the governance and partnership working in the context of the HMIP inspection criteria for organisational delivery arrangements.
- workshop on understanding and developing our 'child first' approach and tackling disproportionality, resulting in further partnership commitment to action whilst developing a deeper understanding of child first principles.

The Chair of the Board has continued championing the work of youth justice services, regularly attending Community Safety Partnership meetings, reporting on the work of the governance and partnership working. The chair also attends whole service meetings to meet staff to promote dialogue and understanding of the work of the Board. The Chair has regular monthly meetings with the YJS leadership to discuss any key issues concerns. The Chair regularly observes practice and provides a critical friend challenge whilst being abreast of local practice.

Overall, the board and partnership work has positively evolved over the last twelve months and has shown significant amount of co-production and collaboration that has positively impacted on services provided to children within youth justice. The Chair leads and aspires for excellence.

7. PROGRESS ON PREVIOUS PLAN

The Youth Justice Improvement Plan 2022-23 was ambitious. Table 8 provides a summary of the progress made against each priority area of the Plan. It highlights positive progress across the partnership, which sits well alongside of the work undertaken by the Youth Justice Service. Key challenge has been a shorter delivery timeframe as the plan was not signed off until the end of Quarter 1 by the YJB.

TABLE 8

STRATEGIC PRIORITY	KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p>1. Prevent first time entrants, reduce re-offending and custody whilst keeping the public safe in the context of recovery from the pandemic.</p>	<p>The overall number of FTEs was 78 at the year-end 2022-23, showing an increase of one FTE from the previous year. We have undertaken a snapshot analysis to develop a deeper understanding of the cohort at partnership level to help us to continue the focus on the prevention of FTEs with clear recommendations for the partnership to consider going forward.</p> <p>We have launched a range of new interventions to prevent first time entrants in addition to the existing strong preventative work such as the Turnaround project (delivered jointly by Early Help and Youth Justice Service), a Mobile Youth Bus (delivered by Youth Service), the Vanguard project (led by the BEH Mental Health Trust and supported by the Enfield Council), additional detached youth work sessions, schools anti-robbery project and an expansion of Summer University (delivered by Youth Service). The Youth Service has also secured external funding to expand the existing mentoring youth offer within the Borough in 2023. Police and the Youth Justice Service have continued to embed the use of Community Resolutions which shows an increase in the use, extending the numbers of Out of Court disposals.</p> <p>The service has continued to drive improvements within its delivery of out of court disposals to divert children from the Youth Justice system. The recent MOCK Inspection in October 2022 highlighted positive improvements and success of the scheme.</p> <p>As a partnership, we have continued to invest into our reducing re-offending project (YouthXtra, previously known as the IOM), with Police providing a dedicated 1 fte Police Officer and Community Safety providing additional funding of £15K to support the project. The evidence suggests the scheme is well embedded with the numbers of children on the scheme doubled in comparison to the previous year. Our local tracking of the cohort engaged with the scheme is showing a positive impact on the reduction of re-offending.</p> <p>Performance shows a continued low number of children in custody. This reflects a positive relationship with the courts and a diverse range of effective interventions that successfully support children within the community. Remands continue to be high, however, at both service and partnership level we have continued to scrutinise every remand, identifying any lessons learnt for the partnership and service.</p> <p>We have developed a deeper understanding of local children's needs involved in youth justice through undertaking and publishing an offending profile. Our evaluation of the interventions and services commissioned against the children's offending profile highlights that we continue to meet the needs of children within the Youth Justice system and have clear referral pathways and joined up working arrangements with key partners such as education, SEND, social care, early help, and commissioned health in justice services.</p> <p>The ICB led a review of health provision to strengthen the health offer, introducing local performance indicators and increasing the support provided by the clinical psychologist in response to emerging needs. We have introduced new dyslexia screening.</p> <p>The local authority successfully applied for the Home Office devolution of NRM decision making for children who are criminally exploited.</p>

STRATEGIC PRIORITY	KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p>2. Continue to drive service delivery improvements in response to our quality assurance findings.</p>	<p>We have learnt from the recently published HMIP thematic inspection findings on ETE. This has led to implementing the following service improvements:</p> <ul style="list-style-type: none"> • Extending the Virtual School model of support for children within youth justice. Implementing a new multi-disciplinary ETE panel, overseeing all children within youth justice, focusing on removing barriers to school engagement (such as exclusion, persistent absence, missing from or out on education, SEND needs or children in alternative school provision). The Virtual School Headteacher chairs the panel. It has had a positive impact. • Bringing the post 16 years of age children within youth justice who are NEET to the existing STAAH panel that oversees leaving care children who are NEET. The panel is chaired by the Virtual School Headteacher and supported by post 16 ETE partners to remove barriers to ETE. • Providing more granular ETE report information to the Board. • Expanding the attendance tracking for post 16-year-old children through an extension of the commissioned contract with the Welfare call. <p>Whilst the current YJB measure of ETE outcomes reported at the end of the child's intervention does not yet show an improved performance, this is not a reflection on the ETE partnership efforts to support children. We now know and track every child that is not in ETE via the two ETE multi-agency panels, providing a strong assurance to the Board that every effort is made to support children to achieve positive ETE outcomes.</p> <p>We have reviewed the effectiveness of the joint working between social care and youth justice through commissioning an external review of practice. The findings have been disseminated throughout the practice week to Social Care and Youth Justice Service managers. As a result, we have seen an increase in joint supervision, timely escalation of concerns, more YJS input into care planning processes, including strategy meetings, review meetings and safety planning for children opened to both social care and youth justice.</p> <p>We have continued to embed our joint working protocol between the YJS and SEND services. This has led to better co-working, training and more timely information sharing with coordinated responses. This protocol enables us to ensure that children with EHCP entering youth justice, receive an appropriate support in line with the SEND code of practice. We now report to the Board on reviewing children's EHCP plans upon their entry to custody as this was an area we identified for improvement. We are ambitious in this area of work and are currently working towards achieving the SEND kitemark.</p> <p>At service level, we have continued to drive improvements to our practice. This was enabled by:</p> <ul style="list-style-type: none"> • an annual workforce development plan, informed by training need analysis; • an annual quality assurance programme, including regular case file auditing, practice sessions, quality circles and external practice reviews; • creating an additional 1 fte Practice Consultant role to support practice improvement; • learning from serious case reviews; and • implementing Referral Order and Volunteer Improvement Plan as well as a Re-settlement Improvement Plan. <p>Our internal case file audits show a positive trajectory of practice improvements. The MOCK Inspection in October 2022 recognised the quality of interventions provided to children as outstanding, with a strong re-settlement offer and effective out of court disposal scheme. It also highlighted a range of practice areas for improvement for which plans have been put in place.</p> <p>Overall, the service continues to focus on driving quality of practice to improve outcomes for children.</p>

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p>3. Promote a child first approach across the Youth Justice system and effectively safeguard children, whilst promoting their welfare and best outcomes.</p>	<p>We have progressed our commitment to developing a trauma informed custody suite, with the central Met Detention team. We have trained all police custody teams in trauma informed practice. This has been positively received. We are currently in the process of redesigning the physical space of the Wood Green custody. The local BCU Inspector delivered SEND training to the Safer Schools Officers as part of Project Dharma. We are currently reviewing the effectiveness of Operation Harbinger, which focuses on improving information sharing in the golden hour of the child being presented in custody suite.</p> <p>The Chair of the YJSMB commissioned and supported a video production made by children from Youth Justice, to capture their lived-in experience. The video was shared with the Board Members, partners and the YJB. Child first training has been commissioned for the Board Members that will take place in the quarter 1 2023/24. This will inform the development of our local ‘child first’ pledge.</p> <p>At service level, nominated staff have been trained in the YJB child first training. Children have been involved in co-producing the YJ Plan and have produced a child friendly version of the plan. We completed an annual youth survey in 2022, which highlighted high levels of satisfaction with the service and some clear recommendations for service improvements such as the physical environment of the office, our reparation offer and support with ETE. We have embraced the feedback and responded to it.</p> <p>The service has continued to embed the Strengthening Families support to work with families and siblings of children involved in offending as part of our ‘think family’ approach.</p> <p>Developing a child first youth justice system is a long-term strategic priority. Whilst there has been positive progress made, we recognise there is much more work to be done.</p>
<p>4. Drive system improvement by building on our organisational effectiveness, governance work, partnership, and leadership to deliver high quality youth justice services.</p>	<p>The YJSMB has continued to mature and focus on providing effective system leadership. The Board has co-produced the vision and key strategic priorities for this year’s Youth Justice Plan, enabled by a workshop. The Board’s work and focus is enabled by clear terms of reference and a dedicated Chair of the Board.</p> <p>The Board has worked to an annual delivery plan that was agreed at the beginning of the year. We have implemented a new risk register log that is now well embedded. It helps the Board to understand and own key risks impacting on the delivery of local youth justice services. This enables the Chair and the Board members to intervene and effectively mitigate against identified risks. For instance, the Chair has formally escalated concerns to Health and Probation about the level of resourcing, which led to a mitigating action.</p> <p>The CCG led a comprehensive review of the commissioned health provision and joint up working, resulting in an improved understanding of expectations from providers and developing new local KPIs for the commissioned health provision to drive performance improvement.</p> <p>Whilst Probation has continued to experience national recruitment challenges, locally, it was agreed to provide funding for the YJS to support transitions.</p> <p>We have continued to offer an induction to all new Board members via a meeting with Head of Service and the Chair of the Board. We have developed a local induction tool, which is provided to all new Board members. The induction has been positively received. The Board has benefited from a training workshop on effective governance, which were externally facilitated.</p> <p>The Board has continued to track learning, arising from the HMIP thematic inspections. The recent ETE HMIP thematic inspection learning was presented to the Board in June 2022. This led to several improvements within delivery of ETE as noted above.</p>

STRATEGIC PRIORITY	KEY SUCCESS - ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
	<p>The Chair of the Board has continued to support the work of the Board and championed the service outside of the Board meetings. For instance, the Chair regularly attends and reports to the Safer Stronger Communities Board and Safeguarding Enfield Partnership on the work of Youth Justice Services and meets regularly with the Borough Commander.</p> <p>The Chair has led on the development of our partnership disproportionality action plan. This was enabled by dedicated spotlight sessions, which the Board fully engaged with. The Chair of the Board and key partners have been involved in developing Accommodation Pathfinder project that Enfield will benefit from.</p> <p>Public Health has commissioned the new Children Substance Misuse Service with the service specification informed by the Youth Justice Service and existing service users.</p> <p>Public Health also supported the continuation of the NCL Health Inequalities funding for the Project Dove that focuses on prevention of serious youth violence.</p> <p>The JSNA continues to reflect the needs of children involved in offending, which is enabled by Public Health. Public Health has continued to promote the joined-up approach to prevention of serious youth violence.</p> <p>The Board has continued to monitor and challenge the BCU on their use of the RUIs, advocating for a stronger focus on driving reduction of their use, which has been also enabled by the changes to the legislation.</p> <p>The Board has supported the trauma informed custody project with one of our Board members, the Virtual School Headteacher, delivering trauma informed training to the custody personnel.</p> <p>Community Safety has continued to champion the work of Youth Justice Services and ensured that the YJS plan is aligned with the Community Safety Plan.</p> <p>Community Safety has secured additional funding from the VRU for the Project Engage, school anti-robbery pilot project and youth capacity building. It has also brokered VRU incident funding in response to local serious incidents.</p> <p>Community Safety continues to champion and support our re-offending approach by securing additional funding for the YouthXtra Project, linking our project with the wider governance for reducing re-offending under the ECRIT.</p> <p>Early Help has provided training for the YJS Family Coaches in Virtual Exploitation to enable better support for parents of exploited children.</p> <p>Early Help has developed a step-down protocol for children within the Youth Justice Service to support exit plans from the service for children and their families with ongoing needs.</p> <p>The above examples are not exhaustive but demonstrate a strong working partnership with board members' championing and improving local Youth Justice Service.</p> <p>At service level, we have developed a comprehensive workforce plan, which is informed by a local training needs analysis. Its focus is on improving the quality of service provided to children by ensuring our workforce is skilled and well supported. We have implemented our Destination 2022 service redesign. It helped us to strengthen our focus on improving quality of practice, increasing business support, and sharpening our focus on resettlement.</p> <p>Enfield Council has delivered on its ambitious new accommodation project as part of its Build for Change programme. The Youth Justice Service was moved from Claverings to the state-of-the-art accommodation at Thomas Hardy House in May 2023. This re-location enabled staff and children to benefit from a quality, more accessible and secure facilities. It also enabled a greater integration and co-working with wider Children and Families services.</p>

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
<p>5. Develop and implement a disproportionality action plan across the Youth Justice system informed by an understanding of local needs.</p>	<p>We have undertaken two spotlight sessions, supported by an external facilitator. We have that reviewed the learning from the HMIP thematic inspection on the over representation of young black boys.</p> <p>We have considered and reviewed our local data on over representation. We have developed and signed up to a disproportionality pledge. This led to developing a partnership disproportionality action plan to help us to focus on reducing over representation of vulnerable groups within Youth Justice. We have made the following positive impact on tackling over representation:</p> <ul style="list-style-type: none"> • Safeguarding Enfield Partnership has commissioned training sessions on adultification, with training commencing in March 2023. • We have successfully delivered the pilot training for trauma informed custody. • We have implemented a presumption in youth custody of legal advice for all child detainees, instead of children being given a choice, resulting often in a decline because of not making an informed decision due to lack of trust in the system • We have continued to invest in providing trauma informed training to all our schools. • We have continued to focus on preventing school exclusions through our Nexus Project that provides a bespoke diverse range of interventions for children at risk of exclusions. <p>The YJS has:</p> <ul style="list-style-type: none"> • implemented the use of a Relative Rate Index when reporting on disproportionality to the Board; • developed a new stop and search group work programme to educate children about their rights and responsibilities with the workshop being co-delivered by the Police and YJS; • focused on embedding a trauma informed decision making within the Out of Court decision making panel; • implemented consistent consideration of trauma impact on children in their Pre-sentence report for courts; • increased focus on diverting children from court, for instance during Jan to Dec 2022, 24 children from ethnic minority backgrounds were diverted from courts, however, 4 were deemed as unsuitable for Out of Court Disposal and returned to court; • developed an identity group work programme to promote and celebrate positive identity for all children coming to the service. • improved focus on ETE for all children; • implemented consistent use of interpreters and personalisation of plans of support; and • implemented referral pathways for Gypsy, Roma, and Travelers team to support positive engagement of children and their families. <p>As a local partnership and the Youth Justice Service, we have made some positive progress, but we recognise there is more work to be done in the years ahead.</p>
<p>6. Focus on prevention of serious youth violence in line with our public health approach.</p>	<p>The NAVRAG (North Area Violence Reduction Group) led by the Police, continues to enable effective partnership work and a problem orientated approach to violence across both boroughs of Haringey and Enfield. The VRU positively commented on our violence reduction plan. Our Public Health Approach is well embedded within our strategic planning and delivery of violence prevention and early intervention tackling the root causes of the problem.</p> <p>Our progress report presented to the YJSMB in Dec 22, highlighted the tremendous amount of work and all investments made to prevent serious youth violence across partnership. Some of the examples of partnership initiatives include:</p>

STRATEGIC PRIORITY	KEY SUCCESS – ACHIEVEMENTS AT PARTNERSHIP AND SERVICE DELIVERY
	<ul style="list-style-type: none"> • Summer University – providing positive activities in serious youth violence hot spots. • Mobile Youth Bus project – increasing our outreach youth work capacity to schools and crime hot spots. • Turnaround Project – providing an early support to children at the cusp of offending. • Inspiring Young Enfield programme – aimed at all children, specifically those with multiple vulnerabilities and engaging in risky behaviour. • Mentoring support. • Young Leadership Academy – recruiting and training children to become young leaders. • Holiday and Food programme – providing additional positive learning activities during school holidays aimed at children eligible for free school meals. • Early Help parenting programmes. • Vanguard Project-providing a place based therapeutic support to children at risk of exploitation and violence. • Supporting Families programme. • Project Dove – using social prescribing, supporting children identified at risk of violence in primary care settings and schools. • Engage Project in the Wood Green custody suite, providing a follow through support into the community to children released from custody post arrest. • Taskforce project in the PRU – focusing on supporting children involved in violence. • Commissioning Oasis Hadley to provide mentors in A&E for children affected by violence. • Developing a new safeguarding hub with contextual safeguarding youth workers. • Trauma informed practice in school's project. • Safeguarding Ambassadors – collaborating with Safeguarding Enfield Partnership on improving safeguarding of children. • Producing 'Save Me' film to raise awareness of exploitation and gangs. <p>The service has:</p> <ul style="list-style-type: none"> • continued to embed the use of the Youth Guardian supporting children involved in violence and overseeing a keep apart list; • implemented tracking of school attendance for children, identifying risk of school disengagement early; • continued to engage with the GRIP – daily violence reduction meetings with Police; • continued to embed a trauma informed practice, providing training and case consultation for practitioners; • consistently overseen high risk children through the high-risk management panel, chaired by the Head of Service; and • commissioned Street Doctors and No Knives Better Lives programmes to educate children about the risk and ramifications of violent crime. <p>Examples of this work have been shared with the Crime Scrutiny Panel, which is led by Elected members and is accessible to the local community.</p> <p>Our Improvement Plan recognises there is more work to be done on embedding effective risk management and contingency plans.</p> <p>In the past 12 months to May 2023, there were 95 teen violence victims. This represents a -23% reduction, which is positive. Note teen violence across London has decreased by -1% over this time. In the rolling twelve months ending in May 2023, Enfield ranked 6th highest in London for the volume of teen violence. As a rate per population, Enfield are ranked 19th across the 32 London Boroughs, this is an improvement from the previous rank of 13. Data positively evidences the effectiveness and tenacity of all partners in their effort to robustly tackle youth violence.</p>

8. RESOURCES AND SERVICES, INCLUDING BUDGET

Spend for delivery of Youth Justice Services in 2022-23 remained within the financial envelope provided, which is positive.

Delivery of Youth Justice Services in Enfield continues to be appropriately resourced. The overall resourcing envelope of youth justice services is forecasted to be **£3,769,716** for 2023-24, see table 9. This is inclusive of all sources of income and in-kind contributions.

Delivery of Youth Justice Services is resourced through a diverse range of funding sources:

- Youth Justice Board core grant; devolved remand and Turnaround grants;
- Enfield Council's funding contribution;
- MOPAC and VRU funding via Community Safety to fund group work and re-offending interventions;
- Supporting Families contribution from the MHCLG that comes via the Council,
- funding two family coaches within Strengthening Families support;
- ICB funding commissioned health in justice provision; and
- in kind contributions from the Police and Probation.

TABLE 9

	BUDGET ALLOCATION 2022/23	BUDGET ALLOCATION 2023/24
Direct contribution		
Enfield Council	£2,172,220	£2,159,320
YJB Core Grant	£385,286	£402,624
Turnaround Grant	£41,361	£97,148
Additional income		
Troubled Families	£92,841	£97,529
MOPAC via Community Safety	£65,000	£65,000
YJB Remand Grant	£460,127	£460,107
Total Including Remand budget	£3,216,835	£3,281,728
In kind contribution (estimated costs)		
Police (3.5 fte posts)	£263,490	£263,490
Probation (1 fte post)	£25,000	£25,000
Probation Contribution	£5,000	£5,000
Health (1fte Nurse) + (0.4fte Speech and Language)	£79,088	£79,088
Health (1fte Clinical Psychologist)	£47,517	£47,517
Health (1fte Liaison and Diversion Worker)	£67,893	£67,893
Health (Speech and Language Communication Therapist)	£0	£0
Grand Total	£3,704,823	£3,769,716



The YJSMB and the Enfield Youth Justice Service have continued to ensure that the YJB grant, and all partners' contributions (financial and in kind) are channelled to deliver services and interventions to meet the needs of children. The YJSMB is updated on a regular basis on the forecasted year end outturn and on any resourcing issues to ensure the service and partnership deliver a balanced budget.

The YJB grant for this year has been increased by 4.5%, which is positive. It will be used to contribute to fund the cost of the workforce predominantly and some aspects of training. The devolved YJB remand budget will be solely used to meet the remand cost, which is a demand led service. The allocated YJB funding for the delivery of the Turnaround has increased for 2023/24, which will enable us to scale up the prevention of offending work in line with the YJB eligibility criteria for children to be prioritised for support.

There has been a small reduction in the Enfield Council's contribution to the Youth Justice Service from the previous year due to Destination 22 service redesign that delivered some efficiencies.

Our statutory partners have continued to make a strong commitment to resourcing services that meet the needs of children.

Our key priority for 2023/24 is to ensure as a partnership we continue to use all funding sources (inclusive of the YJB grant) in the most cost efficient and effective way to deliver high quality Youth Justice Services that meet the needs of children involved in offending and help these children to rehabilitate and achieve positive outcomes whilst keeping local communities safe. The funding will enable us to focus on driving service improvements reflected within this Youth Justice Strategic Plan.

9. PERFORMANCE SUMMARY FOR LAST YEAR AND KEY PRIORITIES GOING FORWARD

The Youth Justice Service Management Board monitors the performance of our Youth Justice Services.

A bespoke performance dataset was developed for the Board. The dataset incorporates national and local performance indicators and a profile of key vulnerabilities. It also includes an infographic summary page to make the data set user friendly. The service provides an overview and analysis of performance to the partnership on a quarterly basis.

The Board periodically receives performance information on commissioned services for children such as Substance Misuse and Health in Justice. This enables the partnership to ensure that commissioned services continue to meet the needs of children. In addition to this, thematic performance reports are presented to the Board by the service, as well as partners. In the last year, the Board received performance report on the use of Release Under

Investigation by Police, the Engage Project in Wood Green custody by Early Help, a local profile of children involved in offending and a snapshot profile of first-time entrants.

Our key priority for 2023/24 is to ensure at partnership and operational levels we have the intelligence we need to review and drive our performance and service improvement to provide outstanding youth justice services for children in Enfield. As a partnership we welcome the new additional statutory key performance indicators introduced by the YJB to expand our current performance focus, which will help us to improve impact of the work we do. Our YJSMB quarterly dataset will be adapted to reflect the new YJB performance indicators.



9.1 FIRST-TIME ENTRANTS AND PREVENTION WORK

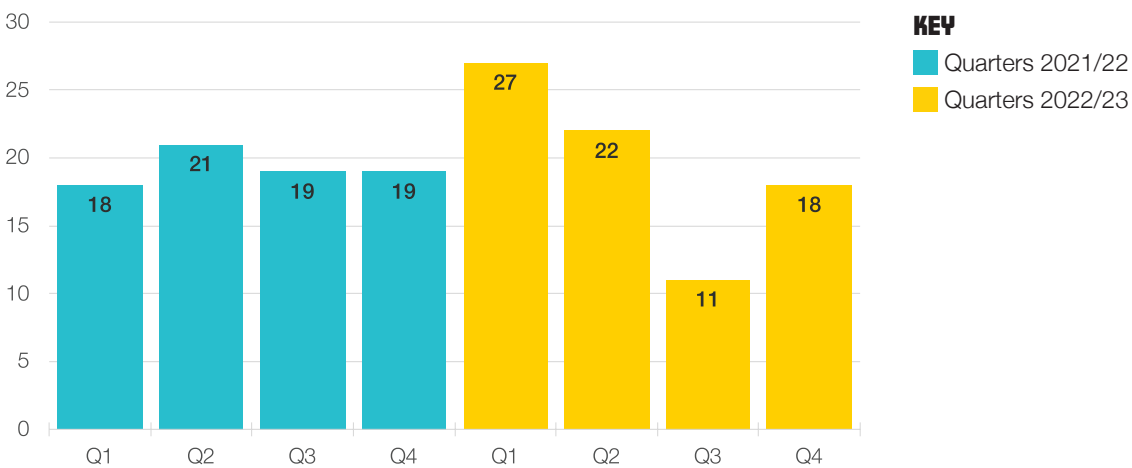
There were 78 children in total as first-time entrants in 2022-23, see table 10. This represents a 1% increase from 77 children in the previous year, which is insignificant.

The partnership has continued to invest in the existing strong youth offer that also includes the Nexus programme in schools, which helps to prevent school exclusions. The Engage Project in Wood Green custody has continued to mature, increasing the numbers of children it supports. The partnership further launched new evidence-based initiatives to prevent first-time entrants, for example:

- Project Vanguard providing therapeutic place-based support;
- Project Dove, which includes social prescribing in health settings and schools;
- Mobile Youth Bus;
- Youth provision for children with SEND needs from Bell Lane Youth Centre;
- Young Carers project;
- Youth capacity building, training children to become leaders;
- Anti-robbery schools' project, targeting the transport hub and hot spot schools to improve the safety of children through outreach youth work alongside of the work of Safer Schools Officers.

TABLE 10: TOTAL FIRST TIME ENTRANTS (LOCAL DATA)

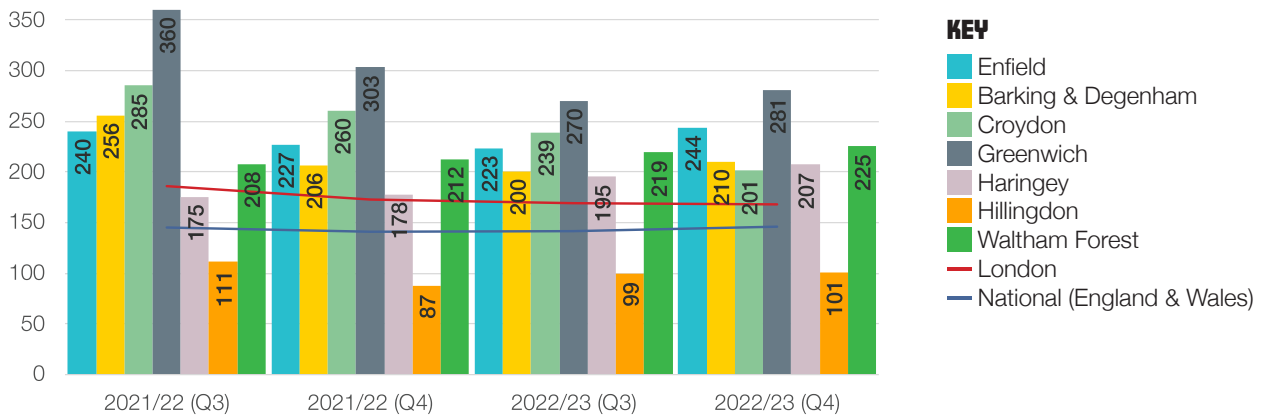
First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



Graph 4 highlights the latest published YJB FTE rate per population benchmarking data for the quarter 2 22/23. It shows Enfield's first-time entrants as the 2nd highest in the family, and above both London and National figures. One of the challenges Enfield faces is that it has the 4th highest youth population in London alongside high levels of deprivation.

GRAPH 4: FIRST TIME ENTRANTS RATE PER 100,000 (YOUTH JUSTICE BOARD)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



Enfield Council's Crime Scrutiny committee scrutinised the extent and impact of crime prevention work in 2022 and noted the extensive range of initiatives and its positive impact.

Our snapshot analysis of the first-time entrants' cohort for the quarters 1-2 in 2022-23, which was shared with the YJSMB and will inform our partnership focus on prevention in 2023-24, found the following:

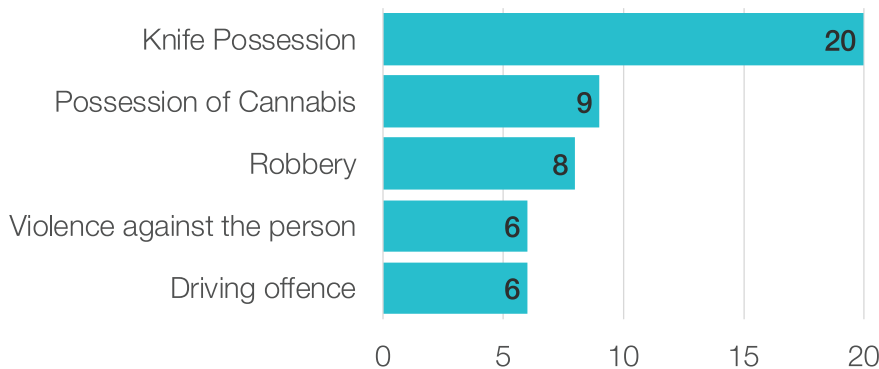
- The most prevalent disposal received by the FTE cohort of children was a referral order and Youth Conditional Caution. Overall, 27% (13) of the cohort received an out of court disposal and 73% (36) received a court disposal.
- The most prevalent offences were knife possession, possession of cannabis; robbery and violence against person, see graph 5.
- only 14% of FTEs had previously been known to the YJS, see graph 6. This highlights that most

of the first-time entrants are below the radar of the Youth Justice system and the importance of a partnership approach to prevention.

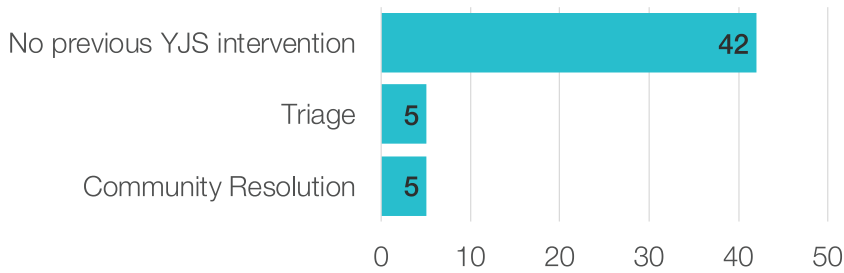
- 82% of FTEs were known to Children's Services, including Early Help either prior or at the point of becoming FTEs, see graph 7.
- 43% of the overall FTE cohort were children under the age of 16 whilst 57% were post 16. 30% (15) FTEs were not in employment education and training (NEET) or were school refusing, out of which:
 - 8 children were under the age of 16 and therefore of statutory school age and;
 - 7 children were over 16 and therefore should have been in post 16 education training or employment.

This highlights the importance for the partnership to continue its focus on school inclusion, joint working with schools and ETE support for post 16-year-olds.

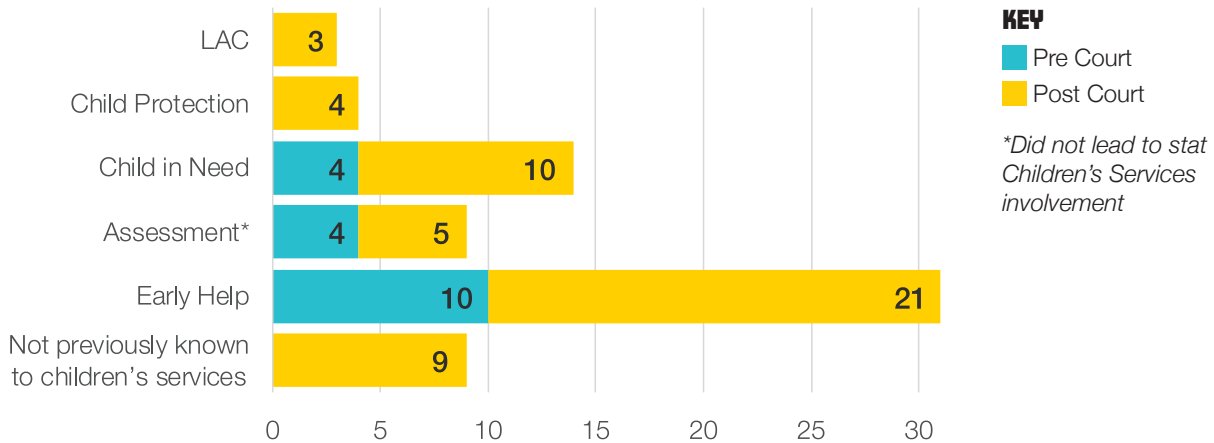
GRAPH 5: OFFENCE TYPES



GRAPH 6: PREVIOUS YJS INTERVENTIONS



GRAPH 7: FTES KNOWN TO CHILDREN'S SERVICES



In 2023-24 we will continue to build on our existing strong prevention and Early Help offer and will:

- increase number of children engaged in diversionary and learning activities provided through our Summer University and Holiday and Food Activities programme;
- increase the capacity and reach of children through the Turnaround Project to prevent offending and continue to review its impact;
- increase our mentoring offer through additional external funding investment and a coordinated approach to delivery across the partnership;
- review the impact of our Out of Court Disposal schemes, specifically the use of Triage and Community Resolution;
- continue building on our public health approach to prevent offending and violence and launch our action plan to deliver on our local Drugs Strategy that will include prevention work;
- launch our Enfield Safer Schools Partnership Offensive Weapons protocol in recognition that children often face multiple vulnerabilities that may result in children getting involved in offending or becoming victims. The protocol will enable

us to have a coordinated, child first approach to prevention and safeguarding of children from weapons within education settings;

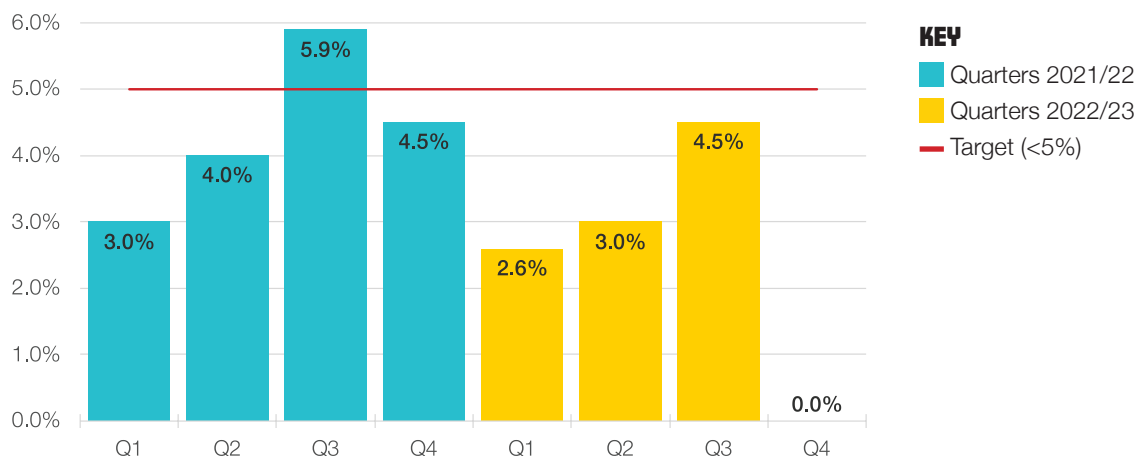
- embed a school's link approach for social care and early help to continue to strengthen our joint working with the schools' community, as schools are in the best place to identify early concerns and risks that may lead to children getting involved in risky behaviour and offending;
- improve child to adult violence support through seeking additional funding in recognition that children often get criminalised because of child to parent violence;
- strengthen our focus within social care and joint up working with Early Help system to ensure that our social workers can access prevention and early support for children at risk of offending;
- launch Ponders End and Craig Park Youth and Family Hubs offer of services to children and their families age 0-18 and up to the age of 25 years old for those with SEND; and
- continue to review the impact of our prevention work, invest in evidence-based interventions, and seek additional funding to grow our prevention offer.

9.2 REDUCING NUMBER OF CHILDREN IN CUSTODY AND OUR RE-SETTLEMENT SUPPORT

There has been a reduction of children receiving a custodial sentence from 5 children during 2021/22 to 3 children in 2022/23, see table 11. The YJS has continued to divert children from custodial sentences where possible through proposing robust support intervention packages to keep children within community.

TABLE 11: % OF YOUNG PEOPLE SENTENCED AT COURT THAT ARE GIVEN A CUSTODIAL SENTENCE

Custody is reserved for the most serious offenders or those that wilfully and persistently fail to comply with community orders. A custodial Sentence consists of a mandatory custody period of the offender and then a licence programme within the community.



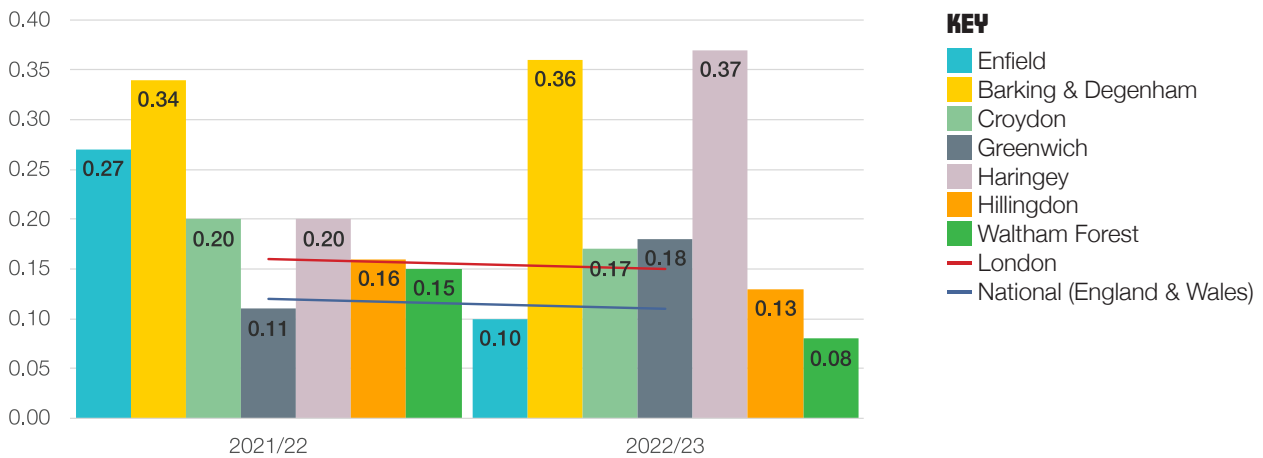
QUARTERLY PROFILE

YEAR	QUARTER	VALUE	TARGET	CUSTODIAL	SENTENCED	STATUS
2021/22	Q1	3%	<5%	1	33	✓
	Q2	4%	<5%	1	25	✓
	Q3	5.9%	<5%	2	34	▲
	Q4	4.5%	<5%	1	22	✓
2022/23	Q1	2.6%	<5%	1	38	✓
	Q2	3%	<5%	1	33	✓
	Q3	4.5%	<5%	1	22	✓
	Q4	0%	<5%	0	23	✓

The latest YJB published benchmarking data for custody as a rate per population compares Enfield's custody rate to 7 boroughs, see graph 8. It highlights Enfield as having 0.10 rate per 100,000 population in quarter 3 in 2022/23. This is the 2nd lowest rate after Waltham Forest. Enfield's custody rate is lower than the London and National average.

GRAPH 8: CUSTODY RATE PER 100,000 (YOUTH JUSTICE BOARD)

First Time Entrants (FTEs) to the criminal justice system are classified as offenders. These are children (aged 10-17), resident in England and Wales, who received their first, caution or conviction, based on data recorded from (Local) CVYJ Database or published statistics are from the Police National Computer.



We have continued to strengthen our re-settlement offer and provide constructive re-settlement support to all children in custody through investing into a dedicated re-settlement worker. We have delivered on our re-settlement improvement plan, strengthening:

- joined up working with SEND services to support re-settlement process, including timely EHCP reviews;
- provision of support with re-settlement for remand cases as well as those in custody;
- completion the Y2A transitions modules;
- throughcare health support;
- mental health screening upon release from custody to ensure mental health concerns are identified and responded to; and
- voice of victim being heard through release meetings at a high-risk panel.

The MOCK inspection in 2022 positively recognised good quality of our re-settlement practice.

We have improved our joint working with SEND services and notify the SEND service whenever a child with an EHCP enters custody to ensure their education, health and care needs continue to be met in custody. Whilst the notification has happened consistently, this has not always triggered a timely review of the EHCP.

Whilst we continue to reduce the number of children in custody, **in 2023-24, we will:**

- continue to review, as a partnership, the range of interventions and services we provide to ensure we continue to meet the needs of children and where appropriate to avoid custody outcomes;
- seek the views of children in custody about their lived experiences;
- review the sufficiency of ETE provision for each child in custody through our ETE panel; and
- ensure that timely reviews of the EHCP are triggered upon entry to custody.

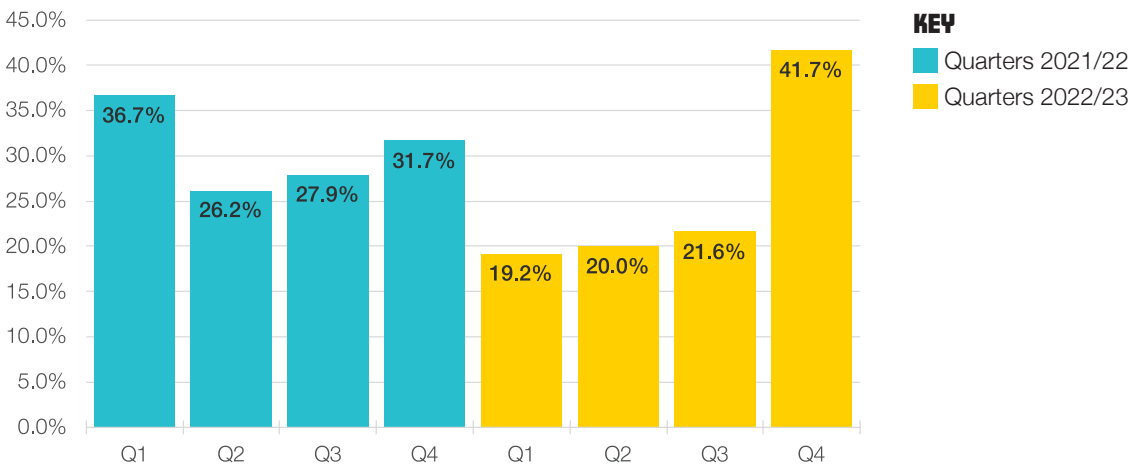
9.3 REDUCING RE-OFFENDING

The re-offending performance for quarter 1-3 of the tracked cohort of children in 2020/21 shows a significant reduction from the previous year's tracked cohort, see table 12. However, quarter 4 2020/21 tracked cohort of children shows 41.7% re-offending. This is due to the following factors:

- The tracked cohort of children for quarter 4 2020/21 was smaller than the cohort tracked for quarter 4 2019/20, therefore pushing up re-offending %.
- January 2021 Covid restriction were back for 3rd lockdown in January 2021 and started to lift in March (last month of the cohort).
- Courts were only processing the serious offences during the pandemic, therefore many offences would have taken longer to go through courts. This would have created a lag in reported re-offending.
- TSG were present in the borough during the quarter 4 resulting in increased enforcement.

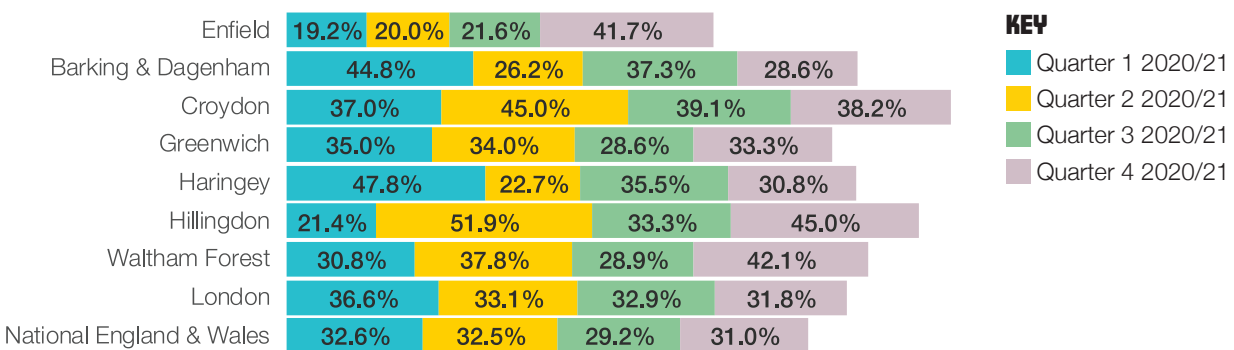
TABLE 12: RE-OFFENDING FOR ENFIELD (YOUTH JUSTICE BOARD)

Youth Justice Board data identifies young people convicted within a specific cohort, if these young people committed an offence within 12 months of that original conviction which results in conviction of 18 months from original conviction. Then they will be included within the Re-Offending cohort.



Benchmarking the re-offending tracked cohort of children shows that Enfield overall had a less percentage of reoffending that the other areas, London and National over the year.

GRAPH 9: RE-OFFENDING LOCAL AUTHORITY COMPARATOR (YOUTH JUSTICE BOARD)



In 2023/24 we will:

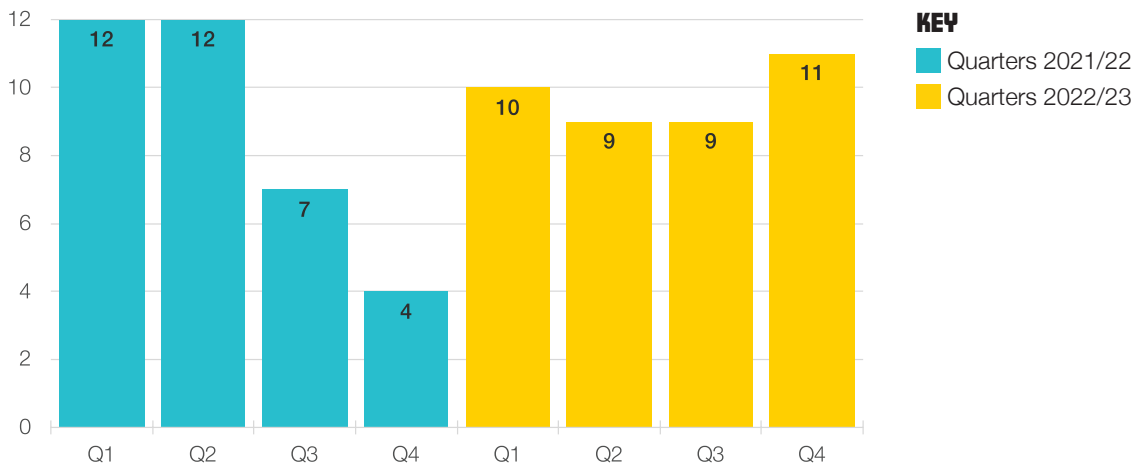
- continue to build on the work of our re-offending YouthXtra Project (previously known as the YIOM).
- review the impact of the YouthXtra;
- undertake an annual profile of children involved in offending to ensure we continue to understand the needs and characteristics of children, so we continue to provide the right interventions and commission effective services that help us to reduce re-offending.

9.4 REMANDS

Overall, there were 39 remand episodes in total for 2022/23, see table 13. This represents an 11% increase from the previous year (35). Management scrutinises every remand episode that does not result in a custodial outcome to identify key practice issues and learning to ensure that unnecessary remands are avoided in future.

TABLE 13: REMANDS

When a young person is in remand it means that they are detained in prison until a future date when a trial or sentencing hearing is due to take place. Remands are usually made against those with serious offences, those who are likely to commit further offences or those who have failed to comply with bail in the community.



CODE & SHORT NAME	2021/22				2022/23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
YOS 018 Number of children in remand – Secure Children's Home (SCH)	0	0	0	0	2	2	0	1
YOS 019 Number of children in remand – Secure Training Centre (STC)	0	1	1	0	0	0	0	0
YOS 020 Number of children in remand – Young Offender Institution (YOI)	8	6	4	3	7	7	8	7
YOS 039 RILAA	4	5	2	1	1	0	1	3
YOS 021 Number of days spent on remand	219	297	217	127	340	302	217	266
YOS 023 Number of remand periods ended	3	3	3	1	4	3	2	4
YOS 024 Remands Ended in Custodial Sentences	0	1	1	0	0	1	1	2
YOS 025 Remands Ended in Community Sentences	0	0	1	0	1	0	0	0
YOS 026 Remands ended – Other Outcomes	3	2	1	1	3	2	1	2

In 2023-24, we will:

- continue to scrutinise and review each remand episode and identify lessons learnt to inform the way we work;
- continue to embed our joint working protocol with social care to ensure that we support the search for suitable placements;
- be referring children to the London Accommodation Project where appropriate; and
- undertake a practice review of our remand and custody work.

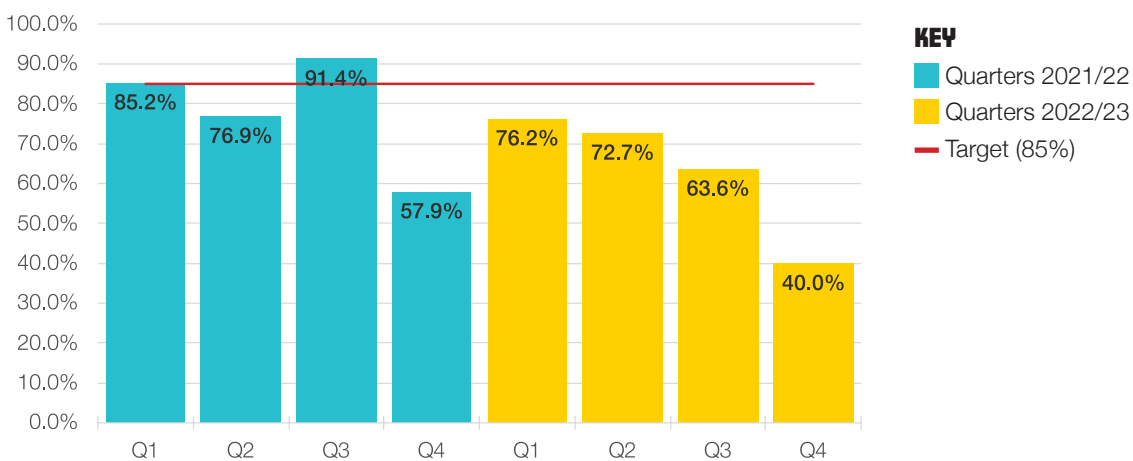
9.5 ETE OUTCOMES

Our local target is that 85% of children are in ETE at the end of their intervention. The ETE performance data is collected on the day an intervention ends, which is not always the end of the journey of the child with the YJS. For example, if a child initially becomes known to the YJS on a bail support package and then is subsequently sentenced, this would be classed as the end of an intervention. Therefore, the child would be classed as NEET. In addition, the small numbers involved statistically has a significant impact on percentage outcomes.

Table 14 illustrates that out of the overall cohort of 91 children that completed their interventions during 2022/23, two thirds of the cohort (60) achieved ETE outcomes. This leaves 31 children that did not achieve the required ETE requirement at the end of their intervention. Whilst Enfield ETE performance against our local target shows under performance, it does not capture the positive impact on children re-engaged in some form of ETE, which is more positive.

TABLE 14: CHILDREN'S ENGAGEMENT IN SUITABLE EDUCATION, TRAINING AND EMPLOYMENT (PRE AND POST COURT) (AT THE END OF THE ORDER)

When a young person is in remand it means that they are detained in prison until a future date when a trial or sentencing hearing is due to take place. Remands are usually made against those with serious offences, those who are likely to commit further offences or those who have failed to comply with bail in the community.



QUARTERLY PROFILE

YEAR	QUARTER	VALUE	TARGET	CUSTODIAL	SENTENCED	STATUS
2021/22	Q1	85.2%	85%	23	27	✓
	Q2	76.9%	85%	20	26	▲
	Q3	91.4%	85%	32	35	✓
	Q4	57.9%	85%	11	19	●
2022/23	Q1	76.2%	85%	16	21	▲
	Q2	72.7%	85%	24	33	●
	Q3	63.6%	85%	14	22	●
	Q4	40%	85%	6	15	●

CASE NUMBERS (MARCH 2023)

Children's engagement in suitable ETE post 16 year of age (Pre and Post Court) (At the end of the Order)	3
Children's engagement in suitable ETE under the age of 16 (Pre and Post Court) (At the end of the Order)	3

We have reviewed the ETE support for children within the Youth Justice Service in response to the HMIP thematic inspection findings. We have implemented these positive measures from July 2022:

- a dedicated multi-agency ETE panel for children under the age of 16 within Youth Justice who are not fully engaged in ETE or missing from or out on education. The panel is led by the Virtual School and focuses on removing barriers to engagement with school;
- a Welfare Call to track children's school attendance to help us to identify early school disengagement and take positive action;
- an extension of the terms of reference for the STAAH panel for post 16-year-old children who are looked after/leaving care and not in ETE to include children known to the Youth Justice Service;
- continued focus on the provision of support for children with SEND and those with an EHCP, enabled by our joint working protocol with SEND service, which has been reviewed and tested in the recent Ofsted SEND inspection;
- self-assessment of our SEND support to children within Youth Justice, working towards the SEND kitemark; and
- regular reporting to the Board on our ETE performance including the ETE profile of children, informing the Board about the number of children who are on a part time school timetable, in an alternative provision, missing from education, permanently excluded, electively home educated, persistently absent or have SEND/EHCP needs, see table 15.

TABLE 15

INDICATOR	2022/23			
	Q1	Q2	Q3	Q4
YOS 074 Cohort of All Active Open Cases in the Current Quarter	93	83	81	75
YOS 075a Number of children with EHCP out of the overall cohort	21	19	20	15
YOS 075b Number of children with EHCP that entered custody	2	1	0	0
YOS 075c Number of children who entered custody had their EHCP reviewed	0	N/A	N/A	N/A
YOS 075d Number of children with identified SEND needs out of the overall cohort	27	21	25	19
YOS 075e Number of children overseen by the Virtual School panel in that quarter (This would include Pre-16 – statutory school age)	N/A	46	26	26
YOS 075f Number of children in alternative provision out of the overall cohort	10	18	11	15
YOS 075g Number of children below 16 years of age identified with persistent absence from school in that quarter	21	17	15	25
YOS 075h Number of children permanently excluded from school out of the overall cohort in the quarter	0	1	1	1
YOS 075i Number of children missing out on education	0	1	2	0
YOS 074k Elective Home Education (EHE)	1	1	1	0
YOS 074l Children Missing Education (CME)	1	1	1	0
YOS 075j Number of Children on a part time timetable	9	8	3	4

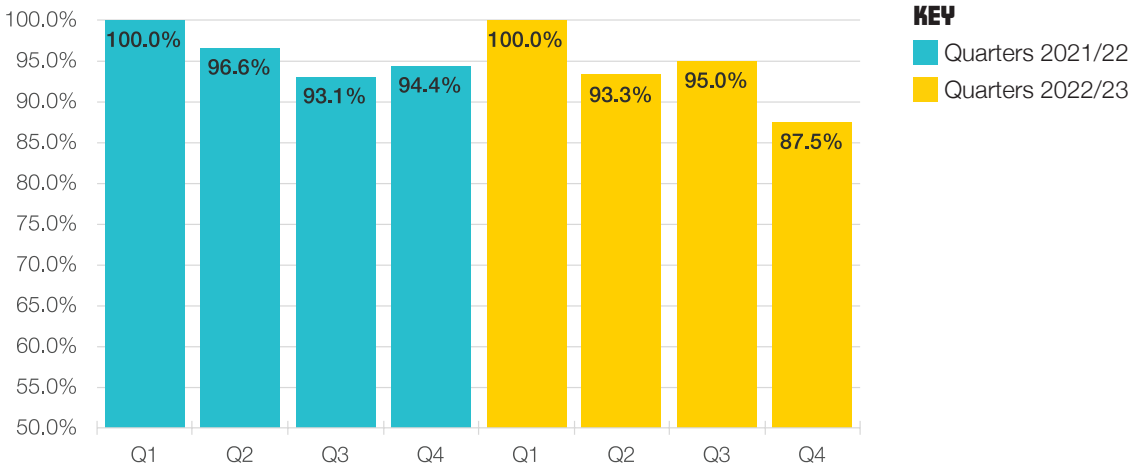
Improving ETE outcomes continues to be our key priority. **In 2023, we will:**

- review ETE and report to the Board our findings and recommendations;
- expand the ETE support through piloting the use of a dedicated Virtual School teacher supporting Youth Justice case managers to remove barriers to ETE; and
- start systematically reviewing ETE support for children in custody through our ETE panel.

9.6 SUITABLE ACCOMMODATION

Out of 92 children for the year 2022/23, 87 children lived in suitable accommodation, leaving 5 children living in an unsuitable accommodation, see table 16. Our analysis shows that the main reason children are living in unsuitable accommodation is through overcrowded and temporary accommodation.

TABLE 16: YOUNG PEOPLE'S ACCESS TO SUITABLE ACCOMMODATION (EXCLUDING REMANDS AND CUSTODY)



Our key priorities for 2023-24 will be to:

- strengthen joined up working arrangements with Housing
- continue to embed joint working protocol with social care; and
- support families of children within Youth Justice through our Strengthening Families approach and help families to overcome housing issues and cost of living problems.



9.7 TRANSFER TO PROBATION

The Board has introduced this performance measure due to previous concerns with timely and effective transfers to Probation. Despite not having the Probation seconded, the introduction of the Y2A transfer panel and joint working arrangement with Probation has ensured that all cases of children eligible for transfer were transferred in a timely and effectively manner throughout 2022/23, see table 17.

TABLE 17

2022												2023		
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Indicator: YOS 055a Transfers to Probation – Number of cases turning 18 within the month														
1	1	2	1	3	3	2	2	0	0	5	0	3	1	2
Indicator: YOS 055d Transfers to Probation – Number of Young People turning 18 eligible for transfer														
1	1	0	0	0	0	0	2	0	0	3	0	0	1	1
Indicator: YOS 055b Transfers to Probation – Number transferred on their 18th birthday														
1	1	N/A	N/A	N/A	N/A	N/A	1	N/A	N/A	3	N/A	0	1	1
Indicator: YOS 055c Transfers to Probation Timeliness – % within Timeframe (before 18th Birthday)														
100%	100%	N/A	N/A	N/A	N/A	N/A	50%	N/A	N/A	100%	N/A	zero cases	100%	100%

In 2023-24, we will:

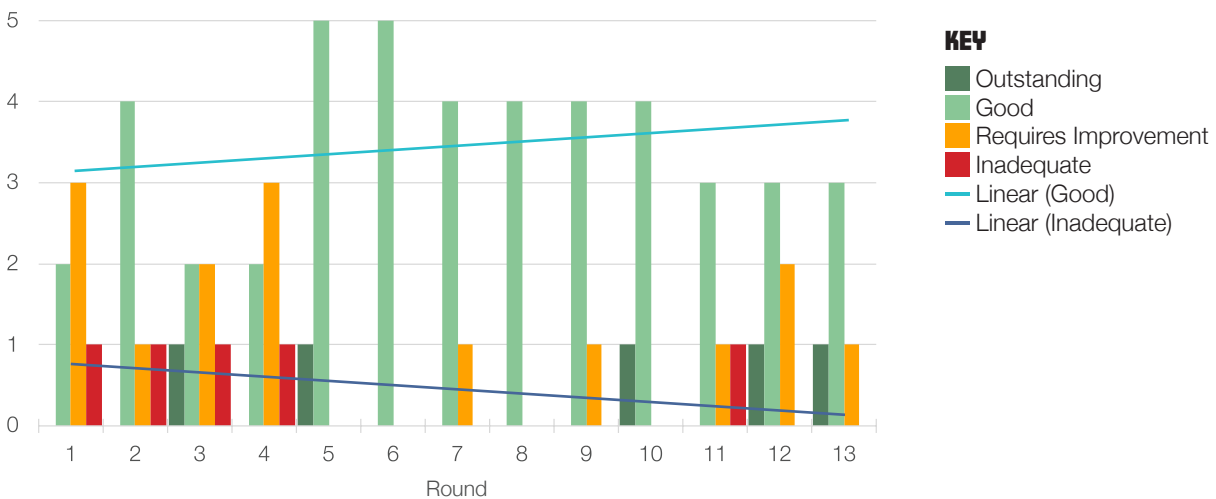
- continue to review all children subject to transfer and work with Probation;
- continue to support children in the secure estate that have been identified for a delayed transfer to adult secure estate due to the current capacity pressures; and
- offer additional youth support to children transferring to Probation, using funding from Probation to provide an additional youth support.

9.8 PRACTICE AGAINST NATIONAL STANDARDS

To ensure that the YJSMB is sighted on the quality of practice against the YJB National Standards, reporting on case file audits performance was introduced. The service has a comprehensive quality assurance framework enabled with an annual quality assurance programme to drive practice improvements. This includes regular departmental case file audits, externally commissioned reviews (MOCK inspection in 2022 and review of joint working practice of Youth Justice and Social Care), quality circles, and departmental practice week. The programme of quality assurance work is overseen by the YJS Strategic Quality Assurance Group that meets on a bi-monthly basis.

The departmental case file audits are moderated by the YJS Deputy Head of Service and by the Director of People and Children and Families. Graph 10 highlights an improving trajectory of our practice audits.

GRAPH 10: CASE FILE AUDIT TREND SINCE INTRODUCTION OF THE CASE AUDITING IN 2021-22



We have delivered on most of our commitments within our 2022-23 quality assurance programme of work. This was further enabled by creating an additional post of Practice Consultant which provided an extra capacity within our focus on practice improvements.

Our practice improvements were also enabled by a diverse range of practice training provided to our staff via the in-house practice forums, the INSET training, Enfield Council training and externally bespoke commissioned training.

In 2023-24 we will:

- implement an annual quality assurance programme of work, informed by our practice review findings; to drive the quality of our practice;
- undertake a self-assessment of National Standard 2 – Work in Courts; and
- implement an annual training programme to continue to develop our workforce.

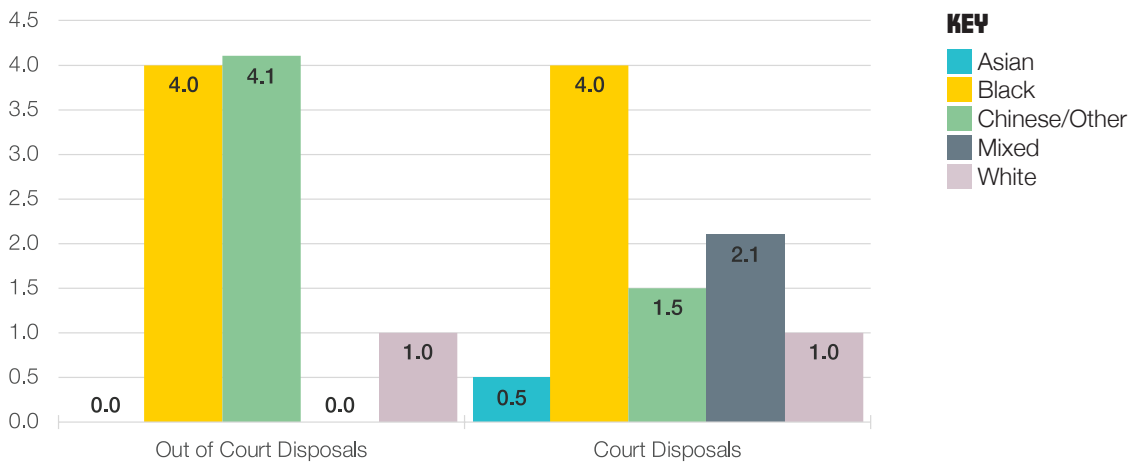
9.9 CHILDREN FROM GROUPS WHICH ARE OVER-REPRESENTED

Tackling over-representation of children within the Youth Justice Service has been one of our key strategic priorities in 2022-23. We have introduced the use of RRI (Relative Rate of Index) when reporting on disproportionality to the Board.

The RRI represents the proportion of each ethnic minority group, relative to the proportion of White. Each group is divided in its own ethnic population to calculate the rate. This figure is then divided by the White rate to provide an RRI score. An RRI of 2.0 indicates that this group have twice the likelihood of an outcome than the White children. An RRI of 1.0 means they have the same likelihood as White offending children, and an RRI of 0.50 means half the likelihood compared to the White population.

Overall, we continue to see those Black children are significantly over-represented (4.0 times as likely than their White counterparts) within the Youth Justice Service across both pre and post court disposals, see graph 11. Interestingly, we see that Chinese/Other children are 4.1 over-represented in Out of Court disposals, however, this reduces to 1.5 times likely in court disposals.

GRAPH 11: QUARTER 4 2022-23



In 2022-23, the Board reviewed a wide range of data available within and outside of the Youth Justice Service that informed our focus of work. The Board has adopted the following disproportionality pledge and started a partnership action plan alongside of the disproportionality work that the service has done.

OUR PLEDGE:

Enfield Youth Justice Service Management Board recognises the existence and negative impact of disproportionality upon the lives of children and children. As a multi-agency partnership and as individual agencies, we commit to working hard to challenge disproportionality and improve outcomes for the children and children who are over-represented within the Youth Justice system in Enfield.



In 2022-23, the Board and wider partnership has achieved the following:

- improved our understanding of disproportionality through reviewing available data to inform our focus of work;
- board members participated in two spotlight sessions on disproportionality that informed our focus and action taking;
- provided training on adultification and disproportionality in assessment via the Safeguarding Enfield Partnership;
- continued to focus on preventing school exclusions through investment in the Nexus Project, delivering impactful and culturally sensitive interventions to children at risk of being excluded; and
- trained all custody teams in Wood Green Police custody in trauma informed approach;
- implemented a presumption in youth custody of legal advice for all child detainees, instead of children being given a choice. This has led to children declining legal advice, often due lack of trust in the system; and
- supported the development of new leaflets and a booklet, led by the Police, and aimed at children coming into police custody to help them understand their options, rights, and the process within police custody.

The service has invested in the following areas of work that helped us to drive our commitment to prevent disproportionality:

- embedding trauma informed practice into all the work we do;
- scrutinising over-representation within the Youth Scrutiny panel for Out of Court Disposals;
- providing interpreters where language is a barrier for children or their parents to engage with the service;

- systematic work with the court to divert children from court where appropriate and track the impact, for example, we have diverted 28 cases from court for an OCCD consideration;
- commissioning and resourcing appropriate interventions, such as No Knives and Better Lives, Youth Guardian, Youth Worker, Education Psychologist, Speech and Language Therapist, Clinical Psychologist, a dedicated Re-settlement worker and ETE Coordinator;
- improving joined up working with Gypsy and Travellers through working with Bright Futures Bright Futures;
- working closely with the Engage team in Wood Green custody to ensure that children are provided with support in the reachable and teachable moment, being supported in a culturally sensitive and trauma informed way; and
- training all our staff in anti-discriminatory practice and equality and diversity.

In 2023-24, we will:

- seek to understand the lived experience of children in the Youth Justice system to inform our strategic planning and operational delivery;
- use data from a range of sources across the partnership to identify where, and if possible, why, disproportionality occurs to inform our focus of interventions across our partnership work;
- look for best practice to inform our interventions; and
- develop a partnership plan of action to focus our work; and regularly review our progress against the actions.

9.10 RESTORATIVE APPROACHES AND VICTIMS

There were 104 victims in total from April 2022-March 2023. The Youth Justice Service was tenacious in its effort to contact every victim and commitment to restorative justice. Out of all victims, 81 victims consented to being contacted. Out of the 81 victims that consented and were contacted, 44 victims chose not to engage. Overall, the service has delivered:

- 37 Victim impact assessments, providing regular updates to victims;
- 37 of indirect reparations such as Foodbank, gardening, and maintenance; Felix Project, housing repairs,
- 12 Restorative Justice conferences and 23 letters of apology written by offending children to the victims.

Enfield YJS aims to provide direct reparation opportunities where possible. If it is not possible, the service then seeks to obtain the voice of the victim to inform the reparation activity, see examples below.

EXAMPLE 1:

A 14-year-old child committed an offence of Actual bodily harm. The victim suffered from numerous mental and medical conditions.

A victim requested that a child completes work that requires the child to support others, especially those who have disabilities. The child was required to undertake work in the local food bank, assisting with 27 hours. The child also undertook research with the food bank on how people with disabilities access the food bank. The child has learnt about challenges that vulnerable people, including disabled people are faced with, including hardship and cost of living.

EXAMPLE 2:

A 15-year-old child committed a robbery of a mobile phone from another child and wrote a letter of apology to the victim. Note below feedback from victim's mother to the service:

"Thank you to the young person for writing this letter. I feel that this has given me some understanding of why this happened to my son. It has allowed me to give answers to my son if he ever wants to speak about the incident. I can tell that effort has been put into this letter and I want to thank the service and the young person on thinking about the impact this had had on my son. I am also sorry to hear that you were a victim yourself and I hope that you never have to experience that again. I hope that you also have learnt from your actions and that your future path is full of good choices. I wish you all the best."



NORTH ENFIELD FOODBANK REPARATION ACTIVITY

Enfield YJS have partnered with the North Enfield Foodbank to provide three days' nutritionally balanced emergency food and support to local people who are referred to the Foodbank in crisis. The North Enfield Foodbank is part of a nationwide network of foodbanks, supported by The Trussell Trust, working to combat poverty and hunger across the UK.

This programme affords children the opportunity to give back directly to the more disadvantaged members of the community. They can participate in the sorting of the donated food products, pack, and hand over shopping items directly to members of the community.

Outcomes and learning for children:

- children receive customer service experience;
- children learn about the functions of a charity organisation;
- personal satisfaction of helping others promotes happiness and changes pro-social identity;
- learning about volunteering; and
- increased empathy towards vulnerable members of the community.

Enfield has continued to maintain its Restorative Justice Kitemark and overall high levels of victims' satisfaction.

In 2023-24 we will continue our efforts in building on existing processes, with a key focus on

- increasing restorative conferences;
- increasing direct reparation opportunities;
- increasing the use of proxy statements from the wider community to gain the victims voices who have experienced similar incidents
- diversifying our reparation offer embedding the child first approach; and
- maintaining high levels of victim engagement and satisfaction.

9.11 DETENTION IN POLICE CUSTODY

All children detained in Police custody have access to an appropriate adult service. Enfield Council commissions jointly with Haringey TAAS to deliver the appropriate adult service for both children and adults. The provider continues to respond in a timely and appropriate way to call outs, during 2022-23. The provider responded to 2,192 call outs, with an average response time of 33 minutes and average call out length of 1.65 hours.

There are effective information sharing arrangements in place between the Wood Green Custody and the MASH through an operation Harbinger to ensure that custody receive the relevant information on vulnerabilities of children whilst also notifying social care where there are concerns about the welfare and safety of the detained child.

Detained children can also access support from a youth worker through the Engage Project providing screening and support to children whilst in custody in the 'reachable and teachable' moment and where appropriate a follow through support into the community. The Engage team liaise daily with the MASH/EDT where there may be concerns about the welfare or safety of detained children.

The ICB locally commissions 1 fte Liaison and Diversion Clinician from the BEH Trust. However, there have been some recruitment difficulties in mobilising this post, which has necessitated falling back on the NHS England centrally commissioned All Age Liaison and Diversion Service available in Wood Green custody.

It has not been possible to systematically review the last twelve months of data for all detained children in custody due to the challenges with the new system that the Met Police have implemented.

In recognition that the arrest can often cause trauma for children alongside the trauma they have experienced due to adverse childhood experiences, we have piloted trauma informed training for all custody teams in Wood Green.

In 2023-24, we will:

- ensure we receive regular data to monitor at a partnership level how we safeguard children detained in police custody;
- build on our trauma informed pilot project and develop a trauma informed space in the Wood Green custody;
- continue to review and monitor the effectiveness of the appropriate adult service

9.12 SERIOUS VIOLENCE AND EXPLOITATION

Reducing teenage violence continues to be a key priority. Volumes of teenage violence were stable pre-pandemic, before dropping significantly during 2020. In the past 12 months, year ending in May 2023, there were 95 teenage violence victims. This represents -23% reduction, which is positive. Teenage violence across London has decreased by -1% over this time.

In the rolling twelve months ending in May 2023, Enfield ranked 6th highest in London for the volume of teenage violence. As a rate per population, Enfield are ranked 19th across the 32 London Boroughs, this is an improvement from the previous rank of 13. This is a strong testament of the hard work of all partners.

The Board and the service have worked closely with the Safer Stronger Communities Board (Enfield Community Safety Partnership) and the North Area Violence Reduction Group, led by the Police to drive the suppression and prevention of violence through a problem orientated approach.

As a partnership, we have adopted a public health approach to the prevention of serious youth violence. We have undertaken a needs analysis that has informed our Public Health Action Plan. We have continued to invest into evidence best interventions that tackle the identified high-risk factors associated with serious youth violence. These include, for example, Summer University, expansion of mentoring, trauma informed training for schools, development of Youth and Family Hubs, social prescribing, commissioning sports activities, YouthXtra project focusing on reducing re-offending. We have continued to be supported by the Violence Reduction Unit and MOPAC funding channelled through Community Safety to fund a range of prevention and early intervention projects, for instance the Engage Project in Wood Green Custody, placing Oasis Hadley Mentors in A&E North Middlesex Hospital, anti-robbery school project and youth capacity building, Gangs Group Worker and St Giles workers.

We have implemented a daily GRIP violence meeting, led by the Police that enable us to respond to any tensions, incidents, and wider ramifications of serious youth violence for the safety of children known to the Youth Justice and social care.

We have continued to work closely with the Safeguarding Enfield Partnership. The Chair of the Board requested the partnership to undertake a thematic audit of children involved in serious youth violence to identify lessons learnt. We are currently awaiting the report to be published.

Reducing all forms of child exploitation continues to be our key priority. Multi-agency working in Enfield is well embedded within the Youth Justice Service working effectively with all partners to protect children from exploitation. This is evident through good attendance at multi-agency meetings within casework and integrated panels, such as MACE and SAFE.

The Contextual Safeguarding Hub continues to develop practice around extra-familial risk. It is evident within social work casework. It is also evident through developmental activity, such as the high-risk pathway for children who go missing regularly.

Reducing risks of extra-familial abuse is one of the key strategic priorities within our new Safeguarding Vulnerable Adolescent Strategy, which has been developed in consultation with children, including those known to the Youth Justice Service.

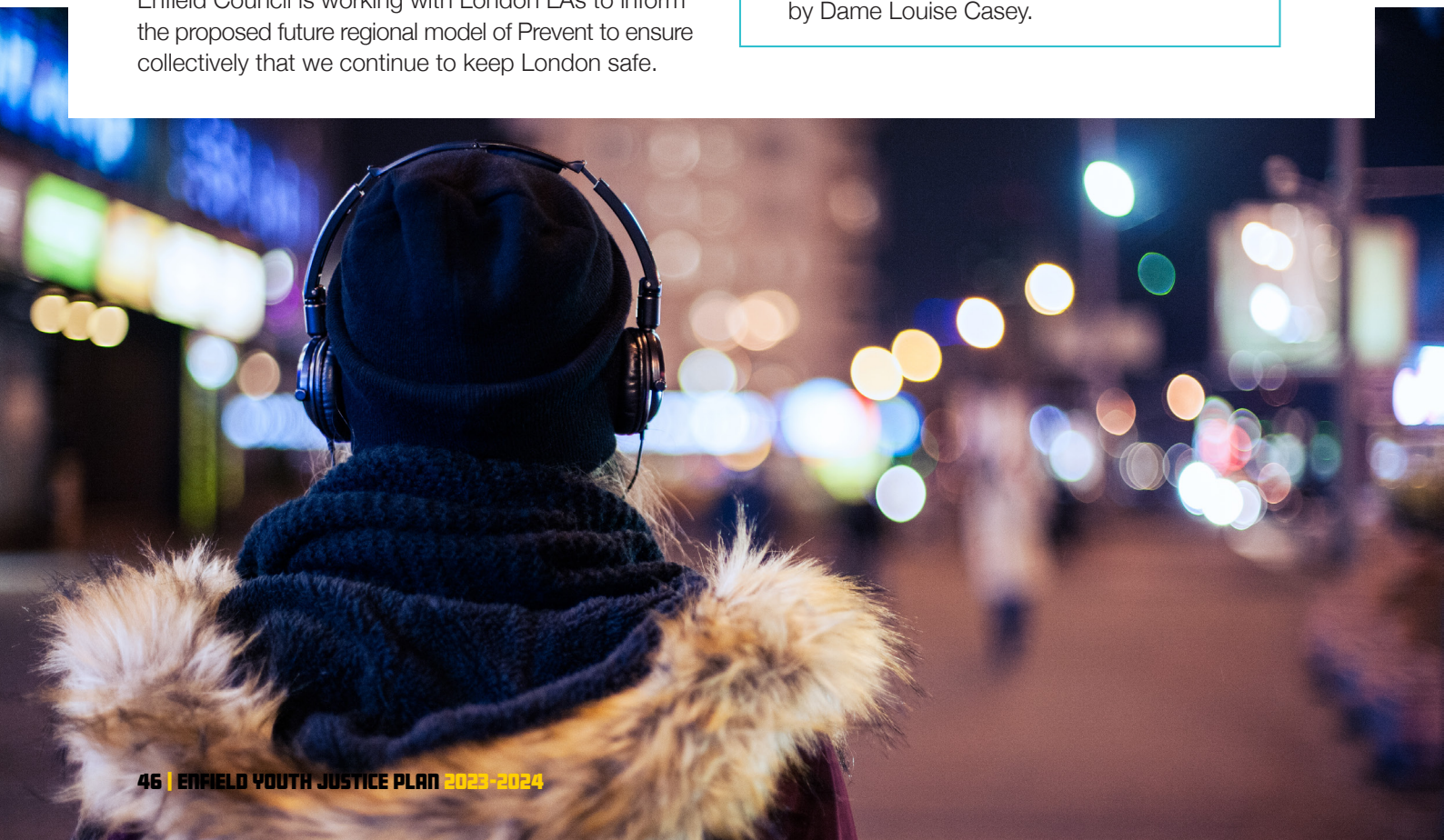
Enfield Council has been successful in securing funding to participate in the Home Office devolved pilot project for the NRM decision making locally. This will benefit children within the Youth Justice Service.

We have continued to support the Virtual Exploitation training for parents, led by Early Help and part funded via the VRU. We have trained Family Coaches within the Youth Justice Service to offer exploitation training support to parents.

Safeguarding vulnerable children from the risk of extremism and radicalisation continues to be our top priority. All staff within Youth Justice Service has received relevant Prevent training. At a strategic level, Enfield Council is working with London LAs to inform the proposed future regional model of Prevent to ensure collectively that we continue to keep London safe.

In 2023-24, we will:

- implement a local protocol in support of the YJB serious incident notifications to ensure there is a local coordinated response to all serious incidents' whilst ensuring that we undertake a systematic approach to reviewing our practice and learning through a partnership approach;
- support the due diligence work on the Violence Reduction duty, led by Community Safety, to ensure the needs of children are explicitly reflected within the local needs analysis and any subsequent strategic plans;
- continue to collaborate with Public Health, Community Safety, Police, and wider partners to review our public health approach to the prevention of serious youth violence and its impact;
- strengthen the Youth Justice Service links with the Contextual Safeguarding Hub;
- undertake a review of the local profile of children involved in offending, including those exploited and involved in violent offences. This will ensure we continue to provide the right interventions to reduce risk to violence and exploitation; and
- seek opportunities to work with the police in their delivery of the local delivery of recommendations from the review of policing by Dame Louise Casey.



10. SERVICE AND WORKFORCE DEVELOPMENT

10.1 SERVICE DEVELOPMENT

We have continued to transform delivery of the Youth Justice Service in Enfield. In 2021, the service was redesigned to increase leadership capacity, the focus on quality of practice, introduced mixed caseloads for the post court team to improve the journey of the child and created the Strengthening Families team, a dedicated re-offending project and the role of the Youth Guardian.

Our evaluation of the service redesign highlighted that it delivered positive outcomes. The management team identified further service modifications to strengthen service delivery. These changes were reflected within the “Destination 2022” service redesign, which further delivered the following service improvements:

- strengthened business support;
- extended the practice development work through creating a new Practice and Consultant role; and
- improved the effectiveness and efficiency and freed up resources to focus on driving service improvement.

We have delivered on our long-term ambition to re-locate the service from Claverings to a new modern facility at Thomas Hardy House in May 2023. This has enabled a range of benefits for children accessing the service from a more accessible and child friendly location alongside of co-location of the service with wider children services, improving joined up working.

We have continued to develop our service in response to the HMIP published thematic inspection findings and learning. The service development around improving ETE outcomes and reducing over representation of black boys in the Youth Justice system is covered within this document under the sections 9.5 and 9.9.

In 2022-23, we will continue to:

- review our resources and develop service in response to local needs and opportunities;
- work with the sector and YJB to support wider system challenge and improvement work; and
- learn from the HMIP published inspection findings, serious case reviews and local reviews to bring learning into the work of the partnership as well as the service.

10.2 WORKFORCE DEVELOPMENT

In 2022-23, we have published our Workforce Development Plan setting an ambition to:

- review our service design to ensure that it continues to meet the local needs, which resulted in the Destination 2022 redesign being successfully implemented;
- attract and retain a highly skilled, diverse, and stable workforce through providing relevant training, effective recruitment, and positive employee engagement. Our turnover of staff for last year was 17%. However, if we take out of the equation rationalisation of staff in the service redesign resulting in redundancy, the turnover rate would be 14.1%, which is reasonable.

Our workforce benefited from the following range of training investment:

- Council’s mandatory training (Council Induction, Cyber Security, GDPR, FOIs, DSE, Fire Safety, Risk Assessment, Equality in the Workplace and Safeguarding)
- the YJB INSET training; and
- the YJS bespoke commissioned training, which has been extensive with details fully published in our Workforce Development Plan.

We have launched our first staff survey and received constructive feedback from staff on training, induction, working culture and level of support. Management has implemented an action plan in response to the survey’s feedback. We have invested into improving quality of the induction through developing a local induction guidance for managers. This has been positively received, improving quality of the induction experience for our new starters. We have also re-launched our departmental supervision policy guidance to ensure all staff receive high quality supervision. Our in-house clinicians continue to provide case consultations and support to staff with focus on trauma informed practice. Our workforce is diverse, reflecting the local diversity profile, see information in the appendix 1.

Volunteers represent an important part of our workforce. The service has always benefited from having committed volunteers. Following the pandemic, there has been a high attrition of volunteers and the service experienced challenges to recruit suitable volunteers.

We have reviewed our volunteering framework and continued to undertake a diverse range of recruitment campaigns. Our existing volunteers are fully supported through a dedicated post of Referral Orders, Restorative Justice and Victims Practice Lead. Volunteers regularly meet the Head of Service and the Chair of the Board. We have also invested in having a dedicated volunteers representative attending the Board to promote positive engagement and dialogue.

In 2023-24, we will:

- drive a wider recruitment campaign with partners to increase the pool of volunteers;
- publish our annual workforce development plan;
- review our training needs in response to audits and reviews of our practice that will inform our training offer;
- undertake a staff survey and benchmark ourselves against the previous survey to identify improvements and gaps;
- invest into piloting an additional clinical supervision for staff in recognition of vicarious trauma that some staff may experience throughout the line of their work; and
- pilot an advanced practitioner role to provide development opportunities for our staff.



11. EVIDENCE-BASED PRACTICE AND INNOVATION

We have continued to innovate our practice and service delivery in response to evidence-based practice.

The following areas of service delivery reflect our innovative ambition:

- Implementing **joint working protocol with Special Education Needs Service** to ensure there are clear information sharing arrangements in place and coordination of care planning and support for children with SEND/EHCP in line with the SEND code of practice. We are currently working towards the SEND kitemark.
- Embedding a **joint working protocol with children social care** to improve information sharing, joining our assessments and care planning process to safeguard vulnerable children, including the use of joint supervision. The impact has been positively recognised by the externally commissioned review of joint working practice.
- Recruiting **Youth Consultants** to help us to integrate lived in experience of children within planning and delivery of the Youth Justice Services. For instance, our Youth Consultants have produced a 'child first' video and a child's friendly version of the Youth Justice Plan.
- **YouthXtra** – previously known as the Youth IOM, mirroring the integrated offender management model of adults, identifying children at risk of re-offending, and providing them with an additional support, supervision and surveillance where required. Our data suggest that the approach has continued to mature with referrals of 30 children at risk of re-offending benefiting from the oversight of the Youth Extra. Our local tracking of the Youth Extra Cohort shows low level of recidivism.
- **Youth Guardian** – providing positive mentoring and risk management support for children involved in violence.
- **Strengthening Families approach** – providing family coaches to work with families of children involved in Youth Justice, adopting a whole family approach, helping them to overcome challenges through improving their resilience through a provision of diverse range of practical support. 45 families of children involved in offending benefited from the additional support.
- Adopting the blueprint of the **Virtual School support** for children involved in Youth Justice, mirroring the arrangements for children in care and those on the CIN and CP. This is currently gathering a positive momentum.
- Adopting a **public health approach to the reduction of serious youth violence** as a partnership, strengthening our focus on prevention of serious youth violence, through commissioning and delivering highly effective interventions that tackle the root causes of the problem. The investment has contributed towards the reduction of the victims of serious youth violence in Enfield within the last 18 months.
- Piloting **trauma informed detention custody** at the Wood Green Police Station as part of the Engage Project. We are yet to evaluate the initial training and take forward our ambition to redesign the physical custody space.
- Commissioning **Everybody Loves Music (ELM)**, a therapeutic group work programmes delivered to children through music to address knife crime and Robbery offences.
- YJS workers supports children in custody to write and send Mother's Day cards to their mothers. The children were very appreciative of being able to have the opportunity to send the cards and were received well by their mothers.

In 2023-24, we will continue to innovate our practice and we will:

- achieve the SEND kite mark;
- build on our trauma informed approach;
- consider the cost-of-living crisis within the work of our Strengthening Families team;
- bid to the VRU for the child to parent violence project funding;
- develop joint working arrangements with Housing to improve support for families living in emergency and/or temporary accommodation;
- jointly co-produce a 'child first' video with the Swindon Youth Justice Service to capture lived in experiences of children and create a helpful tool for the sector
- implement a step-down process from the Youth Justice into Early Help to provide ongoing support for those children and their families post closure to the YJS;
- pilot the use of the AQAs to recognise and certify children's learning within Youth Justice; and
- involve the YJSMB partners within multi-agency practice reviews to help us to drive practice development.



12. CHALLENGES, RISKS, AND ISSUES

12.1 KEY CHALLENGES

Key challenges within the delivery of Youth Justice Services within 2023-24 are:

- ensuring that delivery of our Youth Justice Service continues to be appropriately resourced in the context of fiscal challenges faced by the Council and partners;
- maintaining a strong focus on workforce development in the context of recruitment challenges;
- maintaining focus on service improvement;
- expanding the use of community venues for the delivery of interventions for children in the context of some of the youth centres being re-purposed into Youth and Family Hubs;
- continuing to strengthen our governance and partnership work in the context of challenges of Board membership turnover; and
- maintaining inspection readiness and resilience whilst focusing on business as usual.

12.2 RISKS AND ISSUES

The Youth Justice Service continues to maintain a risk register in line with the Council's risk management policy, which is regularly reviewed and updated. The service has a business continuity plan that is regularly reviewed.

From April 2022, the YJSMB Board has adopted consistent oversight of key risks that present strategic/partnership implications for the delivery of Youth Justice Services. The rationale for this is that:

- risk management cannot be confined only within either Council or its Youth Justice Service;
- risk management cannot be performed on an ad hoc basis inside operational silos of an individual partner agency or at the point of the production of the Youth Justice Plan; and
- ownership of risk needs to be shared across the partnership.

The Chair of the Board is the owner of the risk management log, ensuring there is an effective risk management strategy in place, co-produced and co-owned by the YJSMB partnership.

Key risks for the Youth Justice Service are profiled within the risk register, see table 18.

TABLE 18

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
Inadequate resourcing impacting on service provision	YJB and partners funding being reduced impacting on Council and partnership ability to deliver the service and not meeting the statutory requirements.	Likelihood 1 Impact 1	<ul style="list-style-type: none"> Implement SLA with partners and ensure there is annual review in place to enable good resource planning and take mitigating actions. Budget monitoring. YJSMB having a regular oversight of the resourcing of the Youth Justice Service. Escalation to the YJSMB to intervene. 	Head of YJS	Head of Early Help, Youth and Community Safety
	Reduction of Council funding impacting on ability to deliver high quality service.	Likelihood 2 Impact 2	<ul style="list-style-type: none"> Continue to review our resources and service design to ensure it is fit for purpose. 	Head of YJS	Head of Early Help, Youth and Community Safety
	Staffing issues (sickness and turnover) affecting stability of workforce thus quality of service.	Likelihood 3 Impact 4	<ul style="list-style-type: none"> Review attrition rate and implement workforce development programme. Timely and agile recruitment. 	Head of YJS/Head of EH, Youth and CS	Director of Children and Families
	Inability to permanently recruit experienced case workers due to shortage of labour supply.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Use of agency staff. Use of Matrix to head hunt for permanent role at a cost. Management oversight of recruitment process applied in close collaboration with HR. 	Head of YJS	Head of EH, Youth and CS
	Loss of external funding impacting on the level of service provision.	Likelihood 1 Impact 2	<ul style="list-style-type: none"> Continue to seek funding and work with existing funders to sustain level of funding. 	Head of YJS	Head of EH, Youth and CS
	Disruption of supply of seconded in or commissioned posts into the service with home agencies not able to provide timely replacement impacting on continuity of service delivery. (i.e., Probation secondees from NPS impacting on quality and timeliness of transfers, Police impacting on OOCs, health in justice)	Likelihood 3 Impact 4	<ul style="list-style-type: none"> Clear SLA in place that are regularly reviewed. Risks escalated and managed through alternative arrangements. Escalation to the YJSMB to intervene. Health in Justice partnership review meetings. 	Head of YJS	Head of EH, Youth and CS
	Inability to recruit and retain enough volunteers to delivery Referral Order Panels.	Likelihood 5 Impact 5	<ul style="list-style-type: none"> Revision of recruitment leaflet New recruitment campaign Escalation to the Board and involvement of partners to expand recruitment campaigns. Contingency plan to maintain continuity. 	Head of YJS	Head of EH, Youth and CS

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
Demand led pressure	Demand led pressure impacting on devolved remand cost budget.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Regular monitoring of the effectiveness of work in court and quality of practice and accountability to the YJSMB. Robust bail support packages to be implemented to avoid unnecessary remand. Re-balancing of resources if required. 	Head of YJS	Head of EH, Youth and CS
	Increased caseloads.	Likelihood 1 Impact 2	<ul style="list-style-type: none"> Regular caseload monitoring. Resource re-balancing. 	Head of YJS	Head of EH, Youth and CS
Overspending on budget	Risk of not delivering balanced budget (excluding performance against remand budget).	Likelihood 2 Impact 3	<ul style="list-style-type: none"> Quarterly budget monitoring in place. Reducing agency spend. YJSMB having a regular oversight of the budget reports. 	Head of YJS	Head of EH, Youth and CS
Not delivering required service improvements and not sustaining the impact of the improvements	Quality assurance not being embedded consistently to enable effective practice.	Likelihood 1 Impact 1	<ul style="list-style-type: none"> Regular strategic QA meetings in place. QA framework underpinned by a clear QA programme with focus in improving NS practice, including regular case file auditing programme, quality circles and practice observations. Workforce development plan in place and performance tracked. 	Head of YJS Deputy Head of YJS	Head of EH, Youth and CS
	Not having the required performance data and intelligence capacity whilst the current intelligence team is going through transformation.	Likelihood 2 Impact 5	<ul style="list-style-type: none"> Public Health will refocus the current existing resources within data and intelligence team to provide the required data and intelligence support. YJS Business and Intelligence Analyst role to be re-focused to create additional capacity. Monitor the arrangements and escalate concerns to the YJSMB. 	Head of EH, Youth and CS	Director of Children and Families
	High levels of attrition impacting on the traction of service improvements and its sustainability.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Recruitment campaign overseen by Head of Service. Improved induction. Workforce development plan to improve employee engagement and satisfaction. Cultural survey/Listening event. Staff survey. 	Head of YJS	Head of EH, Youth and CS
	Ineffective recruitment.	Likelihood 3 Impact 3	<ul style="list-style-type: none"> Regular liaison with HR Business Partner and escalation of issues. 	Head of YJS	Head of EH, Youth and CS

RISK AREA	DESCRIPTION OF RISK	CURRENT ASSESSMENT	PLANNED ACTIONS	RESPONSIBLE OFFICER	RISK OWNER
YJS accommodation not available or not safe	Forces of nature or damage by a third party to the building impacting on the designated facility for delivery of Youth Offending Service disabling this from use.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> Agile working arrangements in place. Dispersal of the service delivery to the Youth Centres and other Council buildings would be implemented. Home working. 	Head of YJS	Head of EH, Youth and CS
	Risk of serious violence to staff and other young people from high-risk young offenders coming to the building.	Likelihood 1 Impact 5	<ul style="list-style-type: none"> Risk management plan in place. Weapons screening. Security in place. Intercom and controlled access to the building. Individual risk assessment completed to manage contact with children. Keep apart list. Duty system in place. Staff exit door being implemented. Joint working protocol with social care. 	Head of YJS	Head of EH, Youth and CS

13. IMPROVEMENT PLAN/LOOKING FORWARD

Note: this plan captures new activities that will help us to drive improvement, it does not capture existing business as usual activities. It will be treated as a working document and be updated as and when new emergent improvement areas are identified to ensure we track improvement work through one overarching plan.

YJS PARTNERSHIP AND SERVICE IMPROVEMENT PLAN 2022/23. OUR VISION:

We will provide high quality responsive youth justice services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
Strategic Priority 1: Continue to invest into highly effective prevention and diversion with focus on preventing first time entrants and teen violence in line with our public health approach to serious youth violence and the new violence reduction duty.					
PARTNERSHIP WORK					
1.1.	Increase number of children engaged with Summer University and Holiday and Food programme from previous year and ensure that programme is delivered in hot spot areas for crime and violence and is inclusive of children with SEND.	Head of Youth Service	By September 2023		
1.2	Increase capacity of the Turnaround project through recruiting an additional member of staff and implementing effective pathways to identify eligible children thus maximising number of children positively engaged.	Head of YJS and Change and Challenge Manager	April 2023-March 2024		
1.3	Expand mentoring offer with dedicated pathways for children known to social care and youth justice.	Head of Youth Service	By July 2023		
1.4	Implement and drive Public Health action plan in tandem with the NAVRAG VRU violence reduction plan with focus on reducing teen violence.	Director of Public Health BCU Superintendent	April 2023-March 2024		
1.5	Community Safety will be actively participating in the monthly BCU tasking meetings – ensuring Police assets deployment is informed by Council's Community Safety/YJS intelligence alongside of the Police intelligence to prevent and tackle crime hot spots.	Head of Community Safety BCU Superintendent	April 2023-March 2024		
1.6	BCU Safer Schools' Officers will continue to support schools affected by youth violence with specific focus on reducing robbery and knife enabled crime across both victims and suspected children through increasing patrolling and awareness raising amongst children within schools.	BCU Superintendent	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.7	Undertake needs analysis in preparation for the Violence Reduction Duty, ensuring that needs of children are strongly reflected within analysis, informing our Violence Reduction Strategy.	Head of Community Safety	By January 2024		
1.8	Strengthen focus on prevention of substance misuse through our Combating Drug and Alcohol Plan.	Director of Public Health	April 2023-March 2024		
1.9	Launch Enfield Safer Schools Partnership Offensive Weapons protocol.	Director of Education	May 2023		
1.10	Strengthen joint working with schools through embedding school link approach for social care and early help to identify safeguarding concerns early.	Head of Early Help, Youth and Community Safety	April 2023-March 2024		
1.11	Strengthen our focus within social care on ensuring that social workers know how to access prevention and early support for children at risk of offending and implement prioritised referral pathways to specific prevention activities.	Director for Children and Families	By September 2023		
1.12	Launch Ponders End Youth and Family Hub, providing holistic start for life support and youth and family support services to children aged 0-18 and up to 25 with SEND.	Director for Children and Families	By September 2023		
1.13	Develop and submit CAPVA funding bid to the VRU for additional support to tackle child to adult violence that can often lead to children being criminalised.	Head of Community Safety	By May 2023		
1.14	Continue to build on the success of the Engage Project in Wood Green custody suite and increase number of children positively engaged from previous year.	Head of Early Help and Central Met Detention	April 2023-March 2024		
1.15	Increase engagement of children at risk of offending through the VRU funded schools' anti-robbery project in identified hot spot schools and a transport hub.	Head of Youth Service + Head of Community Safety	April 2023-March 2024		
1.16	Increase number of children identified at risk of serious violence and positively engage them through the social prescribing project Dove.	Head of Early Help	April 2023-March 2024		
YOUTH JUSTICE SERVICE					
1.17	Review the impact of Out of Court Disposals with specific focus on Triage and Community Resolutions.	Deputy Head of YJS	October 2023		
1.18	Review the impact of Turnaround and joined up working between YJS and Early Help.	Deputy Head of YJS	December 2023		
1.19	Review the profile of children involved in offending with specific focus on First Time Entrants to identify key drivers/trends to inform our local response.	Head of YJS	May 2023		
1.20	Using the DfE dashboard on Education, Social Care and Offending analysing the current trends to inform our prevention work.	Head of YJS/Head of Public Health Data and Intelligence team	By March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
1.21	Review the impact of the current YJS resources/intervention with focus on reducing teen violence and identify key strengths and gaps to inform future resourcing.	Deputy Head of YJS	January 2023		
Strategic Priority 2: Effectively safeguard and promote the welfare of all children within youth justice with a specific focus on safeguarding children detained in police custody, reducing the number of children in custody, preventing remands, providing effective resettlement support whilst reducing risks to re-offending.					
PARTNERSHIP WORK					
2.1	Review the effectiveness of safeguarding of detained children detained in Police custody.	Chair of the Board + Safeguarding Enfield Partnership	By December 2023		
2.2	Build on trauma informed project in the Wood Green custody.	Head of Early Help, Head of Virtual School and Met Detention	By March 2024		
2.3	Review the current use and effectiveness of the appropriate adults in custody.	Chair and the YJSMB members	By December 2023		
2.4	Review the effectiveness of information sharing between the custody suite and the MASH/EDT.	Head of Early Help with social care and Met Detention	By October 2023		
2.5	Secure funding of £15K to support the work of the Youth Extra re-offending project and continue to review its impact via the ECRIT.	Head of Community Safety	April 2023-March 2024		
2.6	Review the arrangements for L&D post in the custody suite in the context of the wider health in justice needs and the currently commissioned All Age L&D service by the NHS England.	ICB Commissioner in consultation with the BEH CAMHS and Youth Justice	By October 2023		
2.7	YJSMB to assure itself of the effectiveness of the national standards practice in custody, resettlement and preventing remands.	Chair of the YJSMB Head of YJS	By March 2023		
YOUTH JUSTICE SERVICE					
2.8	Utilise the London Pathway accommodation placement where appropriate to prevent custody outcomes.	Head of YJS	From May 2023		
2.9	Undertake a practice review of our work in custody, resettlement, and prevention of remands.	Deputy Head of YJS	August 2023		
2.10	Continue to deliver Youth Extra Project to reduce risk of re-offending with specific focus on those involved in robberies and knife offences and evaluate impact of our work.	Deputy Head of YJS	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
2.11	Undertake an annual profile of children involved in offending to identify trends and needs of children within re-offending cohort and ensure we continue to provide and commission the right resources and support.	Head of YJS	By end of September 2023		
2.12	Strengthen our risk management through embedding a new risk and contingency template.	Head/Deputy of YJS	August 2023		
2.13	Continue to embed joint working protocol with social care with focus on joint supervision use to have a coordinated approach to care planning and keeping children safe.	Deputy Head of YJS	April 2023-March 2024		

Strategic Priority 3: Continue to promote and embed a child first approach across the Youth Justice system.

PARTNERSHIP WORK

3.1	Commission training to be delivered via workshop for the Board on Child First.	Chair of the Board + Head of Early Help, Youth and Community Safety	June 2023		
3.2	Provide Child First training to social care and partners.	Director of Children and Families	By end of June 2023		
3.3	Deliver Child First BCU SLT briefing to inform consideration of embedding child first approach within the BCU.	BCU Superintendent Head of Early Help, Youth and Community Safety	By November 2023		
3.4	Provide adultification training via Enfield Safeguarding Partnership		April 2023-March 2024		
3.5	Develop AQA accreditation to celebrate and accredit children's learning through the work they do with the Youth Justice Service.	Head of Youth Service + Deputy Head of YJS	By September 2023		
3.6	Implement a programme of work for Board members to meet with children to understand their lived-in experiences and consider what they could do as Board members to improve outcomes for children within delivery of services.	Head of YJS Chair of the Board	By December 2023		
3.7	Embed within the Youth Scrutiny Panel the Child First lens.	Chair of the Board	By September 2023		

YOUTH JUSTICE SERVICE

3.8	Fund 0.5 the Youth Participation post to improve engagement of children.	Head of YJS	April-December 2023		
3.9	Deliver Child First training to the whole service.	Deputy Head of YJS	By September 2023		
3.10	Embed 'Child First' sensitive language within service and champion this across professional settings.	Head of YJS	April 2023-March 2024		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
3.11	Voice be heard through: <ul style="list-style-type: none"> Self-assessments – review of the self-assessment findings will be undertaken Annual Youth Survey Regular focus groups with YJS management Parent's feedback through parent survey 	Deputy Head of YJS/ Head of YJS	By March 2024		
3.12	Co-produce child first video with Swindon Youth Justice Service to be used as a tool to educate others.	Head of YJS	By September 2023		
3.13	Diversify reparation activities with focus on shifting pro-social identity and child first.	Head of YJS	By October 2023		
3.14	Embed a 'child first' approach within delivery of Out of Court Disposals.	Head of YJS	April 2023-March 2024		
3.15	Host an open day for Courts/judiciary at Thomas Hardy House and deliver briefing on Child First and Trauma Informed work.	Head of YJS	September 2023		
3.16	Strengthening Families team will provide additional support to help families to overcome challenges.	Deputy Head of YJS	April 2023-March 2024		

Strategic Priority 4: Continue to drive disproportionality action plan across the Youth Justice system informed by an understanding of local needs and our pledge.

PARTNERSHIP WORK

4.1	Deliver an externally facilitated workshop to help Board to build on its disproportionality work	Chair of the YJSMB	By end of June 2023		
4.2	Deliver adultification training to partners and disproportionality within assessment.	Enfield Safeguarding Partnership Lead	April 2023-March 2024		
4.3	Continue to embed trauma informed practice across partnership	All Board members	April 2023-March 2024		
4.4	Continue to review the current health in justice and its sufficiency to meet the needs of children in recognition that black children involve in Youth Justice often experience health inequalities.	ICB Commissioner and YJSMB	April 2023-March 2024		
4.5	Adopt further scrutiny of the disproportionality through the Youth Scrutiny process, considering the diversity of needs and trends.	Chair of the YJSMB	From September 2023		
4.6	Undertake a multi-agency audit of the YJS work with focus on diversity and involve board members.	Deputy Head of YJS + Safeguarding Enfield Partnership Lead	By December 2023		
4.7	Commission anti-racist training for the Board.	Chair of the YJSMB + Deputy Head of YJS	By October 2023		
4.8	Develop a youth board to review stop and search in the context of disproportionality.	Head of YJS, BCU Superintendent	By November 2023		

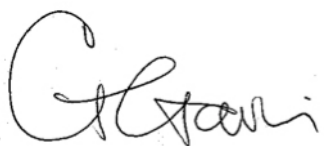
NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
4.9	Develop pathways for ASD/ADHD.	Virtual Headteacher/ICB Commissioner/Deputy Head of YJS	By December 2023		
YOUTH JUSTICE SERVICE					
4.10	Defer children from court to receiving OCCD where appropriate.	Head of YJS	April 2023-March 2024		
4.11	Refer children to the London Pathway accommodation placement to prevent custody outcomes.	Head of YJS	April 2023-March 2024		
4.12	Expand the current offer of intervention to meet the diversity of needs of children.	Head/Deputy of YJS	By March 2024		
4.13	Continue to embed trauma informed practice.	Deputy Head of YJS	April 2023-March 2024		
4.14	Review the over representation of CLA/Leaving care children to the YJSM and Corporate parent panel.	Deputy Head of YJS	By June 2023		
4.15	Achieve SEND Kitemark.	Deputy Head of YJS	By August 2023		
4.16	Develop a business case for increasing speech and language and emotional health support and present to the ICB and the Board.	Deputy Head of YJS	By October 2023		
4.17	Embed consistent use of dyslexia screening.	Deputy Head of YJS	By September 2023		
Strategic Priority 5: Deliver high quality Youth Justice Services that are responsive to local needs of children and enabled by effective governance, partnership, leadership, commissioned services, workforce development and quality assurance.					
PARTNERSHIP WORK					
5.1	Review YJSMB TOR to maximise the impact of the Board.	Chair of the Board and Head of EH, Youth and Community Safety	By June 2023		
5.2	Agree an annual board work programme and drive delivery against the agreed areas of work.	Head of EH, Youth and Community Safety + Chair of the Board	By June 2023		
5.4	Evaluate the effectiveness of the work and impact of the Board.	Chair of the Board	By November 2023		
5.5	Review the needs of children involved in offending and ensure the partnership continues to meet the needs of all children.	YJSMB /Head of YJS	September 2023		
5.6	Review and modify the current YJSMB performance report dataset to ensure it provides the intelligence the Board needs to satisfy itself of the quality and impact of service delivery.	Head of YJS, Head of EH, Youth and Community Safety + Chair of the Board	By September 2023		
5.7	Implement joint working protocol with Housing to reduce adverse impact on children's welfare and safety.	Head of YJS/Head of Housing	By October 2023		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
YOUTH JUSTICE SERVICE					
5.8	Develop and publish workforce development plan informed by local training needs analysis and deliver on all aspects of training needs.	Deputy Head of YJS	By end of June 2023		
5.9	Improve volunteers' recruitment and training and increase number of volunteers to 30.	Head of YJS/ Operations Manager	By December 2023		
5.10	Implement an annual staff survey and take positive action in response to feedback.	Head of YJS	By June 2023		
5.11	Pilot an additional clinical supervision for staff in recognition of vicarious trauma that some staff may experience throughout the line of their work.	Head of YJS	From July 2023		
5.12	Pilot an advance practitioner role to provide development opportunities for staff.	Head of YJS	From December 2023		
5.13	Develop and drive delivery of the annual quality assurance programme of work.	Deputy Head of YJS	April 2023-March 2024		
5.14	Through working with Public Health, implement a task and finish group to drive improvement within data/intelligence reporting and strengthen the governance and accountability whilst ensuring the service is ready to report against the new YJB indicators.	Head of YJS, Head of EH, Youth and Community Safety	April 2023-December 2024		
5.15	Align the YJS business support with the wider departmental business support to improve resilience and consistency of business support and free up capacity on increasing focus on data and intelligence support for the service.	Head of EH, Youth and Community Safety	By end of June 2023		
5.16	Undertake an annual review of the service and ensure resources are in the right place to meet the needs.	Head of EH, Youth and Community Safety and Head of YJS	By November 2023		
5.17	Review ETE provision and identify areas for improvement and present the report to the Board, driving improvement recommendations forward.	Deputy Head of YJS	June 2023		
Strategic Priority 6: Continue to drive effective practice and providing effective support for children within Youth Justice with specific focus on improving safety, health and education outcomes, our trauma informed practice, restorative justice, and victim support.					
PARTNERSHIP WORK					
6.1	Implement a local protocol in support of the YJB serious incident notifications to ensure there is a local coordinated response to all serious incidents whilst ensuring that we undertake a systematic approach to reviewing our practice and learning through a partnership approach.	Director of Children and Families/ Head/Deputy of YJS	By June 2023		

NO	ACTION	LEAD	TIMEFRAME	PROGRESS STATUS	RAG RATING
6.2	Implement new Safeguarding Vulnerable Adolescent Strategy to keep all children safe from extra familial abuse, including those within Youth Justice.	Enfield Safeguarding Partnership Lead	June 2023 onwards		
6.3	Implement and embed step down protocol from the Youth Justice to Early Help.	Head of YJS and Head of Early Help	By July 2023		
6.4	Refresh the local JSNA to reflect health needs of children within Youth Justice.	Director of Public Health	September-December 2023		
6.5	Review the newly commissioned arrangements for Substance Misuse Service, ensuring they continue to meet the needs of children within Youth Justice.	YJSMB + Deputy Head of YJS	By September 2023		
6.6	Review the impact and effectiveness of the commissioned health in justice in response to needs and our JSNA and drive the health action plan.	ICB Commissioner with health providers and YJS.	April 2023-March 2024		
6.7	Review the impact of ETE work and satisfy itself that there are effective assurance mechanisms to ensure there is effective ETE support for children within Youth Justice.	Deputy Head of YJS and Virtual School Headteacher	June 2023		
6.8	Extend the blueprint of the Virtual School model through recruiting a designated teacher to support the ETE work within Youth Justice and evaluate its impact and develop business case for change.	Virtual Headteacher and Deputy Head of YJS	August-December 2023		
6.9	Ensure that service continues to respond to diversity needs of children and provides a space for children to pray within Thomas Hardy House.	Head of YJS	By September 2023		
YOUTH JUSTICE SERVICE					
6.10	Undertake self-assessment of the National Standard 2.	Head of YJS	End of October 2023		
6.11	Strengthen the Youth Justice Service links with the Contextual Safeguarding Hub.	Deputy Head of YJS	April 2023-March 2024		
6.12	Develop reflective spaces for staff to reflect on cases using trauma informed approaches	Deputy Head of YJS	By June 2023		
6.13	Increase the use of restorative justice conferences and increase the use of proxy statements.	Head of YJS	April 2023-March 2024		
6.14	Continue to tenaciously engage all victims and maintain high level of their satisfaction.	Head of YJS	April 2023-March 2024		
6.15	Embed the use of the Welfare to monitor ETE attendance of the post 16 cohort.	Deputy Head of YJS	By September 2023		
6.16	Ensure that all post 16 children who are identified as NEET are overseen by the STAAH panel.	Deputy Head of YJS	From May 2023		

14. SIGN OFF, SUBMISSION AND APPROVAL

This plan was approved by:

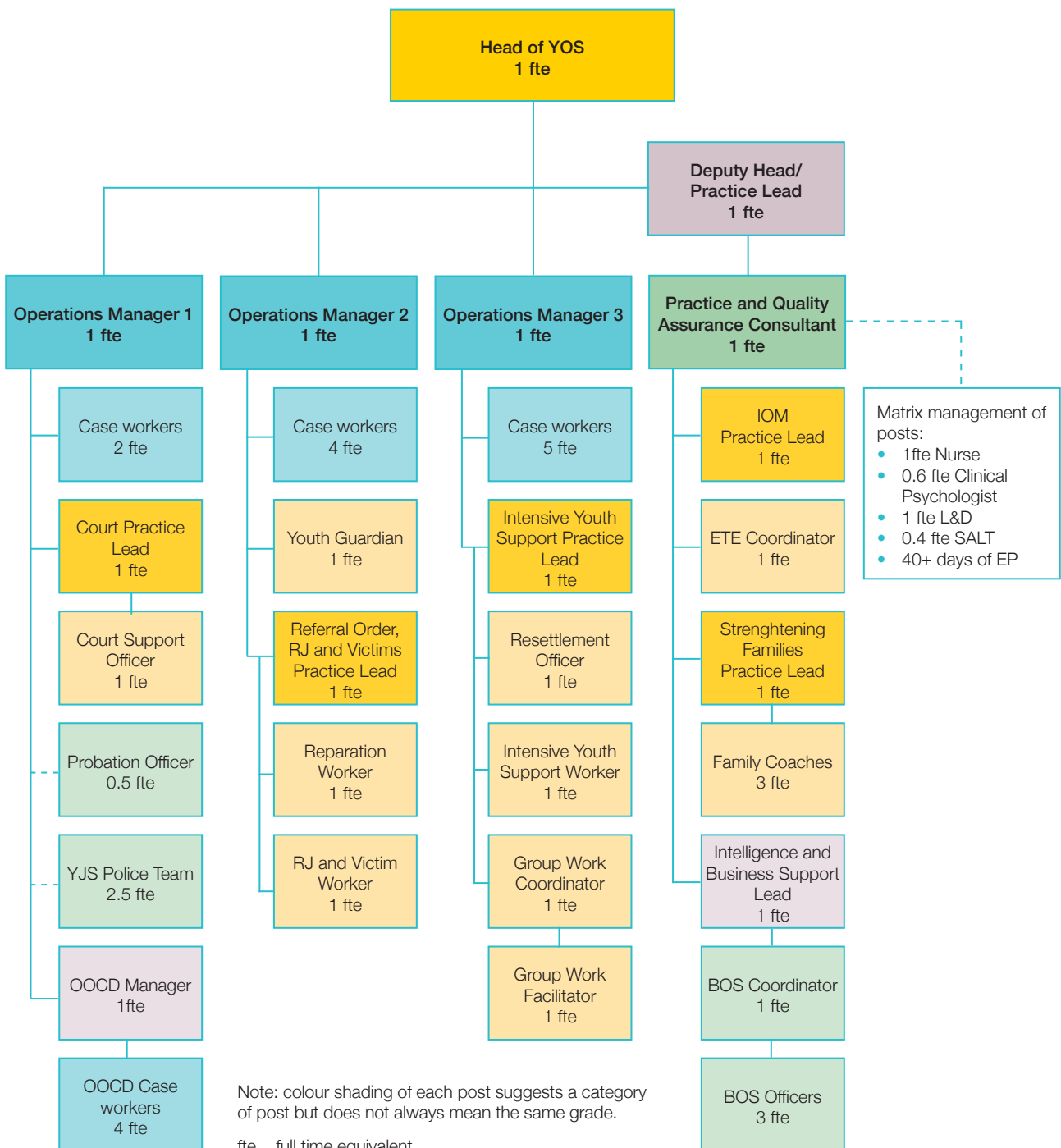


Geraldine Gavin
Chair of the YJSMB

The plan is subject to approval by the full Council and is scheduled for Council meeting on 27th of September 2023.

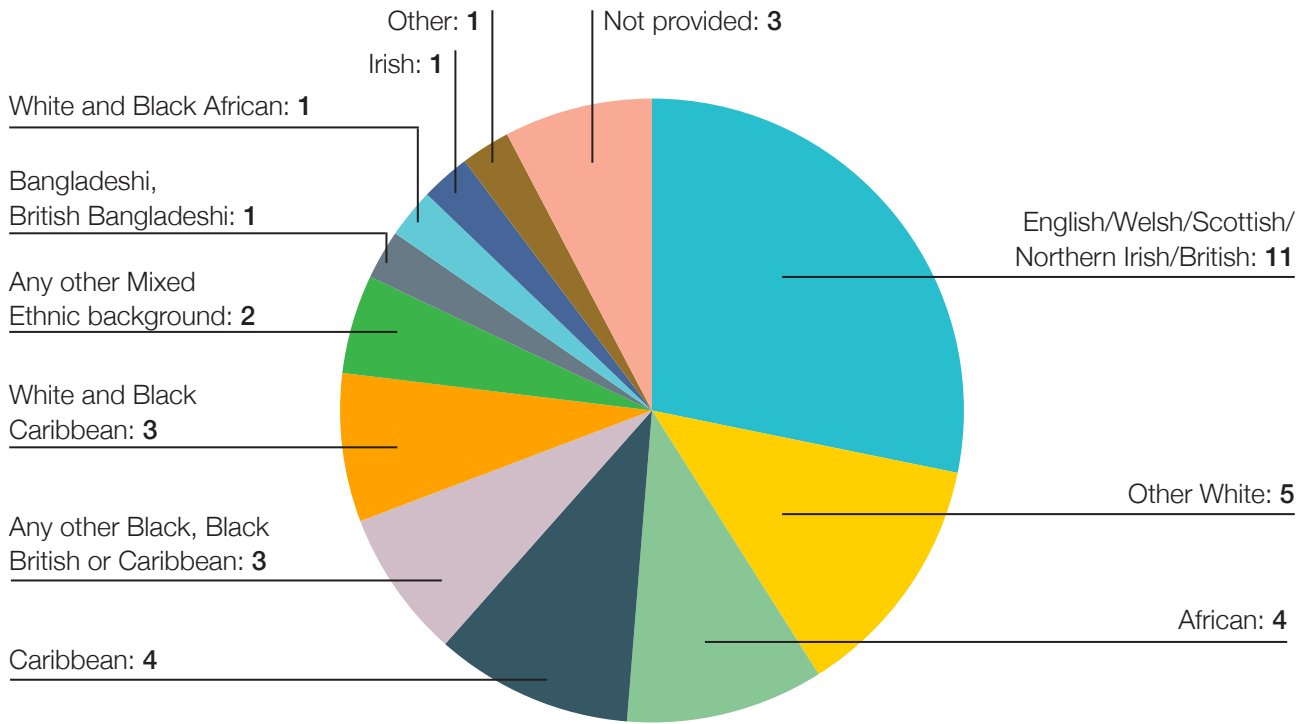


APPENDIX 1: SERVICE STRUCTURE



STAFF ETHNICITY PROFILE

Data cut from June 2023



ENFIELD YOUTH JUSTICE PLAN

2023-2024

Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups you consulted and their views. Consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

Section 1 – Equality analysis details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Youth Justice Strategic Plan 2023-24
Team/ Department	Children and Families, People
Executive Director	Tony Theodoulou
Cabinet Member	Cllr Abdullahi
Author(s) name(s) and contact details	Ivana Price, Head of Early Help, Youth and Community Safety Services Tel: 02081484901
Committee name and date of decision	Council 18 September 2023
Date of EqIA completion	25 July 2023

Date the EqIA was reviewed by the Corporate Strategy Service	27th July 2023, Sarah Gilroy
Name of Head of Service responsible for implementing the EqIA actions (if any)	Head of Youth Justice Service Linda Crawford
Name of Director who has approved the EqIA	Director of Children and Families Anne Stoker

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

Section 2 – Summary of proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

What is the proposed decision or change?

Enfield Council introducing a new Youth Justice Plan 2023-24. The plan outlines delivery of Youth Justice Services in Enfield. The service works with children aged 10-18 who have committed offences and have been either given an Out of Court Disposal by Police or a post court disposal. The service also works with victims. The delivery of the Youth Justice Services must comply with the Youth Justice Board's National Standards of Practice.

What are the reasons for the decision or change?

To ensure the Council discharges its statutory duties, it must produce an annual Youth Justice Plan. The plan's format and the elements it covers are mandated by the Youth Justice Board.

What outcomes are you hoping to achieve from this change?

The Plan sets out Enfield's vision to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We aim to keep children safe, prevent offending and create safer communities with fewer victims.

The Youth Justice Plan sets out the following key strategic priorities for 2023/24:

- Continue to invest in highly effective prevention and diversion with focus on preventing first time entrants and teen violence in line with our public health approach to serious youth violence and the new violence reduction duty
- Effectively safeguard and promote the welfare of all children with Youth Justice with a specific focus on safeguarding children detained in police custody, reducing the number of children in custody, preventing remands, providing effective resettlement support whilst reducing risks to reoffending
- Continue to promote and embed a child first approach across the Youth Justice system
- Continue to drive disproportionality action plan across the Youth Justice system informed by an understanding of local needs

- Deliver high quality Youth Justice Services that are responsive to local needs of children and enabled by effective governance, partnership, leadership, commissioned services, workforce development and quality assurance
- Continue to drive effective practice by providing support for children with a strong focus on improving safety, health, and educational outcomes, and using our trauma informed practice, restorative justice and victim support

Who will be impacted by the project or change – staff, service users, or the wider community?

Service users are young people in the Youth Justice Service and their parents/carers and victims of crime. Staff from the Youth Justice Service will also be impacted by the plan. The wider community of Enfield will also be impacted by the plan as we work to create safer communities with fewer victims.

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Section 3 – Equality analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Detailed information and guidance on how to carry out an Equality Impact Assessment is available [here](#). (link to guidance document once approved)

Age

This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g. older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

The Plan covers delivery of Youth Justice Services to children and young people aged 10-18 only. The Youth Justice Plan sets out how we will continue to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. Delivery of the Plan is therefore expected to have a positive impact on this age group.

The profile of children involved in offending for 2021/22 highlights the following prevalence of children's ages:

- 10-12 (2%)
- 13-14 (22%)
- 15-16 (43%)
- 17-18 (33%)

Board and partners continue to review needs of children to ensure relevant services and interventions are commissioned and delivered to meet the needs of children.

Mitigating actions to be taken

None to be taken.

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include: physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact**

[positive or negative] on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

We know from our last annual vulnerability profile (2020/21) of children involved in offending that:

- 13% of children had Special Education Needs and Disabilities
- 24% of children had speech, language and communication needs
- 33% of children had emotional and mental health needs
- 27% of children have general health issues
- 31% of children have substance misuse needs

Delivery of the Youth Justice Plan is expected to have a positive impact on all children and young people involved in offending, including children and young people affected by disability, with special education needs and/or with additional health needs. The Plan contains several actions targeted at children and young people with special educational needs and disabilities and additional health needs:

- Council will continue to work with the Integrated Care Board to jointly commission 'Health in Justice' provision for children involved in offending. This will provide 1 fte Nurse, 0.6 fte Clinical Psychologist, 1 fte Liaison and Diversion worker and 0.4 fte Speech and Language Therapist.
- Public Health will continue to commission Young People Substance Misuse Service. The newly re-commissioned provider, Humankind, will provide a dedicated substance misuse worker and support for children involved in offending to ensure they are prioritised for treatment.
- The YJS service has implemented a joint working protocol with SEND to ensure there are effective information sharing and partnership work arrangements in place to ensure that children with SEND are not disadvantaged within youth justice system. The service is currently working towards the SEND Quality Mark*.
- Public Health will update the joint strategic needs assessment. This will ensure we continue to identify and understand health needs of children involved in Youth Justice and commission and provide appropriate health support to meet their needs.

*Quality Mark is a framework developed by the Association of YOT Managers, the children's charity Achievement for All and Department for Education. The Quality Mark helps Youth Justice Services to self-assess themselves and work towards quality standards in terms of supporting children with special education needs and disabilities within youth justice.

Mitigating actions to be taken

None to be taken

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

Delivery of the Youth Justice Plan is expected to have a positive impact on children and young people who are involved in offending, including those who are transgender. We aim to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. We ensure the following through the delivery of our Youth Justice Service:

- All children coming to the service are holistically assessed and supported with disclosure of their gender identity.
- Ensure that the health and emotional wellbeing needs are met for all children, including those who may wish to have gender re-assignment surgery in future.
- The service intervention will be personalised to an individual's identity, promoting positive identity of children.

Mitigating actions to be taken

None to be taken

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected.

There is no impact anticipated as children and young people under the remit of the Youth Justice Service will be under the legal age of marriage, which is 18 years of age.

Mitigating actions to be taken

N/A

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected.

Most children supported by Youth Justice Service are young boys. The last local offending profile of children (2021/22) highlighted that only 16% of the cohort were young girls. It is possible that a young person supported by the Youth Justice Service may be pregnant.

Should any of young girls involved in Youth Justice Service become pregnant, the service has a dedicated 'health in justice' provision to ensure that all health needs of children supported by the service are met.

All children's needs are assessed by a comprehensive assessment (ASSET Plus). The assessment informs development of an appropriate intervention plan. In the instance that a young girl was pregnant whilst completing an Out of Court or post Court disposal, the intervention plan would be reviewed, ensuring that reasonable adjustments are made to ensure that health and welfare needs of the expectant mother and baby are met.

Mitigating actions to be taken

None to be taken

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

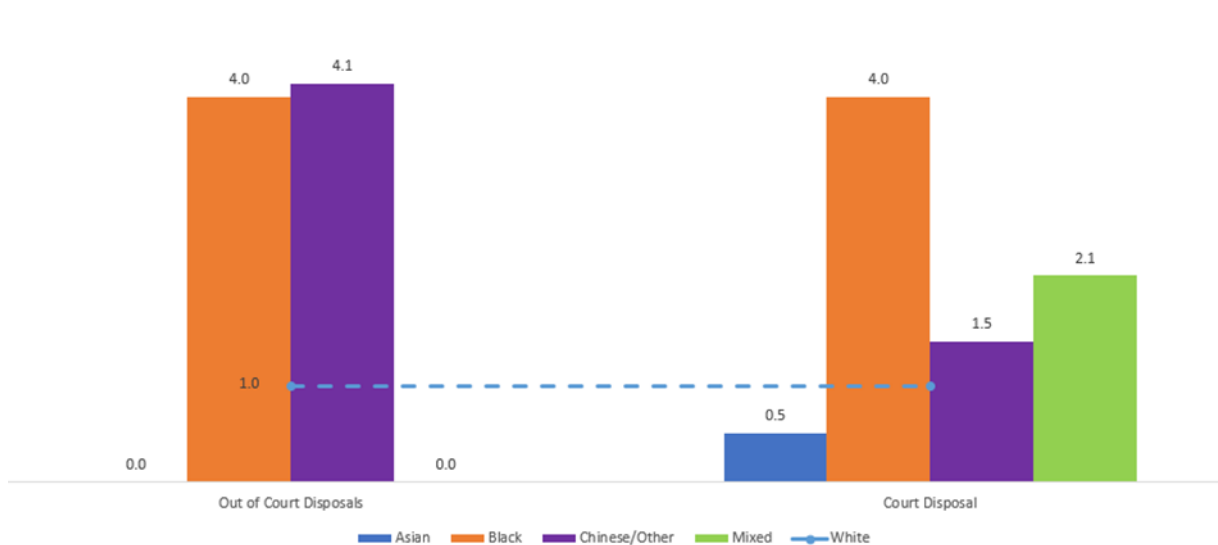
Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected.

Tackling over-representation of children from specific ethnicities within the Youth Justice Service is one of the key strategic priorities reflected within the Plan. We have introduced the use of RRI (Relative Rate Index), which provides the rate at which a particular decision is made for a particular group of young people, enabling us to report on disproportionality. The RRI provides the proportion of each ethnic minority group, relative to the proportion of the White ethnic group, receive court disposals and out of court disposals. Each group is divided in its own ethnic population to calculate the rate. This figure is then divided by the White rate to provide an RRI score. An RRI of 2.0 indicates that this group have twice the likelihood of an outcome than the White children. An RRI of 1.0 means they have the same likelihood as White offending children, and an RRI of 0.50 means half the likelihood compared to the White population.

Overall, we continue to see those Black children are significantly over-represented (4.0 times as likely than their White counterparts) within the Youth Justice Service across both pre and post court disposals. We see that Chinese/Other children are 4.1 over-represented in Out of Court disposals, however, this reduces to 1.5 times likely in court disposals.

Quarter 4 2022-23



As part of our work to further understand and tackle disproportionately in the youth

justice system, in 2022-23, the Board and wider partnership has achieved the following:

- improved our understanding of disproportionality through reviewing available data to inform our focus of work;
- board members participated in two spotlight sessions on disproportionality that informed our focus and action taking;
- provided training on adultification and disproportionality in assessment via the Safeguarding Enfield Partnership;
- continued to focus on preventing school exclusions through investment in the Nexus Project, delivering impactful and culturally sensitive interventions to children at risk of being excluded;
- trained all custody teams in Wood Green Police custody in trauma informed approach;
- implemented a presumption in youth custody of legal advice for all child detainees, instead of children being given a choice which often resulted in children declining legal advice, often due lack of trust in the system;
- supported the development of new leaflets and a booklet, led by the Police, and aimed at children coming into police custody to help them understand their options, rights, and the process within police custody.

The service has invested in the following areas of work to help us to continue to prevent and address disproportionality:

- embedding trauma informed practice into all the work we do;
- scrutinising over-representation within the Youth Scrutiny panel for Out of Court Disposals;
- providing interpreters where language is a barrier for children or their parents to engage with the service;
- systematic work with the court to divert children from court where appropriate and track the impact, for example, we have diverted 28 cases from court for an Out of Court Disposal consideration;
- commissioning and resourcing appropriate interventions, such as No Knives and Better Lives, Youth Guardian, Youth Worker, Education Psychologist, Speech and Language Therapist, Clinical Psychologist, a dedicated Re-settlement worker and ETE Coordinator;
- improving joined up working with young people from Gypsy Roma Traveler communities through working with Bright Futures;
- working closely with the Engage team in Wood Green custody to ensure that children are provided with support in the reachable and teachable moment, being supported in a culturally sensitive and trauma informed way; and
- training all our staff in anti-discriminatory practice and equality and diversity.

In 2023-24, the Plan commits us to:

- seek to understand the lived experience of children in the Youth Justice system to inform our strategic planning and operational delivery;
- use data from a range of sources across the partnership to identify where,

and if possible, why, disproportionality occurs to inform our focus of interventions across our partnership work;

- look for best practice to inform our interventions; and
- develop a partnership plan of action to focus our work; and regularly review our progress against the actions.

- We will continue to promote a culture of inclusivity and diversity within delivery of Youth Justice Services. We will promote our four core values that we believe are essential for creating a fairer Enfield:
 - Diversity
 - Inclusion
 - Equal Opportunities
 - Dignity and Respect

Mitigating actions to be taken

None to be taken.

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

Religious profile of Enfield (2021 Census) ¹

Religion	Proportion of Enfield population
Christian	46.4%
Buddhist	0.5%
Hindu	3.1%
Jewish	1.1%
Muslim	18.6%
Sikh	0.4%

¹ ONS, [Religion, England and Wales: Census 2021](#)

Other religion	3.1%
No religion	19.8%
Religion not stated	7.0%

All children supported by the Youth Justice Service are encouraged to disclose their religion and any specific needs are assessed to ensure they are appropriately supported. We do not currently provide prayer space for young people who may require it.

Mitigating actions to be taken

We will identify a suitable space in Thomas Hardy House that could be used as a prayer room if this is required by any of our children.

Sex
Sex refers to whether you are a female or male.
Will this change to service/policy/budget have a differential impact [positive or negative] on females or males?
Please provide evidence to explain why this group may be particularly affected.
<p>The Plan covers delivery of Youth Justice Services to children and young people aged 10-18 only. The Youth Justice Plan sets out how we will continue to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. Delivery of the Plan is expected to have a positive impact on all children and young people involved in offending, regardless of sex.</p> <p>There is a disproportionately high number of boys across the Youth Justice Services caseload. The last local offending profile of children (2021/22) highlighted that only 16% of the cohort were young girls. This trend is consistent with national trend.</p> <p>Whilst most service users are young boys, we recognise it is important that we meet the needs of young girls with interventions tailored to meet their needs as appropriate.</p> <p>The Youth Justice Service workforce is diverse, enabling us to allocate an appropriate worker to match the needs of children coming to the service. It would be a normal practice to allocate a female client to a female practitioner.</p>

The service will continue to review its interventions, commissioned services, and partnership work to ensure it continues to meet the needs of all children, including young girls.

Mitigating actions to be taken

None to be taken.

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

The Plan covers delivery of Youth Justice Services to children and young people aged 10-18 only. The Youth Justice Plan sets out how we will continue to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. Delivery of the Plan is expected to have a positive impact on all children and young people involved in offending, regardless of sexual orientation.

At a national level, research shows that young people who identify as bisexual, gay, lesbian, non-binary or asexual experience inequalities in the youth justice system.²

The Youth Justice Service would normally refer children and young people who identify as bisexual, gay, lesbian, non-binary or asexual to the youth services and support provided by Enfield LGBTQ.

All staff receive diversity training and work with children in a personalised way respecting their identity. Where children's identity impacts on their emotional well-being, the Plan commits a Clinical Psychologist resource that can provide support with emotional and well being issues.

² <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8963705/>

Mitigating actions to be taken
No action to be taken.

Socio-economic deprivation
This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.
Will this change to service/policy/budget have a differential impact [positive or negative] on people who are socio-economically disadvantaged?
Please provide evidence to explain why this group may be particularly affected.
<p>The Plan covers delivery of Youth Justice Services to children and young people aged 10-18 only. The Youth Justice Plan sets out how we will continue to provide high quality responsive Youth Justice Services that see children as children, treat them fairly and help them to build on their strengths so they can make a constructive contribution to society. Delivery of the Plan is expected to have a positive impact on all children and young people involved in offending, including those who are socio-economically deprived.</p> <p>According to the Index of Multiple Deprivation as compiled by the DCLG in 2019, Enfield has become relatively more deprived in comparison to other London boroughs. In 2015, Enfield was the 12th most deprived borough in London, by 2019 it was the 9th most deprived. We know from our public health needs assessment of serious youth violence (in 2020) that youth violence tends to be concentrated in the Eastern corridor of the Borough.</p> <p>The Service will continue to collaborate with all relevant Early Help services, Housing Services, Family Hubs, Community Hubs and third sector partners to mitigate against adverse impact of the cost of living crisis on children involved with Youth Justice.</p> <p>The Service has an effective joint working protocol with social care. This ensures that children known to social care who face multiple disadvantages, including social economic deprivation, are effectively supported by both social care and Youth Justice Service, removing barriers to engagement and completion of their orders.</p>
Mitigating actions to be taken.
None to be taken.

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Section 4 – Monitoring and review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

The Youth Justice Strategic Management Board (a statutory Board) is responsible for production and overseeing delivery against the Youth Justice Strategic Plan. The Board regularly monitors the delivery and impact of the Plan.

The Youth Justice Service also regularly reviews performance against operational deliverables through its Strategic Quality Assurance Group and the departmental Practice and Improvement Board.

The Service also regularly reports to the Council's Assurance Board.

Section 5 – Action plan for mitigating actions

Any actions that are already completed should be captured in the equality analysis section above. Any actions that will be implemented once the decision has been made should be captured here.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
	-				



London Borough of Enfield

Report Title	Capital Outturn 2022/23 and 2023/24 Period 3 Capital Monitoring
Report to:	Council
Date of Meeting:	27 th September 2023
Cabinet Member:	Cllr Tim Leaver, Cabinet Member Finance & Property
Executive Director/Director	Fay Hammond, Executive Director Resources Olga Bennet, Director of Finance (Capital)
Report Authors:	Olu Ayodele – Olu.ayodele@enfield.gov.uk Shirley Haider – Shirley.haider@enfield.gov.uk
Ward(s) affected:	All
Key Decision Number	KD5653
Classification:	Part I Public

Purpose of the Report

1. This report provides an update on 2022/23 General Fund capital expenditure, capital financing applied at year end and commentary on key outcomes delivered from the Council's capital spend. The HRA capital outturn is reported separately.
2. The report also provides a brief overview of the 2023/24 capital programme as at Period 3 (April to June) and development of the Council's 2024/25 Capital strategy.

Recommendations

- I. Council is asked to approve:
 - a. The carry forward of £10.2m unspent budgets from 2022/23 to future years, including 2023/24 (Appendix B), of which £2.2m is to be funded by borrowing.
- II. Cabinet noted:
 - a. Total 2022/23 capital expenditure of £213.3m, against original budget of £486.4m and Period 8 (November) forecast of £262.7m.
 - b. Less than half of the 2022/23 capital expenditure was funded by borrowing (£102.5m borrowing out of £213.3m capital expenditure), as detailed in Table 2
 - c. An overall net budget reduction of £78.3m in 2022/23 (Appendix D and E)
 - d. A reduction of £0.7m in the 2023/24 budgets, due to accelerated spend in the 2022/23 (Appendix B).
 - e. The 2023/24 capital programme position at Period 3, as detailed in paragraphs 79-87.
 - f. The overall capital programme is being reviewed as part of the development of the 2024/25 Capital Strategy. This will be presented to October Cabinet.

Background and Options

3. The ongoing challenging wider economic climate of increasing inflation and rising interest rates during 2022/23 meant that a number of programmes were slowed down or in some cases had been paused to allow for the review of underlying business cases and to ensure ongoing value for money.
4. The original 2022/23 capital programme budget was £445.3m. Approved changes to the budget (including carry forward of unspent budget from prior year) increased this to a revised budget of £486.4m.
5. Final capital spend of £213.3m was incurred, which is 43.9% of the revised budget (underspend budget variance of £273.1m). The capital programme evolved significantly during the year. Forecast outturn at Period 8

(November 2022) was £262.7m. Final spend represents 81.2% of Period 8 forecast outturn.

6. As part of the ongoing review of the affordability of the capital programme, unspent budgets at year end (where funded from borrowing) are only carried forward in exceptional circumstances. The Executive Management Team have provisionally approved the carry forward of £2.2m capital budget funded by borrowing from 2022/23 to 2023/24, subject to Cabinet and Council approval (Appendix C).
7. The most significant variance to both the revised budget and Period 8 (November) forecast outturn relates to Meridian Water. £157m revised budget was approved and the forecast outturn at Period 8 was £63.5m. Actual expenditure at year-end was £35.6m (£121.4m lower than revised budget and £27.9m lower than Period 8 forecast). This is the result of direct intervention taken by the Council in response to escalating inflation, construction costs and interest rate rises. Paragraphs 46-48, provide further details.
8. Companies loan drawdown is £45.4m lower than budgeted. Energetik is in the process of reviewing its business plan prior to entering any new construction contracts. Housing Gateway Ltd (HGL) planned acquisitions have been impacted by increases in interest rates throughout the year, meaning that properties on the market in Enfield were generally not within HGL's hurdle rates. HGL has since reviewed the equity allocated to each property in order to reduce the hurdle rates and therefore increase the number of properties being purchased in light of the Council's rising temporary accommodation costs.
9. The Council has sought to be prudent given the challenging financial climate and has only proceeded with works where there is a financially viable strategic business case. An optimised Meridian Water business case has developed and approved by Cabinet to ensure all risks in the future programme were fully reflected.
10. The revised budget of £486.4m assumed £254.7m of new borrowing (£159.1m General Fund and £72.6m HRA). Actual borrowing for 2022/23 was £102.5m (£74.1m General Fund and £28.3m HRA). This reflects not only reduced capital spend (to budget) but also a stronger focus on the maximisation of non-borrowing capital funding sources to reduce the need to borrow. As part of an ongoing review of capital funding, £1.7m historic unspent capital grant was identified to fund in-year expenditure (that would otherwise have been funded from borrowing) and a further £0.3m identified to release to support revenue budget.
11. Further work to reduce both borrowing anticipated in the 2024/25 ten year capital programme as well as historic borrowing is underway. This will inform the 2024/25 capital strategy update (being presented to October Cabinet), which will present the funding envelope for an affordable and financially sustainable capital programme.

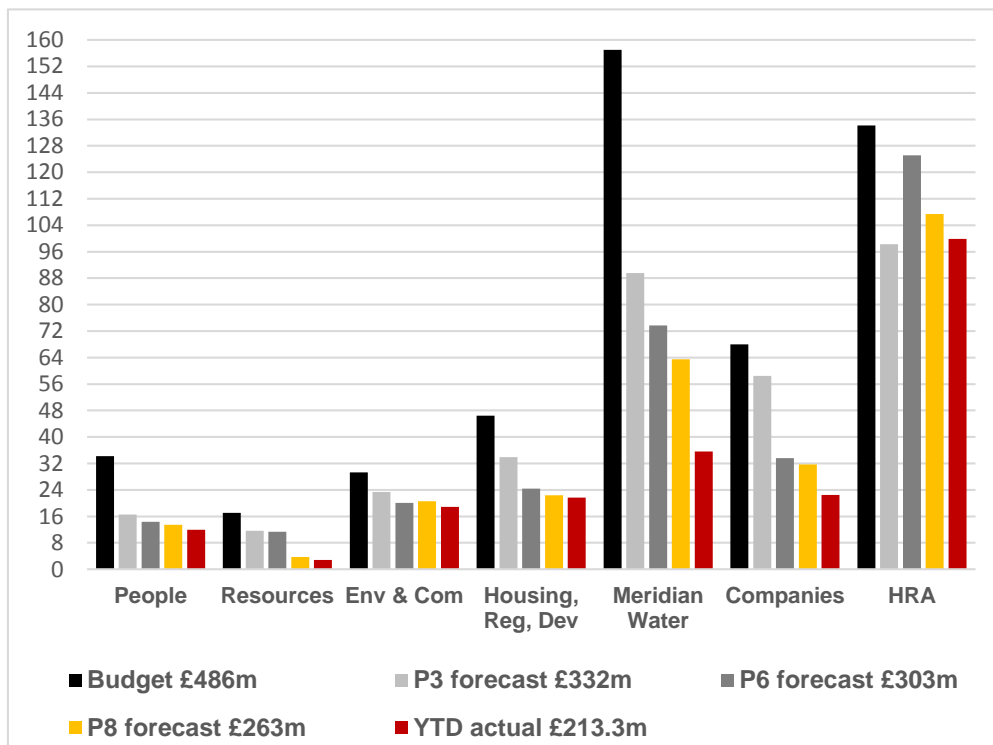
Relevance to the Council plans and Strategies

12. The Council's capital strategy provides the overall framework through which the capital programme is developed and delivered. Planned capital spend is informed by the Council's strategic objectives (as detailed in the Council's Corporate Plan). Council approved the 2022/23 capital strategy on 22nd September 2021.
13. The paragraphs below provide a high-level description of how 2022/23 capital expenditure supported the delivery of the Council's objectives.
14. **Good homes in well-connected neighbourhoods - £161.0m**
15. A substantial portion of portion of the council's capital programme exists to invest in new or better housing for residents, through Meridian Water, Housing Gateway, and the HRA's refurbishment and new home development programme. Meridian water saw reductions in the capital programme as the development strategy has shifted away from direct delivery.
16. **Safe, healthy and confident communities - £30.9m**
17. The capital programme includes annual allocations for investment in streets and roads, but also grant funded works to improve the environment for pedestrians and cyclists. The programme growth for the full year particularly reflects grant funding secured to delivery of the Enfield to Broxbourne Cycle route.
18. **An economy that works for everyone - £21.5m**
19. The capital programme includes provision for development projects which will provide additional jobs and better environments for local businesses. The Montagu Industrial estate budget has been reprofiled, and the council has reduced the scope of works to improve Council offices.

Capital outturn 2022/23 summary.

20. The Council's revised capital budget for 2022/23, including 2021/22 carry forward of unspent budget, was £486.4m. Budget adjustments to Period 8 (November 2022) include £7.9m growth and £47.2m reduction in planned spend. These were reported to Cabinet through the capital budget monitoring cycle. In addition, in February 2023, Council approved the carry forward of £184.4m capital budget from 2022/23 as part of 2023/24 budget setting process (Appendix 2 of KD5502).
21. These budget adjustments resulted in a Period 8 (November) forecast capital outturn of £262.7m.

22. Final capital spend for the year was £213.3m, of which £99.9m relates to the HRA. This represents 49% of budget and 81% of Period 8 (November) forecast outturn (£49.4m variance to Period 8 forecast outturn). Further information is available in the separate HRA report, elsewhere on the agenda.
23. The £49.4m variance between outturn spend and Period 8 forecast consists of Q4 growth in budgets of £2.8m and Q4 reduction in budgets of £41.8m. A further net £10.2m unspent capital budget at outturn is proposed to be added to the 2023/24 capital programme (of which £2.2m is funded from borrowing). Appendices A to C detail all growth, reductions and reprofiling throughout the year.
24. Figure 1 below summarises capital spend by Department. In a change to previous years, unspent capital budget at year end (the difference between final outturn and Period 8 forecast outturn) is only carried forward in exceptional cases or where it is funded from non-borrowing sources. EMT has provisionally approved £2.2m of unspent borrowing funded budgets to be carried forward into 2023/24, subject to Council approval.



Capital programme – key outcomes.

25. Table 1 below provides a summary of spend by department. Appendix C provides a detailed listing by programme, including summary of variance to budget, explanation of reductions, growth and requests for the carry forward of unspent capital budget at outturn. The HRA is referenced for completeness only and is discussed in more detail in the HRA 2022/23 outturn report).

26. Paragraph 27 provides an overview of how capital investment during 2022/23 supported the delivery manifesto pledges and paragraphs 28-52 key outcomes by Department.
27. Capital investment in the following areas supports the delivery of manifesto pledges:
- a. Free replacement recycling bins to residents was implemented in 2022/23;
 - b. Progress made on delivering new schools streets, with 10 delivered in 2022/23 taking the total to 24 schools streets across the borough;
 - c. Works to create 4 new wetlands across the borough started in 2022/23, with further investment planned to create 10 new wetlands in total within the borough;
 - d. Over 50,000 trees have been planted in forest areas and on urban streets;
 - e. At the Meridian water site, a new skills academy has opened to train 1,000 people a year, and there will be a new skate park;
 - f. Progress was made on creating new café and toilet facilities in all major parks with the completion of a new community hub at Firs Farm Park.

Table 1 – Final capital outturn by Department

	budget	outturn	variance	spend %
	£m	£m	£m	%
Education	33.5	11.7	(21.9)	34.9%
Children & Family Services	0.8	0.3	(0.6)	37.5%
People	34.3	12.0	(22.5)	35.0%
Digital Services	17.1	2.8	(14.3)	16.5%
Resources	17.1	2.8	(14.3)	16.5%
Customer & Communications	0.4	0.2	(0.2)	50.0%
Environment & Street scene	26.7	15.3	(11.4)	57.3%
Leisure, Parks & Culture	1.8	3.4	1.7	188.9%
Environment & Communities	29.3	18.9	(10.4)	64.5%
Corporate Property	39.4	15.1	(24.3)	38.3%
Town centre regeneration	4.1	4.3	0.2	104.8%
Housing adaptations	2.9	2.2	(0.7)	75.9%
Housing, Regn, Dev (ex MW)	46.5	21.7	(24.8)	46.7%
Meridian Water	157.0	35.6	(121.4)	22.7%
Energetik	21.7	19.3	(2.4)	88.9%
Housing Gateway Ltd	46.3	3.2	(43.1)	6.9%
Companies	68.0	22.5	(45.5)	32.6%
General Fund	352.2	113.5	(238.7)	32.2%
Housing Revenue Account	134.2	99.9	(34.3)	74.4%
capital expenditure	486.4	213.3	(273.1)	43.9%

People – £12.0m final spend (£34.2m budget)

28. Education (spend £11.7m) - key outcomes include completion of Fern House School, which became operational in February / March 2023, progress delivering new Winchmore 6th form building, extension of Oaktree School and the refurbishment of the Swan Centre.
29. The schools' maintenance programme also delivered a range of building improvements including a new kitchen at Bush Hill Park School, new boiler at Chase Side School, replacement of windows and roofs at Winchmore School, Eldon School, Enfield County Upper, Hadley Wood School, George Spicer School and various other works.
30. Children and Family (spend £0.3m) – key outcomes include delivery of a new youth bus to engage with young people in the socially deprived wards and investment in new servers, equipment, and upgrade of 65 CCTV cameras for Community Safety.

Resources – £2.8m final spend (£17.1m budget)

31. Customer Platform Replacement – the new platform was introduced during 2021/22, and during 2022/23 work continued to introduce new journeys for customers as we move more of customer interactions to self-service. This also included changing scripting and processes of these to make them quicker and more efficient. The programme continues into 2023/24.
32. Homelessness System – the new system was introduced, which provides a single product for dealing with homelessness, tracking customers and providing statutory reporting.
33. Applicant Tracking System – the new system was introduced which replaced the previous end of life system, which enables all Council recruitment to go through an end to end process including automation of journeys and interaction with applicants and managers on line.
34. Asset Management System – the new Corporate Asset Management system went live with the Minimum Viable Product, to replace the previous end of life system. This provides a single application to hold Council's assets such as property and supporting documentation. The programme continues into 2023/24 to populate the system with more information and change business process.
35. End User Computing – the work commenced on the programme to replace the council's laptops, tablets and smart phones which were last replaced in 2018. This programme will continue into 2023/24
36. Unified Communications – work commenced on the programme to review and replace the customer communication channels starting with telephony. This will continue into 2023/24, focussing on the customer contact software which will become end of life.

Environment & Communities – £18.9m final spend (£29.3m budget)

37. Customer & Communications (spend £0.2m) – key outcomes include the provision of new customer and community spaces within libraries and refurbishment works at Enfield Town Library.
38. Environment & Street Scene (spend £15.3m) – key outcomes include delivery of 15.75km of planned carriageway, renewal and resurfacing works, the renewal of 4.5km of footways, improvement of over 14,500 minor highway defective areas across the highway network and ongoing investment in the Bridge Improvement Programme.
39. The Council has also introduced a scheme for the free replacement of wheeled bins. Flood alleviation works continue at various sites as does investment in Journeys & Places.
40. The Journeys & Places programme is predominantly grant funded. Key outcomes include major improvements to the Cycleway 1 corridor and investment in quieter neighbourhoods (Fox Lane and Bowes). Within the School Streets programme, a series of additional School Street designs were completed, and three new projects made live, with a further five projects progressed to go live in the summer of 2023. The residential cycle hangar programme was also expanded with a further ten units delivered.
41. The Enfield Town to Broxbourne project has completed the design and engagement process, with construction commencing on the on-road elements. The Council also continued to invest in the replacement of fleet vehicles which have reached end of life as well as investing in the installation of electrical vehicle infrastructure.
42. Leisure, Parks & Culture (spend £3.4m). Key outcomes include the planting of 1,000 trees across the borough and completion of works for Tanners End Park and Broomfield Park tennis courts. Works were also completed on Edmonton Cemetery Mausoleum and Burial Chamber providing capacity for 544 burial spaces and 144 crematorium places. Outturn spend includes £0.9m spend on playground and parks infrastructure and highways trees replacement, originally budgeted within Environment & Street Scene.

Housing, Regeneration & Development – £21.7m final spend (£46.5m budget)

43. Corporate property (spend £15.1m) – key outcomes include delivery of the new Children & Families Hub at Thomas Hardy House and grant funded investment in decarbonisation works across the civic estate. The Electric Quarter project completed works on Ponders End library and residual snagging works were completed at Genotin Road offices. Montagu Industrial Estate development continues (via a joint venture partnership with Henry Boot Ltd).
44. Town Centre Regeneration (spend £4.3m) – key outcomes include delivery of new Angel Yard office workspace and completion of Dugdale Centre

ground floor refurbishment works – including refurbishment of the internal performance space (including moveable and expandable tiered seating), an enlarged café and expanded museum collection.

45. Housing Adaptations (spend £2.2m) – the Council received 259 enquiries for adaptations to private homes to allow residents to continue living in them safely and retain their independence. Of these 150 home adaptations were completed.

Meridian Water – £35.6m final spend (£157.0m budget)

46. In recognition of the challenging construction industry market conditions and the need to reduce the Council's exposure to financial risk it was appropriate to revise the Meridian Water capital budget from £157m to £72.7m in Q2 and £63.5m in Period 8 (November 2022)
47. The main reasons for the budget revisions, as approved by Cabinet as part of the period 8 Capital monitoring report are:
- a. £73.4m HIF budget was reprofiled to future years as a result of high construction inflation costs and the prolonged government review of HIF grant programmes which delayed commencement of infrastructure works. The programme was restructured to pause HIF rail and this budget was allocated to SIW.
 - b. £11.5m underspend in the Meridian Four project due to a review of the project and a decision not to progress with budgeted works due to the unprecedented market conditions. Alternative delivery options are being considered.
 - c. £9.8m underspend in scheme-wide costs, notably interest (£5.2m), management, staff, and recharges (£2.9m) and contingency (£1.5m).
 - d. £8.9m underspend in Meridian One (payments for HRA homes) due to delays with construction.
 - e. £2.7m Meridian Two land development payments to Vistry Partnerships delayed due to the Development Agreement not being unconditional as of end of March 2023, as a result of funding pressures resulting in a delay to the start of the Strategic Infrastructure Works (SIW) .
 - f. Other items such as £1.3m Cadent land swap (completed shortly after end of March 2023. The funds were in an escrow account prior to March 2023, therefore had left our accounts), £2.6m clearance of waste mound (postponed to 2023/24), £1.7m Phase 2 development (delays due to market conditions mentioned above).
48. Key spend areas include.

- a. £10.5m related to Meridian One i.e., Land swap/purchase £1.2m, £8.5m HRA payments, circa £1m sundry expense
- b. £15.9m on scheme-wide activity – Includes £6.6m of capitalised interest costs
- c. £8.4m on activities related to HIF – HIF funding is toward strategic infrastructure works (SIW). Spend was lower than planned due to delays in funding decision.

Companies – £22.6m final spend (£68.0m budget)

49. Energetik (Loan drawdown £19.3m):
50. Key outcomes include continued work on the Meridian Water energy centre build and plant installation (completion date 30th September 2023), installation of phase 1 network to Meridian Water, design of Meridian Water western extension and application for planning permission, procurement of contractor for Meridian Water western extension phase 2, build start for Meridian Water northern extension (sections A1 and A2), retrofit and connection of 20 dwellings to the heat network at Ponders End. S106 contribution of £240k was also made for energy related works. These costs are accounted for within the HRA.
51. Housing Gateway Limited (HGL) (Grant drawdown - £3.2m):
52. HGL purchased 37 properties funded from a combination of the Rough Sleeping Accommodation Programme (RSAP) and Department of Health grant. 100 properties were forecast to be purchased during 2022/23, however due to the severe increase in interest rates, property purchases were paused and as a result no new loans were drawn down.

Capital spend - financing.

53. Capital financing applied in 2022/23 is summarised in Table 2, followed by individual tables providing additional information on each source of financing.

Table 2 – Capital financing applied at outturn.

	General Fund £m	Meridian Water £m	Companie s £m	HRA £m	Total £m
Capital grants	22.2	8.6	3.5	29.1	63.4
S106	0.8	0.1	0.0	0.2	1.1
CIL	2.0	0.0	0.0	0.0	2.0
Revenue reserve	0.8	0.0	0.0	0.0	0.8
Capital receipts	0.0	1.5	0.0	12.8	14.3
Right to Buy receipts	0.0	0.0	0.0	12.8	12.8
Major Repairs Reserve	0.0	0.0	0.0	5.7	5.7
Earmarked Reserves	0.0	0.0	0.0	5.9	5.9
Capital Reserves	0.0	0.0	0.0	4.9	4.9
Non-borrowing	25.7	10.1	3.5	71.5	110.9
Borrowing	29.7	25.5	19.0	28.3	102.5
capital financing	55.4	35.6	22.5	99.9	213.3
% borrowing	54%	72%	84%	28%	48%

Borrowing - £102.5m outturn (£254.7m budget)

	budget £m	actual £m	variance £m
Resources	17.1	2.8	(14.3)
People	0.8	0.3	(0.6)
Environment & Communities	18.3	11.0	(7.3)
Housing, Regen. & Devt.	38.9	15.7	(23.2)
Meridian Water	52.6	25.5	(27.1)
Companies	65.4	19.0	(46.4)
HRA	61.6	28.3	(33.3)
	254.7	102.5	(152.2)

54. In-year borrowing has reduced from £254.7m budget to £102.5m (a variance of £152.2m). This does not mean that £152.2m of borrowing has been permanently removed from the capital programme - £68.4m of borrowing has already been reprofiled into 2023/24 (approved by Council as part of budget setting) and EMT has provisionally approved the carry forward of a further £2.2m of borrowing into 2023/24.
55. In response to the financial risk from increasing interest rates, the Council has sought to restrict the use of new borrowing to where no alternative funding sources are available.
56. To mitigate the impact of increasing interest rates, all programmes funded by borrowing in the 2023/24 programme and future years are being reviewed and will inform the development of an affordable 2024/25 capital strategy, to be reported to Cabinet in October.

Capital grants - £63.4m outturn (£172.9m budget)

	budget	actual	variance
	£m	£m	£m
People	33.5	11.7	(21.8)
Environment & Communities	1.2	2.1	0.9
Housing, Regen. & Devt.	11.4	8.4	(3.0)
Meridian Water	104.4	8.6	(95.8)
Companies	2.3	3.5	1.2
HRA	20.2	29.1	8.9
	172.9	63.4	(109.5)

57. Meridian Water: £8.6m of Housing Infrastructure Fund (HIF) funding was claimed in arrears to fund HIF related spend of £8.6m during the year.
58. People: £11.7m of Department for Education capital grant was utilised during the year. Unspent capital grant is earmarked for future use within the schools' capital programme.
59. Environment & Communities: A review of unspent grant at year end, resulted in additional grant utilisation at year end. This exercise identified £0.8m additional capital grant funding that was to capital spend on flood alleviation works, further reducing the Council's overall borrowing requirement.
60. Housing, Regeneration & Development: Additional £0.7m Disabled Facilities Grant and £0.2m UK Shared Prosperity Fund grant (applied to Dugdale Centre capital spend), compared to the budget was applied at year end. Journeys & Places grant funding used was reduced by (£4.0m). This reflects the alignment of indicative grant funding at budget setting, with actual grant allocations received.
61. Companies: Housing Gateway Ltd (HGL) secured an additional £0.9m Rough Sleepers Accommodation Programme (RSAP) grant funding to fund the acquisition of homes. The RSAP programme concluded 31 March 2023. A further £0.3m Adult Social Care grant funding was applied to fund HGL adaptations to a property for a vulnerable family. Energetik spend utilised £0.3m of historic GLA heat network grant funding.
62. A full listing of capital grants and third-party contributions applied as funding is detailed in Appendix E.

S106 contributions - £1.1m outturn (£0.4m budget)

	budget	actual	variance
	£m	£m	£m
Environment & Communities	0.1	0.3	0.2
HRD	0.0	0.4	0.4
Meridian Water	0.0	0.1	0.1

Companies	0.2	0.0	(0.2)
HRA	0.0	0.2	0.2
	0.4	1.1	0.7

63. Environment & Communities: £0.3m additional s106 utilisation for flood alleviation schemes
64. Housing, Regeneration & Development: £0.4m s106 utilisation at year end, including £0.2m for the Dugdale Centre and £0.2m for Journeys & Places projects.
65. Meridian Water: utilisation of £0.1m Building Blocs s106 contribution.
66. Companies & HRA: £0.2m s106 contribution funded spend was originally budgeted within Energetik. Actual spend was incurred within the HRA.
67. All s106 utilisation was approved by the Strategic Planning Board.

Community Infrastructure Levy (CIL) - £2.0m outturn (£1.8m budget)

	budget	actual	variance
	£m	£m	£m
Housing, Regen, Development	1.8	2.0	0.2
	1.8	2.0	0.2

68. Housing, Regeneration & Development: £1.0m CIL budgeted for Journeys & Places is now planned to be utilised in 2023/24. £0.8m CIL was originally budgeted for the Dugdale Centre. This was increased to £2.0m because of increased final spend (details in separate Dugdale report). This represent an overspend, the detail of which will be presented as part of a separate officer Key Decision report.

Revenue reserves - £0.8m outturn (£0.5m budget)

	budget	actual	variance
	£m	£m	£m
Environment & Communities	0.4	0.3	(0.2)
HRD	0.0	0.5	0.5
	0.5	0.8	0.3

69. Environment & Communities: Budget assumed £0.3m revenue funding for vehicle replacement and £0.1m for alley gating. Actual revenue funding applied consisted of £0.1m funding from the On-Street Residential ChargePoint scheme, £0.55m revenue contribution for the installation of electric vehicle charging points and £0.1m from the North London Waste Authorities, a rebate for waste replacement bins.
70. Housing, Regeneration & Development: £0.5m use of insurance receipts for the Civic Centre refurbishment after fire damage.

Capital receipts – £27.1m outturn (£26.4m budget)

	budget	actual	variance
	£m	£m	£m
Environment & Communities	0.3	0.0	(0.3)
HRD	3.6	0.0	(3.6)
Meridian Water	0.0	1.5	1.5
HRA	22.4	25.6	3.2
	26.4	27.1	0.8

71. Environment & Communities: £0.3m capital receipts were originally assumed from soil deposits to fund works at Sloeman's Farm cemetery. £1.5m capital receipts are now planned for use during 2023/24 – 2026/27.
72. Housing, Regeneration & Development: £3.6m capital receipts were originally assumed for the Montagu joint venture project. These are now expected in later years. The current 10 year programme assumes Montagu will be mostly funded from capital receipts, with £10.0m borrowing. The underlying Business case is currently being reviewed and the budget requirement will be updated as part of the development of the 2024/25 capital strategy.
73. HRA use of capital receipts (including Right to Buy receipts) is broadly in line with budgeted assumptions. Further details included in the separate HRA 2022/23 outturn report.

HRA earmarked reserves – £16.5m outturn (£29.7m budget)

	budget	actual	variance
	£m	£m	£m
HRA	29.7	16.5	(13.1)
	29.7	16.5	(13.1)

74. Further details included in the separate HRA 2022/23 outturn report.

Forward look - General Fund capital funds available at 31 March 2023

75. Looking ahead, with the focus on maximising use of non-borrowing capital funding sources, table 3 summarises capital grants, capital receipts, s106 contributions and CIL funding available to fund future years' capital spend. These balances relate to the General fund only and exclude HRA capital funding.

76. **Table 3 –General fund capital funds at 31 March 2023 - £81.7m**

	planned activities	£m
Capital grants		
Disabled Facilities Grant	Disabled adaptation in private homes	5.7
Better Care fund	Mental Health Hub approved	2.7
Department of Health	ringfenced funding - capital projects to be scoped	1.0
Department for Education	Balance sheet review and refreshed Children's capital strategy Sep 23	56.3
Meridian Water	community chest	0.9
GLA	HRA – under review seek to utilise 23/24	0.1
Various	Small other ringfenced grant earmarked to 23/24 schemes	0.2
Capital receipts	Balance sheet review, review of FCR and strategy to generate future capital receipts	2.6
Strategic CIL	Workstream to maximise utilisation	5.1
Section 106 contributions	Workstream to maximise utilisation	7.0
		81.7

77. All balances are being further validated and evaluated to ensure they are used effectively. This is part of ongoing work by the Finance department to reduce in-year borrowing, by applying historic unspent grant (where eligible and in accordance with grant conditions) instead.
78. Separate workstreams are also underway to generate additional capital receipts to support the 2024/25 capital strategy. Updated forecasts of future s106 contributions and CIL receipts are also being generated, to support future funding strategies.
79. General Fund capital receipts of £2.6m is under review. The capital strategy under development will propose that capital receipts are no longer used to fund revenue transformation spend under the Flexible Use of Capital receipts policy other than to generate future capital receipts. The realisation of future capital receipts (from future asset disposals) is key to delivering an affordable ten-year capital programme. There is continued focus on robust capital forecasting measures, including forecasting planned disposals under the Asset Exploitation Strategy.

Period 3 2023/24 capital budget monitoring

80. The challenging economic climate of high levels of inflation (particularly construction) and increasing interest rates continues. The most recent interest rate rise increased the base rate to 5.25%, with forecasts suggesting rates could remain high for at least the next 2 years.
81. In February 2023, Council approved a capital budget of £379.6m for 2023/24. Since then, as part of in year budget monitoring and development of an affordable and financially sustainable 2024/25 Capital Strategy (approval October Cabinet), the entire programme is being reviewed.
82. The review is focused on all programmes funded by borrowing and will result in the re-sizing or pausing of projects as appropriate, to be presented to Cabinet for approval. In addition, the business cases underpinning all relevant projects are being refreshed and in some cases projects will be removed from the budgeted Capital Programme and classed as Pipeline Projects. A Pipeline project will be added back to the approved programme pending the completion of this review. This is to ensure projects are still affordable and deliver value for money in the current economic climate and there is reasonable certainty of the scale and timing of planned spend. This approach will also better ensure that borrowing estimates in the 10 year capital programme (and resulting annual revenue debt financing costs) are more robust.
83. The impact of increasing interest rates on debt financing costs is contributing to pressures on the Council's annual revenue budget. The 2024/25 capital strategy will seek to reduce borrowing (both historic and planned) where possible to help manage this risk.
84. At Period 3 (30 June 2023) the Council had spent £25.0m of its 2023/24 approved capital budget, including £17.6m on the Housing Revenue Account (HRA). Spend includes £10.8m on acquiring new homes in the Borough, £3.1m on housing development projects, £1.3m on building safety and compliance and £1.4m on bringing homes up to a decent standard. A further £1.1m was invested in the schools' capital programme for new windows on schools across the borough. Work also started on a new kitchen at Bush Hill Park School.
85. The first twenty social housing units at Meridian Water are nearing completion and consist of one, two and three-bedroom homes. They are expected to be ready for occupancy this financial year.
86. Finance has met with budget holders to review spend to date and to compile more accurate forecasts for 2023/24 outturn. These will be reviewed and reported in Period 5 of the capital budget monitoring cycle, which will be presented to October Cabinet, alongside the 2024/25 Capital Strategy report.
87. In February 2023, the Council approved an ongoing £28.6m debt financing revenue budget, consisting of £19.7m Minimum Revenue Provision (MRP) and £8.9m interest costs, with an estimated additional £2.3m to be financed

by capital financing smoothing reserves. This was based on historic borrowing taken out in previous years and an estimate of new borrowing required for 2023/24. Interest on new borrowing at budget setting was assumed to be 5%.

88. Interest rates have continued to rise since budget setting. The 2024/25 capital strategy will seek to develop a plan to manage interest rate risk within its revised 10 year capital plan. It is also likely that the new capital strategy will also result in a revised forecast for debt financing costs in 2023/24. Finance is working with Enfield's treasury advisers, Arlingclose, to develop a new Treasury Model for the Council. This will further assist with development of the Council's capital strategy.

Financial Implications

89. This document reports the 2022/23 capital outturn and the first quarter monitoring (period 3) for the 2023/24 financial year. There are no direct financial implications of noting this position.
90. Cabinet is also asked to recommend to Council the approval of the carry forward of £10.2m unspent budgets from 2022/23 to future years, including 2023/24 (Appendix B), of which £2.2m is to be funded by borrowing. The will be an ongoing revenue cost relating to interest and Minimum Revenue Provision to repay this borrowing.

Legal Implications

91. The Council must set the budget (of which the Capital Programme is part of) in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.
92. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget. These provisions require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.
93. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably

Equalities Implications

94. Not relevant to this report.

HR and Workforce Implications

95. Not relevant to this report.

Environmental and Climate Change Implications

96. Not relevant to this report.

Public Health implications

97. 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.

Property Implications

98. All property implications have been considered where relevant in the report. There are no direct property implications arising from this report.

Safeguarding Implications

99. Not relevant to this report.

Crime and Disorder Implications

100. Not relevant to this report.

Conclusions

101. The Council's final capital spend for 2022/23 was £213.3m. This is £273.1m less than budget and reflects the Council's prudent approach to capital spend given current financial conditions.

102. Looking ahead, in response to ongoing financial risks around interest rates and inflationary cost pressures, the Council is developing an affordable and financially sustainable capital strategy for 2023/24 to 2032/33.

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Appendices

Further detailed analysis of the Capital Outturn position is included in the Appendices to this report:

Appendix A	Capital programme outturn 2022/23
Appendix B	Outturn net budget carried forward to 2023/24
Appendix C	Capital outturn and funding by corporate objective
Appendix D	Full year growth to 2022/23 revised budget
Appendix E	Full year reductions to revised budget
Appendix F	Capital grants and contributions utilised in 2022/23

Appendix A – Capital programme outturn 2022/23

Appendix A – Capital programme outturn 2022/23	budget	actual	variance	Of which budget carried forward to 2023/24 funded by borrowing	Of which budget carried forward to 2023/24 funded by other sources (grants, S106, CIL etc)	Of which (remainder) budget changes not carried forward to 2023/24	variance
	£m	£m	£m	£m	£m	£m	£m
Digital Services	17.1	2.8	(14.3)	(13.3)	0.0	(0.9)	(14.3)
Resources	17.1	2.8	(14.3)	(13.3)	0.0	(0.9)	(14.3)
Schools programme	33.5	11.7	(21.9)	0.0	(19.7)	(2.1)	(21.9)
Extensions to Foster Carers' Homes	0.4	0.0	(0.4)	0.0	0.0	(0.4)	(0.4)
Contribution to Property (Vulnerable Family)	0.2	0.0	(0.2)	0.0	0.0	(0.2)	(0.2)
Community Safety	0.3	0.3	0.0	0.0	0.0	0.0	0.0
People	34.4	12.0	(22.4)	0.0	(19.7)	(2.7)	(22.4)
Libraries	0.1	0.0	(0.0)	0.0	(0.0)	0.0	0.0
Community Hubs	0.3	0.2	(0.1)	0.0	0.0	(0.1)	(0.1)
Alley Gating	0.1	0.0	(0.1)	0.0	0.0	(0.1)	(0.1)
Workshops for External Commercialisation	0.3	0.0	(0.3)	0.0	0.0	(0.3)	(0.3)
Journeys & Places	10.5	5.3	(5.2)	0.0	(1.4)	(3.9)	(5.2)
Traffic & Transportation	0.9	0.5	(0.4)	0.0	0.0	(0.5)	(0.5)
Vehicle Replacement Programme	5.5	2.0	(3.4)	(1.1)	0.0	(2.3)	(3.4)
Changes to Waste & Recycling Collections	0.0	0.1	0.1	0.0	0.0	0.1	0.1
Growth of Trade Waste Service	0.5	0.0	(0.5)	0.0	0.0	(0.5)	(0.5)
Highways & Street Scene	8.9	7.4	(1.6)	0.0	0.0	(1.6)	(1.6)

Appendix A – Capital programme outturn 2022/23

Appendix A – Capital programme outturn 2022/23	budget	actual	variance	Of which budget carried forward to 2023/24 funded by borrowing	Of which budget carried forward to 2023/24 funded by other sources (grants, S106, CIL etc)	Of which (remainder) budget changes not carried forward to 2023/24	variance
	£m	£m	£m	£m	£m	£m	£m
Edmonton Cemetery	0.6	0.4	(0.2)	0.0	0.0	(0.2)	(0.2)
Southgate Cemetery	0.0	0.1	0.1	0.0	0.0	0.1	0.1
Tottenham Park Cemetery	0.5	0.0	(0.5)	0.0	0.0	(0.5)	(0.5)
Sloemans Farm	0.2	0.2	0.0	0.0	0.0	0.0	0.0
Flood Alleviation	0.6	1.7	1.2	0.0	(0.3)	1.4	1.2
Parks, Playgrounds & Verges	0.3	1.0	0.7	0.0	0.0	0.7	0.7
Environment & Communities	29.2	18.9	(10.3)	(1.1)	(1.7)	(7.6)	(10.3)
Build the Change	14.4	7.9	(6.5)	(6.9)	0.0	0.5	(6.5)
Corporate Condition Programme	5.4	2.8	(2.6)	(0.5)	0.0	(2.2)	(2.6)
Corporate Property Investment Programme	3.6	0.3	(3.3)	(0.2)	0.0	(3.1)	(3.3)
Electric Quarter	1.5	0.7	(0.8)	(0.5)	0.0	(0.3)	(0.8)
Energy Decarbonisation (RE:FIT)	1.3	1.3	0.0	0.0	0.0	0.0	(0.0)
Genotin Road (Metaswitch)	(0.8)	0.5	1.3	0.0	0.0	1.3	1.3
Land Investment	7.5	0.8	(6.7)	0.0	0.0	(6.7)	(6.7)
Montagu Industrial Estate	6.5	0.8	(5.7)	(5.7)	0.0	0.0	(5.7)
Town Centre Regeneration	2.6	2.0	(0.6)	(0.4)	0.0	(0.3)	(0.6)
Dugdale Centre	1.5	2.3	0.8	0.0	0.0	0.8	0.8
Forty Hall	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Housing Adaptations & Assistance (DFG)	2.4	2.2	(0.2)	0.0	(0.5)	0.3	(0.2)

Appendix A – Capital programme outturn 2022/23

Appendix A – Capital programme outturn 2022/23	budget	actual	variance	Of which budget carried forward to 2023/24 funded by borrowing	Of which budget carried forward to 2023/24 funded by other sources (grants, S106, CIL etc)	Of which (remainder) budget changes not carried forward to 2023/24	variance
	£m	£m	£m	£m	£m	£m	£m
Vacant Property Review	0.5	0.0	(0.5)	0.0	0.0	(0.5)	(0.5)
Housing, Regeneration & Development	46.4	21.7	(24.7)	(14.1)	(0.5)	(10.1)	(24.7)
Meridian Water non-HIF	75.3	27.2	(48.1)	(12.2)	0.0	(35.8)	(48.0)
Meridian Water HIF	81.7	8.4	(73.4)	0.0	(67.7)	(5.7)	(73.4)
Meridian Water	157.0	35.6	(121.4)	(12.2)	(67.7)	(41.5)	(121.4)
Energetik	21.7	19.3	(2.3)	(2.1)	0.0	(0.2)	(2.3)
Housing Gateway Ltd	46.3	3.2	(43.1)	(34.2)	0.0	(8.9)	(43.1)
Companies	68.0	22.5	(45.4)	(36.4)	0.0	(9.1)	(45.4)
General Fund	352.1	113.4	(238.7)	(77.1)	(89.6)	(72.0)	(238.6)
Housing Revenue Account	134.2	99.9	(34.3)	(26.8)	(7.7)	0.2	(34.3)
capital programme	486.3	213.3	(273.0)	(103.9)	(97.3)	(71.7)	(273.0)

Appendix B – Outturn net budget carried forward to 2023/24 (subject to Council approval)

	Budget carried forward funded from borrowing	Budget carried forward funded from grants, s106, etc	Accelerated spend budget brought forward	total
	£m	£m	£m	£m
Journeys & Places	(0.1)	(0.2)		(0.3)
Highways & Street Scene		(0.2)		(0.2)
Flood Alleviation		(0.3)		(0.3)
Parks, Playgrounds & Verges		(0.0)		(0.0)
Environment & Communities	(0.1)	(0.7)	0.0	(0.8)
Build the Change			0.5	0.5
Corporate Property Investment Programme	(0.2)	0.0	0.0	(0.2)
Electric Quarter	(0.5)	0.0	0.0	(0.5)
Town Centre Regeneration	(0.3)			(0.3)
Housing Adaptations & Assistance (DFG)			0.2	0.2
Housing, Regeneration & Development	(1.0)	0.0	0.7	(0.3)
Meridian Water non-HIF	(1.2)		0.0	(1.2)
Meridian Water	(1.2)	0.0	0.0	(1.2)
Energetik		(0.1)	0.0	(0.1)
Companies	0.0	(0.1)	0.0	(0.1)
General Fund	(2.3)	(0.8)	0.7	(2.4)
Housing Revenue Account	0.0	(7.7)	0.0	(7.7)
	(2.3)	(8.6)	0.7	(10.2)

Appendix C – Capital programme and funding by corporate objective

Appendix C – capital programme and funding by corporate objective		
corporate objective	capital programme	actual
		£m
An economy that works for everyone	Digital Services	2.8
An economy that works for everyone	Corporate Condition Programme	2.8
An economy that works for everyone	Build the Change	7.9
An economy that works for everyone	Montagu Industrial Estate	0.8
An economy that works for everyone	Town Centre Regeneration	2.0
An economy that works for everyone	Corporate Property Investment Programme	0.3
An economy that works for everyone	Electric Quarter	0.7
An economy that works for everyone	Energy Decarbonisation (RE:FIT)	1.3
An economy that works for everyone	Genotin Road (Metaswitch)	0.5
An economy that works for everyone	Dugdale Coffee Shop	2.3
		21.5
Clean & Green places	Journeys & Places	5.3
Clean & Green places	Flood Alleviation	1.7
Clean & Green places	Parks, Playgrounds & Verges	1.0
Clean & Green places	Alley Gating	0.0

grants	s106 / CIL	capital receipts	reserves	borrowing	total financing
£m	£m	£m	£m	£m	£m
				2.8	2.8
				2.8	2.8
				7.9	7.9
				0.8	0.8
0.5				1.5	2.0
				0.3	0.3
				0.7	0.7
1.3					1.3
				0.5	0.5
0.2	2.2				2.3
1.9	2.2	0.0	0.0	17.4	21.5
4.2	0.2			0.8	5.3
1.5	0.3			0.0	1.7
0.3	0.3			0.3	1.0
					0.0

Appendix C – capital programme and funding by corporate objective		
corporate objective	capital programme	actual
		£m
Clean & Green places	Changes to Waste & Recycling Collections	0.1
Clean & Green places	Growth of Trade Waste Service	0.0
		8.1
Thriving Children & Young People	Schools programme	11.7
Thriving Children & Young People	Extensions to Foster Carers' Homes	0.0
Thriving Children & Young People	Contribution to Property (Vulnerable Family)	0.0
Thriving Children & Young People	Community Safety	0.3
		12.0
Strong, Healthy & Safe Communities	Libraries	0.0
Strong, Healthy & Safe Communities	Community Hubs	0.2
Strong, Healthy & Safe Communities	Workshops for External Commercialisation	0.0
Strong, Healthy & Safe Communities	Traffic & Transportation	0.5
Strong, Healthy & Safe Communities	Vehicle Replacement Programme	2.0
Strong, Healthy & Safe Communities	Highways & Street Scene	7.4
Strong, Healthy & Safe Communities	Edmonton Cemetery	0.4
Strong, Healthy & Safe Communities	Southgate Cemetery	0.1
Strong, Healthy & Safe Communities	Tottenham Park Cemetery	0.0

grants	s106 / CIL	capital receipts	reserves	borrowing	total financing
£m	£m	£m	£m	£m	£m
			0.1		0.1
					0.0
6.0	0.8	0.0	0.1	1.1	8.1
11.7					11.7
				0.0	0.0
				0.0	0.0
				0.3	0.3
11.7	0.0	0.0	0.0	0.3	12.0
	0.0				0.0
				0.2	0.2
				0.0	0.0
0.5					0.5
				2.0	2.0
0.2				7.1	7.4
				0.4	0.4
				0.1	0.1
				0.0	0.0

Appendix C – capital programme and funding by corporate objective		
corporate objective	capital programme	actual
		£m
Strong, Healthy & Safe Communities	Sloemans Farm	0.2
		10.8
More & Better Homes	Land Investment	0.8
More & Better Homes	Housing Adaptations & Assistance (DFG)	2.2
More & Better Homes	Vacant Property Review	0.0
More & Better Homes	Meridian Water non-HIF	27.2
More & Better Homes	Meridian Water HIF	8.4
More & Better Homes	Energetik	19.3
More & Better Homes	Housing Gateway Ltd	3.2
More & Better Homes	Housing Revenue Account	99.9
		161.0
	capital programme	213.3

grants	s106 / CIL	capital receipts	reserves	borrowing	total financing
£m	£m	£m	£m	£m	£m
				0.2	0.2
0.7	0.0	0.0	0.0	10.1	10.8
				0.8	0.8
2.2					2.2
				0.0	0.0
0.2	0.1	1.5		25.5	27.2
8.4					8.4
0.3				19.0	19.3
3.2					3.2
29.1	0.2	25.6	16.5	28.3	99.9
43.4	0.3	27.1	16.5	73.6	161.0
63.8	3.4	27.1	16.7	102.4	213.3

Appendix D – 2022/23 Full year growth to revised budget

Dept	Programme	£m	funding source	Description
People	Schools programme	0.5	DfE grant	Various schools projects as per Children's capital strategy
HRD	Genotin Road	1.3	borrowing	KD4567/KD5464 - correction to programme
HRD	Strategic property acquisition	0.9	borrowing	KD5271 – acquisition of property adjacent to council land
HRD	Enfield to Broxbourne Cycle	2.2	National Highways	KD5424 - New project
HRD	Journeys & Places	1.1	TfL	Bowes, Fox QN, new schemes TFL grant
HRD	DFG housing adaptations	0.3	DFG	DFG confirmation – increase budget
E&C	Digital infrastructure	0.2	National Highways	KD5456 – ducting and fibre network
E&C	TfL Traffic & Transportation	0.4	TfL	TfL confirmation of in-year grant
E&C	Watercourses	0.7	Grant / s106	Grant / s106 confirmed
E&C	Flood alleviation	0.4	Grant / s106	Grant / s106 confirmed
E&C	Waste & Recycling collections	0.1	NWLA rebate	KD4810 – funded NWLA (was originally capital receipt)
HRD	Dugdale Centre	0.8	CIL, UKSPF, s106	Outturn – Programme overspend funded by CIL
E&C	Highways & Street Scene	0.2	TfL	Outturn – Bourne Carriageway TfL funded works
E&C	Electric vehicle charging infrastructure	0.2	Revenue	Outturn - On- Street parking scheme funded works
Companies	Housing Gateway Ltd	0.3	DoH grant	Outturn - HGL property adaptation
Companies	Housing Gateway Ltd	1.0	RSAP grant	Outturn - RSAP grant funded homes acquisition
HRA	Development Programme	0.2	S106 contribution	Outturn – transferred from Energetik
	programme growth	10.8		

Appendix E – Full year reductions to 2022/23 revised budget

Department	Programme	£m	funding source	Description
People	Schools programme	(1.3)	DfE grant	removal of completed projects
People	Ext to foster carers' homes	(0.3)	Borrowing	removal of unspent budget
HRD	Land investment	(7.5)	Borrowing	removal of unspent budget
HRD	Vacant property review	(0.4)	Borrowing	removal of unspent budget
HRD	Town centre regeneration	(0.2)	Borrowing	removal of unspent budget
HRD	Build the Change	(6.9)	Borrowing	removal of unspent budget
HRD	Corporate condition prog	(1.5)	Borrowing	removal of unspent budget
HRD	Corporate prop investment	(3.1)	Borrowing	removal of unspent budget
HRD	Electric Quarter	(0.2)	Borrowing	reduced spend pending revised business case
E&C	Alley gating	(0.1)	Revenue	now revenue budget and reduced in scope
E&C	Journeys & Places	(6.9)	TfL grant	removal of indicative budget allocation
E&C	J&P - Angel Edmonton	(0.3)	Borrowing	EMT review - removal of indicative budget
E&C	Traffic & Transportation	(0.9)	TfL grant	removal of indicative budget allocation
E&C	Vehicle replacement prog	(2.2)	borrowing	programme is being re-evaluated
E&C	Edmonton Cemetery	(0.1)	borrowing	removal of unspent budget
E&C	Southgate Cemetery	(0.0)	borrowing	removal of unspent budget
E&C	Tottenham Park Cemetery	(0.5)	borrowing	scheme on hold
E&C	Parks, Playgrounds & Verges	(0.2)	borrowing	removal of unspent budget

Appendix E – Full year reductions to 2022/23 revised budget

Department	Programme	£m	funding source	Description
Meridian W	Meridian Water	(14.9)	borrowing	Reduced consultancy and staff spend, Meridian Four RIBA stage 3 and 4 works no longer progressing
Resources	Digital services	(0.9)	borrowing	Outturn - programme is being re-evaluated
People	Schools programme	(1.3)	DfE grant	Outturn - removal of contingency and capital budgets
People	Vulnerable families - property	(0.2)	borrowing	Outturn - removal of unspent budget
E&C	Highways & Street Scene	(0.4)	borrowing	Outturn - removal of unspent budget - bridges
E&C	Parks, Playgrounds & Verges	(0.1)	borrowing	Outturn - removal of unspent budget
E&C	Community hubs	(0.1)	borrowing	Outturn - removal of unspent budget
E&C	Vehicle workshops	(0.3)	borrowing	Outturn - removal of unspent budget
E&C	Vehicle replacement prog	(0.2)	borrowing	Outturn - programme is being re-evaluated
HRD	Corporate condition prog	(0.7)	borrowing	Outturn - removal of unspent budget
HRD	Corporate prop investment	(0.1)	borrowing	Outturn - removal of unspent budget
HRD	Electric Quarter	(0.1)	borrowing	Outturn - removal of unspent budget
HRD	Town centre regeneration	(0.1)	borrowing	Outturn - removal of unspent budget
HRD	Land investment	(0.1)	borrowing	Outturn - removal of unspent budget
HRD	Vacant property review	(0.2)	borrowing	Outturn - removal of unspent budget
Meridian W	Meridian Water	(21.0)	borrowing	Outturn – revised budget approved for 23/24
Meridian W	Meridian Water HIF	(5.7)	HIF grant	Outturn - HIF grant will be claimed in arrears
Companies	Housing Gateway Ltd	(10.2)	borrowing	Outturn - programme is being re-evaluated

Appendix E – Full year reductions to 2022/23 revised budget

Department	Programme	£m	funding source	Description
Companies	Energetik	(0.2)	S106 contribution	Outturn – transferred to HRA
	programme reductions	(89.1)		

Appendix F – capital grants and contributions utilised in 2022/23		
Grant description	£m	capital programme funded from grant
DfE Basic Need grant	3.6	supply of new school places
DfE School Condition Allocation grant	4.7	school maintenance programme
DfE Higher educational needs grant	3.3	SEND school provision
School contribution to capital	0.2	school maintenance programme
People	11.7	
Environment Agency	0.3	Flood alleviation programme
Forestry Commission	0.5	Flood alleviation programme
National Heritage - green recovery	0.4	Flood alleviation programme
Third party contributions	0.1	Flood alleviation programme
GLA	0.1	Flood alleviation programme
Transport for London	0.6	Traffic & Transportation
Forestry Commission	0.0	pocket tree planting
Various contributions	0.0	parks and open spaces
Environment & Communities	2.1	
Better Care Fund allocations to DFG	2.0	housing adaptations
DFG equity repayments	0.2	housing adaptations
GLA Good Growth Fund	0.6	Town Centre Regeneration
Salix decarbonisation grant	1.3	Corporate estates
Transport for London	3.3	Journeys & Places
National Highways	0.8	Journeys & Places
UK Shared Prosperity Fund	0.2	Dugdale centre
Housing, regeneration & development	8.4	
Housing Infrastructure Fund	8.4	Meridian Water HIF
GLA Meridian Water London Regeneration	0.2	Meridian Water HIF
Meridian Water	8.6	

Appendix F – capital grants and contributions utilised in 2022/23		
Grant description	£m	capital programme funded from grant
Department of Health	0.3	Housing Gateway Ltd home adaptation
Rough Sleepers' Accommodation Programme (RSAP)	2.9	Housing Gateway Ltd property acquisitions
GLA Heat Networks grant	0.3	Energetik
Companies	3.5	
GLA Building Council Homes for Londoners (BCHL)	22.8	HRA
BEIS National Net Zero Retrofit	0.7	HRA
BEIS - Wave 1 SHDF funding grant	0.1	HRA
HCA and Ladderswood	0.7	HRA
HFL grant	4.9	HRA
Housing Revenue Account	29.1	
Capital grants applied	63.4	



London Borough of Enfield

Report Title	Treasury Management Outturn Report 2022/23
Report to	Council
Date of Meeting	27 September 2023
Cabinet Member	Cllr Leaver – Cabinet Member for Finance and Procurement
Executive Director	Fay Hammond – Executive Director of Resources
Report Authors	Olga Bennet - Director of Capital and Commercial Olu Ayodele – Head of Finance (Capital & Treasury) Milan Joshi – Asst Head of Finance Capital & Treasury
Ward(s) affected	All
Key Decision Number	KD 5655
Classification	Part 1 Public
Reason for exemption	Not applicable

Purpose of Report

1. To report the activities of the Council's Treasury Management function during the 2022/23 financial year. The key points of the report are highlighted in the Background section.

Recommendations

2. Council is recommended to note the report.

Background

3. The key points of the report are set in the table below :

Key point	Details	Reference
Economic context	<p>Inflation review :</p> <p>5.5% at start of financial year 10.1% at end of financial year 6.80% at 4th September 2023 2.00% remains Government target</p> <p>Bank of England base rate review :</p> <p>0.75% at start of financial year 4.25% at end of financial year 5.25% as at 4th September 2023 Three further reviews expected this calendar year</p>	Para 9
Council's cost of borrowing and impact increased cost of borrowing	<p><u>2022/23 :</u> Interest cost as proportion of total debt outstanding reduced from 2.40% to 2.29% due mainly to repayment of loan principals (see below).</p> <p>Impact of rate increases will materialise in 2023/24.</p> <p><u>2023/24 :</u> Impact of rate increases will be felt in 2023/24 when £104.2m of the Council's total debt of £1,118.2m has to be replaced.</p> <p>Currently this £104.2m debt carrying average interest rate of 2.80%</p> <p>Current estimated cost of replacement debt 5.4% (PWL B long term)</p>	<p>Para 39</p> <p>Para 44</p> <p>Fig 1 & 2</p>
Average interest on total debt outstanding and Interest paid on external borrowing	<p>Average interest cost as a proportion of debt outstanding reduced in 2022/23 by 0.11% from 2.40% to 2.29% due mainly to repayment of loan principals resulting in 0.45% reduction in interest charges for repayment loans.</p> <p>Gross cost of borrowing increased over the year by £1.1m to £25.5m due mainly to additional borrowing of £164m taken at an average rate of 3.93%.</p>	Para 38
Borrowing Outstanding on 31st March 2023	<p>£1,118.2m as at 31st March 2023 (£1,015.1m as at 31st March 2022) An increase of £103.1m made up of £164m new borrowing offset by £60.9m loan repayments</p>	Para 24

Capital Financing Requirement (CFR) on 31 March 2023	The borrowing CFR (this represents the underlying need to borrow) is £1,336.2m as at 31st March 2023 (£1,244.1m as at 31st March 2022) An increase of £92.1m made up of : HRA CFR increased by £28.3m General Fund CFR increased £63.8m	Para 29
Investments & Net Borrowing (this is external borrowing less investments)	Interest earned on investments was £1.84m. Investments stood at £36.9m as of 31st March 2023. Amongst highest returns in comparator Authorities. Net Borrowing increased by £161.9m to £1,081.3m.	Para 50 Fig 3
Compliance with Treasury Management & Prudential Indicators	Compliant although significant additional costs expected for debt replacement	Para 77
Minimum Revenue Provision (MRP)	MRP chargeable to the General Fund (GF) for 2022/23 is £18.9m compared against budget £17.5m due mainly to lower capital expenditure in 2022/23.	Table 12
Interest charged on borrowing	Interest charged on debt during 2022/23 was £3.7m against budget £6.1m due mainly to voluntary contributions for Meridian Water	

4. The Local Government Act 2003 and the Local Authorities (Capital Financing and Accounting) Regulations 2003 require regular reports be submitted to the relevant Council Committee detailing the Council's treasury management activities.
5. This report updates Members on both the borrowing and investment decisions made by the Executive Director – Resources, under delegated authority in the context of prevailing economic conditions and considers the Council's Treasury Management performance. The Council can only borrow for capital investment, it cannot borrow to fund operational, day to day expenditure. The borrowing supports the Council's capital investment programmes for both Council Housing (HRA) and General Fund, the outputs from this investment are set out in monitoring reports appearing elsewhere on the agenda.
6. The regular reporting of treasury management activities assists Members to scrutinise officer decisions and monitor progress on the implementation of its borrowing and investment strategy as approved by Full Council.
7. The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.
8. The Council's treasury management strategy for 2022/23 was approved by Council on 23rd February 2023 (KD 5504). The Council has borrowed and

invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the treasury management strategy.

9. The 2021 Prudential Code includes a requirement for Councils to provide a Capital Strategy. The 2022/23 Capital strategy was approved by Council on the 23rd February 2023 (KD 5502) and the 2024/25 Capital Strategy will be presented to Cabinet on 18th October 2023, which is a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments.

Economic context

10. Inflation, measured by the Consumer Prices Index (CPI) stood at 5.5% at the start of the financial year and rose steadily peaking at 11.1% in October before falling to 10.1% as at 31st March 2023. As at 4th September 2023 it stood at 6.8%, with the Government's long term target set at 2%.
11. The Bank of England's Monetary Policy Committee (MPC) relies on interest rates as the primary tool to combat inflation by regulating consumer demand and has increased the base rate at every meeting from 0.75% at the start of the financial year to 4.25% as at 31st March 2023. The rate as at 4th September 2023 was 5.25% with further reviews scheduled for 21st September, 2nd November and 14th December this calendar year.
12. The Council borrows mainly from the Public Works Loans Board (PWLB) although the cost of both long and short-term borrowing have increased significantly over the financial year and are summarised in Table 1 below:

Table 1: Historical PWLB rates

PWLB Maturity rates	1 year	5 year	10 year	20 year	30 year	40 year
1 st April 2022	2.15%	2.53%	2.71%	2.90%	2.81%	2.69%
12 th Oct 2022 Peak	4.80%	5.54%	5.67%	6.08%	5.98%	5.73%
31 st March 2023	4.98%	4.48%	4.55%	4.90%	4.86%	4.73%
31 st July 2023	6.09%	5.53%	5.34%	5.53%	5.47%	5.34%

Source : Debt Management Office 31st July 2023

13. These rate increases will impact the replacement of maturing debt and the long term affordability of the Capital programme. The 2024/25 Capital strategy, being presented to October Cabinet will detail the measures required to ensure the programme remains affordable
14. The Council will take advantage of concessionary borrowing for the HRA announced 15th March 2023 to support the delivery of social housing and is available from June 2023, initially for a period of one year.

Relevance to Council Plans and Strategies

- 15. Good homes in well-connected neighbourhoods
- 16. Build our Economy to create a thriving place
- 17. Sustain Strong and healthy Communities

Treasury Management Position

18. The Council started 2022/23 with net borrowing of £919.5m. This section starts by describing the position at the start of the financial year and then goes on to explain the financial position at the close of the financial year.
19. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). This is usually higher than the actual borrowed amount because the Council uses internal borrowing to minimise external borrowing and reduce interest costs. The starting position for financial year 2022/23 is summarised in Table 2 below.

Table 2: Opening position for 2022/23 - Draft Balance Sheet Summary

Opening positions	31.3.22 Actual £m
General Fund CFR	975.7
HRA CFR	268.4
Borrowing CFR	1,244.1
External borrowing	1,015.1
Internal borrowing	229.0
Less : useable reserves & working capital	133.4
Net investments – Money Market Funds	95.6
Net borrowing : £1,015.1m less investments £95.6m	919.5

20. The Council's Borrowing CFR has increased from £1,244.1m to £1,336.2m as set out in the draft statement of accounts and Table 2 and 5.
21. The treasury management position on 31st March 2023 and the change during the year is shown in Table 3 below. All the investments shown below were in Money Market Funds (categorised as cash equivalent) for this financial year.

Table 3: Treasury Management Summary

Summary	31.3.22	31.3.23	31.3.23
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	Balance £m	Movement £m	Balance £m	Ave rate %
Long-term borrowing	980.1	64.1	1,044.2	2.41%
Short-term borrowing	35.0	39.0	74.0	0.56%
Total borrowing	1,015.1	103.1	1,118.2	2.29%
Total investments	(95.6)	58.8	(36.9)	4.93%
Net Borrowing	919.5	161.9	1,081.3	2.19%

22. The increase in borrowing included £28m HRA, £25m Meridian Water, £19m Companies with the balance financing other General Fund capital expenditure.

23. Cash held in investments were run down to fund internal borrowing but maintained above the £35m minimum set out in the Treasury Management Strategy.

24. Further details on expenditure are set out in the Capital Outturn report appearing elsewhere on the agenda.

Borrowing Update

25. The main objective when borrowing is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change, is a secondary objective.

26. The Capital Strategy, to be submitted to Cabinet 18th October 2023, will set out the Council's longer term capital expenditure plans and how they will be funded. The use of internal cash balances and borrowing short term will continue until interest rates stabilise.

27. On 31st March 2023 the Council held loans of £1,118.2m, an increase of £103.1m from the 2021/22 closing balance. This was to fund capital expenditure not funded by internal resources. Outstanding loans on 31st March 2023 are summarised in Table 4 below and include loans that have been made to the Council's companies.

Table 4: Treasury Management Borrowing Summary

Type of Loan	31st March 2022 £m	Net movement £m	31st March 2023 £m	Interest rate	Weighted* Average Rate	Weighted* Average Maturity (years)
Public Works Loans Board	928.3	66.5	994.8	2.49%	2.29%	21.9
Local Authorities (short-term)	35.0	39.0	74.0	0.56%	0.05%	-
European Investment Bank	7.9	(0.3)	7.6	2.39%	0.02%	0.1

London Energy Efficiency Fund	2.1	(0.7)	1.4	2.23%	-	-
Mayors Energy Efficiency Fund	15	-	15	1.20%	0.02%	0.2
Heat Networks Investment Project	21.6	-	21.6	0.10%	-	0.5
Salix Funding	4.0	(0.9)	3.1	-	-	-
Greater London Authority	1.2	(0.5)	0.7	-	-	-
Total Debt	1,015.10	103.1	1,118.20	2.29%	2.37%	22.8
Accrued Interest	5.7	1.5	7.2	-	-	-
Total Debt & Accrued Interest Outstanding	1,020.80	104.6	1,125.40	2.29%	2.37%	22.8

*"Weighted average" gives greater emphasis to the higher value loans

28. The Council raised a total of £164m loans during the year whilst repaying maturing debt of £60.9m, resulting in a net increase in debt of £103.1m
29. The new debt was made up of £90m long term PWLB and £74m short term borrowing (£69m Local Authorities, £5m Building Societies) with average interest rates of 4.04% and 3.8% respectively. These rates relate to new borrowing in year and are included in the overall averages in the table above.

The Capital Financing Requirement (CFR)

30. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This represents the accumulated capital expenditure to 31st March 2023 for which borrowing would have been required had the Council not used its own cash balances to supplement earmarked internal resources. It therefore differs to the actual borrowing.
31. This is done to ensure borrowing is kept to a minimum and cash balances maintained at a level adequate to support any day to day working capital requirements. The use of cash balances is termed internal borrowing with external borrowing representing the Council's actual debt.
32. The Council's borrowing of £1,118.2m was below the CFR of £1,336.2m and therefore in compliance with this Prudential Indicator for the CFR which requires total external debt to be no higher than the CFR. The difference of £218m is the accumulated cash resources the Council has used to reduce borrowing over and above the capital resources already allocated to finance its capital expenditure over the years.
33. Table 5 below analyses the Council's CFR and external borrowing as of 31 March 2023, split between the General Fund and HRA.

Table 5: Capital Financing Requirement

Capital Financing Requirement (CFR)	31 March 2022 (pre-audit) £m	31 March 2023 (pre-audit) £m
General Fund	975.7	1,039.4
Housing Revenue Account	268.4	296.8
Total CFR	1,244.1	1,336.2
<u>Represented as :</u>		
External Borrowing	1,015.1	1,118.2
Internal Borrowing	229.0	218.0
Total CFR	1,244.1	1,336.2
Authorised Limit : Prudential Indicator – limit which prohibits additional borrowing	1,668.0	1,655.0

34. The Authorised Limit represents the maximum debt beyond which any additional borrowing is prohibited. This limit can only be set by Full Council.
35. The Council is currently estimating the cost of new debt at 5.4% and will continue to use internal resources where possible to minimise borrowing whilst using shorter term borrowing to make up any shortfalls.
36. This estimate is based on the UK 15-year Gilt yield as at 31st July 2023 as this is considered a reasonable estimate of the return demanded by the Capital Markets in return for UK Government Bonds. The estimate includes an on-lending allowance expected to be charged by the Debt Management Office.
37. The risk with this approach is that the Council's cash balances are depleted to the minimum permitted levels of £35m and subsequently require replenishment through borrowing at potentially higher rates.

Forward Borrowing

38. During 2022/23, the Council entered into a forward loan agreement effective 30th November 2023 for £15m secured at 3.95% for one year. The market will continue to be monitored with a view to securing advantageous forward borrowing as appropriate.

Other Debt Liabilities

39. After £4m repayment of prior years' Private Finance Initiative/finance leases liabilities, total debt other than borrowing stood at £26.3m for this financial year end.

Cost of Borrowing

40. As detailed in Table 3, the average interest rate paid on total external debt in 2022/23 was 2.29% (2.40% in 2021/22) an overall reduction of 0.11%. This is due to two reasons.
41. Firstly, a reduction in the interest charged on the Council's Equal Instalment of Principal (EIP) loans. Interest payable reduced during the year from 0.45% from

1.70% to 1.25%. This was due to the repayment of loan principal which reduces the interest payable as this is calculated on the principal outstanding.

42. Secondly, a net increase in EIP loans of £39m, the first interest payments for which are not due until 2023/24, which reduces the interest payable as a *proportion of the principal outstanding*. Taken together these generate a reduction in the effective interest rate of EIP loans by 0.45% which pulls down the overall average by 0.11% from 2.40% to 2.29%.
43. Table 6 shows the Council's total cost of maintaining its debt portfolio, as well as how the debt cost has been recharged to the Housing Revenue Account and Council owned Companies to generate an overall net charge to General Fund of £3.7m.

Table 6: Debt summary

Debt	2021/22 £m	2022/23 £m
Public Works Loan Board	23.9	25.1
European Investment Bank	0.2	0.2
Mayors Energy Efficiency Fund	0.1	0.2
Total Interest on Actual Debt	24.2	25.5
Local Authority Short-Term	0	1.4
Commission on loans (arrangement fees)	0.1	0.1
Other costs	0.1	0.0
Total Cost of Debt	24.4	27
Funded by :		
Capitalised Interest on Meridian Water	6.9	6.6
Housing Revenue Account	9.8	11.3
Interest Recharges	0.1	- 0.7
Housing Gateway Limited	3.1	1.1
Energetik	0.6	3.2
Investment Income	0.1	1.8
Total recharges and income	20.6	23.3
General Fund net expenditure	3.8	3.7

44. Although Officers have been successful in securing lower rates in 2022/23 this situation is not expected to continue as debt matures and has to be replaced (see below).

Debt Maturity

45. The Council has 104 loans with some loans reaching maturity (becoming repayable) at up to 50 years with the average currently at 23 years. The "maturity

profile” shows the distribution of when cash has to be repaid to lenders and is composed of all loan products.

46. Assuming the Council still needs this money, the amount of cash repayable will equate to the amount the Council will have to borrow again through replacement debt at higher rates of interest.
47. In 2023/24 the Council will have to repay to its lenders £104.2m which carries an average interest cost of 2.80% per annum. If this same amount is then replaced at an estimated rate of 5.40% the increase in interest cost on a full year basis is estimated at £2.7m per annum. This assumes no reduction in capital expenditure or other mitigations and reflects the current economic environment.
48. Table 7 below shows the maturity structure of the Council’s debt portfolio as of 31st March 2023. Although within the thresholds of the Prudential Indicator for Maturity Profile the cost of replacing debt remains a key risk for the Council.

Table 7: Debt by maturity

Debt maturity	Loans Outstanding as at 31 March 2022 £m	Loans Outstanding as at 31 March 2023 £m
Under 1 year	61.1	104.2
1-2 Years	25.0	31.8
3-5 years	51.7	62.9
5-10 Years	147.1	178.7
10-15 Years	139.0	175.5
15-20 Years	152.2	128.6
20-25 Years	49.8	63.4
25-30 Years	69.5	94.4
30-35 Years	85.0	48.9
35-40 Years	41.0	74.8
40-45 Years	88.7	50.0
45+ Years	105.0	105.0
Total Debt	1,015.1	1,118.2

49. As at 31st March 2023 the Council held debt of £1.118bn made up of a combination of loan products. On the assumption this debt is replaced as it matures the Council is expected to incur significant additional interest costs based on current estimates of PWLB interest cost of 5.40% (based on 15 year UK Gilt yield).
50. Work is underway to develop the 2024/25 Capital strategy which will set out the framework for developing an affordable Capital programme in the short to medium term, ensuring the size of the programme reflects the impact on Revenue budgets arising from increasing Interest rates

51. Figure 1 below shows the trajectory of the £1.118bn debt replacement together with the gap between its cost and the expected cost of replacement debt.

52. Figure 2 shows that the £104.2m debt to be replaced in 2023/24 is mainly short term borrowing taken from other Local Authorities during 2022/23 when interest rates started increasing. This was deliberate as these loans carried lower rates than the longer term PWLB loans and were taken to ensure the Council is not locked into expensive long terms borrowing.

Figure 1 – Cost of replacement debt based on current estimates is higher than the debt coming up for replacement

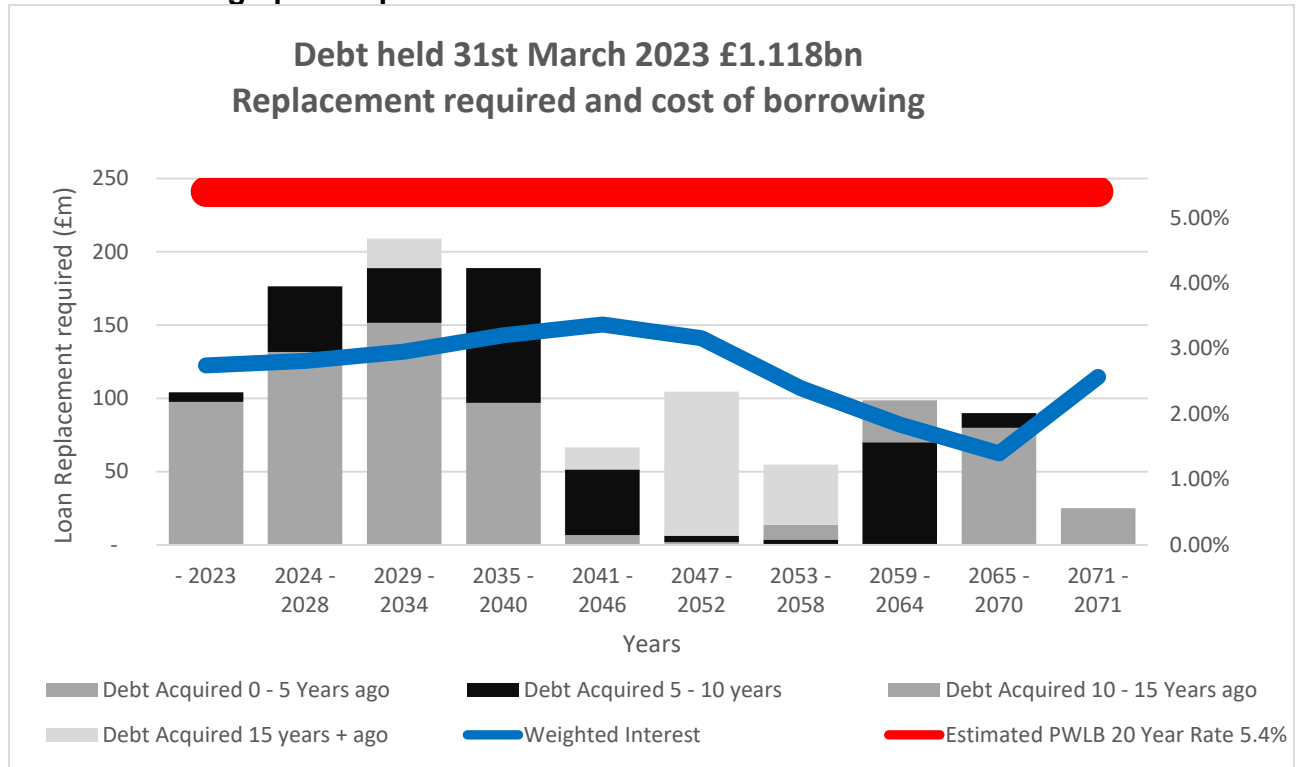
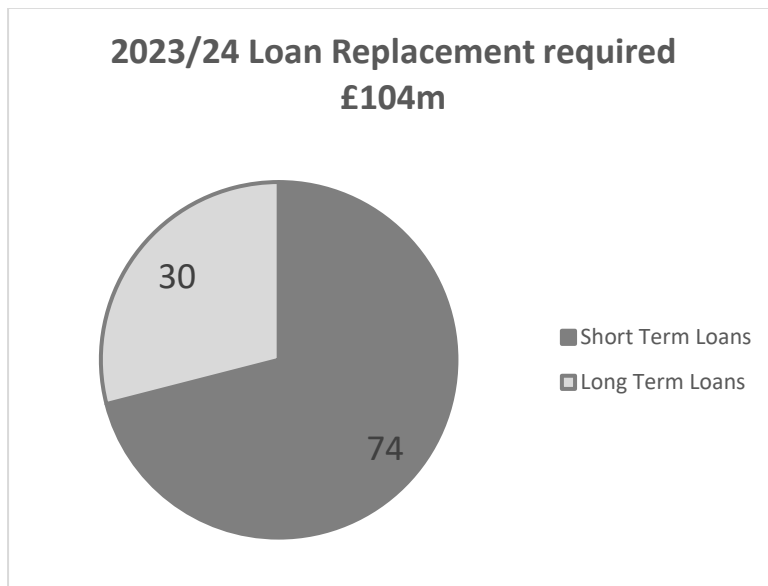


Figure 2 – Majority of debt to be replaced in 2023/24 is short term – deliberately taken to avoid committing to longer term debt at higher rates



Treasury Investment Activity

53. Total cash balances over the year varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rate collections, capital expenditure, DWP payments and housing benefit payments.

54. During the year the Council's investment balance ranged between £26 million and £137million due to timing differences between income and expenditure.

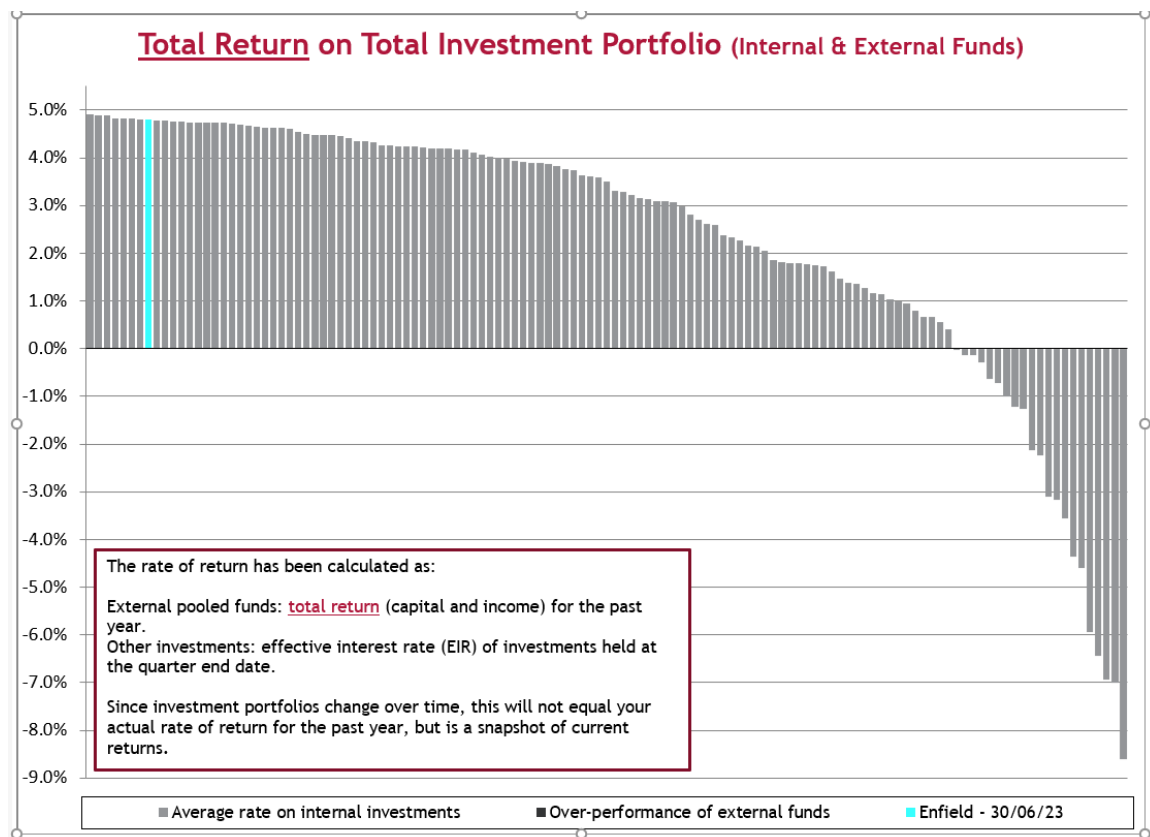
55. The investment position at the year end is shown in Table 8 below.

Table 8: Investment summary

Counterparties	31 March 2022 balance £m	Cumulative Sums Invested £m	Cumulative Repaid sums £m	31 March 2023 £m
Money Market Funds				
Goldman Sachs	25	65.2	(90.2)	0
Deutsche	0	28.8	(25.0)	3.8
Ignis	10	100.8	(110.8)	0
Federated	10	91.1	(101.1)	0
CCLA	25	25.5	(25.5)	25
HSBC Liquidity	0	65.3	(65.3)	0
Invesco	0	96.9	(96.9)	0
Aviva Investors	25	150.3	(167.2)	8.1
Call Accounts				
Santander	0	0	0	0
HSBC	0.6	0	(0.6)	0
Handelsbanken	0	0	0	0
Total Cash Investments	95.6	623.9	(682.6)	36.9

56. The Council generated investment income of £1.84m on cash balances held in call accounts and money market funds during this financial year equating to 4.93% on average. On average the Council's cash investment portfolio had a risk weighting equivalent to A+ credit rating. Benchmarking from the Council's Treasury Advisors show the Council to be amongst the best performers in this regard as set out in the ranking shown below.

Figures 3 – Councils return on investments were amongst highest in England



Investment Benchmarking

57. Table 9 below show the progression of risk and return metrics for the Enfield Investments portfolio compared with other local authorities as extracted from Arlingclose quarterly investment benchmarking as of 31st March 2023:

Table 9: Investment benchmarking

Benchmarking	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2023	5.00	A+	100%	1	4.12%
31.03.2022	4.90	A+	100%	1	0.52%
Similar LA's	4.71	A+	61%	32	2.24%
All LA's	4.71	A+	59%	12	1.59%

58. Both the CIPFA Code and Government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
59. **Credit score and credit rating** measures the credit risk of the Council's investment portfolio. At the end of the reporting period our investment portfolio has been assigned a credit score of 5.00 based on an average long-term credit rating from Fitch as A+. It is worth noting that this is expected of our investment portfolio as all the investments are in money market funds with average maturity of 1 day for instant and liquidity/easy access.
60. The credit score of money market funds is calculated from the fund's investments on the previous month end date. As part of Arlingclose investment advice an average credit rating from Fitch, Moody's and Standard & Poor's are converted to a number, for example AAA=1, AA+=2, etc. Higher numbers therefore indicate higher risk.
61. The Council's investment portfolio of £36.9m at 31st March 2023 has 100% "bail in" exposure meaning some or all of the investment can be lost in the event Money Market Funds (MMF) fails.
62. Prior to 2013, failed banks were either bailed out by Government or placed into administration, with losses shared amongst most investors.
63. The risk of these losses has been substantially mitigated by the Council placing these investments with six different MMFs, then with each MMF subsequently invested in more than 10 institutions.

Non-Treasury Investments

64. The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) or for commercial purposes (made primarily for financial return).
65. Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) also broadens the definition of investments to include all such assets held partially or wholly for financial return.
66. The Authority also held £93.9m of such investments as loans to subsidiaries as set out in table 10 below :

Table 10: Council owned Companies

Council owned Companies	Housing Gateway Ltd £m	Lea Valley Heat Networks Ltd £m	Total £m
31 March 2022 (nominal)	127.40	15.20	142.60
New Borrowing	0.00	19.00	19.00
Repaid Borrowing	(0.60)	(0.30)	(0.90)
Balance at 31 March 2023	126.80	33.90	160.70
Reclassified as Investment in Subsidiary	(43.40)	(4.00)	(47.40)
Loan impairment	-	(19.40)	(19.40)
Balance sheet value at 31st March 2023	83.40	10.50	93.90

67. Net loans advanced to the Council's subsidiary companies to date, totalled £160.7m as at 31st March 2023 made up £126.8m Housing Gateway Limited (HGL) and £33.9m Lea Valley Heat Networks (LVHN).

68. In accordance with Soft Loan accounting which recognises the sub-market element of the loan advances £47.4m of these loans have been classified as investments in subsidiaries.

69. In respect of LVHN the Council has impaired the loans advanced by £19.4m to ensure a prudent estimate is assigned to the recoverable amount after taking into account the inherent business risk of the venture. This adjustment has no impact on the Council's useable reserves in accordance with IFRS 9.

70. These adjustments generate a fair value of the loans advanced of £83.4m for HGL and £10.5m LVHN, totalling £93.9m

71. These investments generated no investment income in 2022/23 and the Council held no investments for commercial purposes.

Gross to Net Table and Debt Servicing Costs

72. This shows how the total, or "gross", debt and interest of the Council as a whole is divided into its main constituent services (HRA, Meridian Water and Companies) to leave the residue, or "net", debt and interest attributable to the Council's General Fund.

73. It also shows how financial liabilities (PFI and lease obligations) increase and how its investments decrease the Council's overall debt position. Both are shown in the tables below.

74. The Council's net gross debt increased by £157.8m from £949.8m to £1,107.6m in 2022/23 as shown in Table 11. Although this will create pressure

on the revenue budget this impact will be recognised in the Council's Medium Term Financial Plan.

Table 11: Gross to Net

Gross to Net table	31 st March 2022	31 st March 2023	
	Actual £m	Original Budget £m	Actual £m
Gross Debt and interest to Net General Fund position:			
Gross borrowing	1,015.10	1,302.6	1,118.20
Companies & Schools	(142.3)	(212.0)	(160.7)
Meridian Water	(350.9)	(406.1)	(374.9)
HRA	(268.4)	(334.8)	(296.8)
General Fund	253.5	349.7	285.8
Gross Debt to Net Debt :			
Total borrowing	1,015.10	1,302.6	1,118.20
PFI & Finance leases	30.3	26.3	26.3
Gross Debt	1,045.40	1,328.9	1,144.50
Treasury investments	(95.6)	(35.0)	(36.9)
Net Debt	949.8	1,293.9	1,107.60

75. The Council's revenue cost of debt servicing for 2022/23 is summarised in Table 12 below. The net interest charge to General Fund was under spent against budget by £2.4m due mainly to lower than expected spend on the capital programme and MRP overspent by £1.4m due mainly to voluntary contributions in respect of Meridian Water.

Table 12 : Debt Servicing Costs

Net interest and MRP cost	2022/23 £m
<u>Interest on borrowing :</u>	
Gross borrowing	27.0
Meridian Water	(6.6)
HRA	(11.3)
Companies	(4.3)
School and other	0.7
Treasury investments	(1.8)
Net interest	3.7
Budget	6.1
(Under) over spend	(2.4)
<u>Minimum Revenue Provision (MRP) :</u>	

MRP	18.9
Budget	17.5
(Under) over spend	1.4

Debt Restructuring

76. Debt restructuring normally involves prematurely replacing existing debt (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the conversion of fixed rate interest loans to variable rate loans and vice versa.

77. No restructuring was done during the year as the new PWLB borrowing rates and premature repayment rates made restructuring unviable. The Council will continue to actively seek opportunities to restructure debt, if viable.

Treasury Management Indicators - overview

78. The Council was in compliance with all nine indicators used to ensure its activities were within well-defined limits, summarised below :

- **Operational Boundary and Authorised Limit**
Set by the Council to ensure external debt does not exceed prescribed limits
- **Liability Benchmark**
An estimate of how much debt the Council should be carrying based on external debt and requirements to maintain liquidity and is normally forecast for at least ten years
- **Debt Servicing costs as a proportion of revenue resources**
An assessment of the sustainability of the Council's borrowing commitments in the context of its revenue resources. Three main measures are used including one recently introduced by DLUHC in the context of the Levelling Up and Regeneration Bill (May 2022)
- **Net income from Commercial & Service Investments to Net Revenue Budget –**
Considers the Council's exposure to risk from commercial and service investment income in relation to its overall revenue resources
- **Risk & Liquidity**
A suite of five indicators assessing the risk and liquidity of the Council's borrowing and investment portfolio

Treasury Management Indicators - results

Operational Boundary and Authorised Limit

79. Throughout 2022/23 the total loan debt was kept within the limits approved by Council against an authorised limit of £1,655 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to the Council.

80. Officers report that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

81. Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 12 below.

Table 13 : Approved Borrowing Limits

Approved Borrowing Limits 2022/23	31st March 2023 Actual £m	Operational Boundary £m	Authorised Limit £m	Complied?
Borrowing	1,118.20	1,329.00	1,355.00	Yes
PFI and Finance Leases	26.3	26	300	Yes*
Total Debt	1,144.50	1,355.00	1,655.00	

*temporary breach of Operational Boundary permitted as long as within Authorised Limit

82. The Authorised Limit is the ultimate threshold beyond which additional borrowing is prohibited. A temporary breach of the Operational Boundary is not counted as a compliance failure if it is due variations in cash flow and of a relatively low value. PFI and Finance lease liabilities exceeded the Operational Boundary by £300k but were within the Authorised Limit therefore no compliance failure has been reported.

Liability benchmark

83. This is basically outstanding debt plus an allowance for liquidity to maintain day to day working capital and is therefore an estimate of how much debt the Council should be carrying. Table 13 shows how this is calculated for 2022/23 and the chart showing the liability benchmark and projected debt levels for the Council in the future.

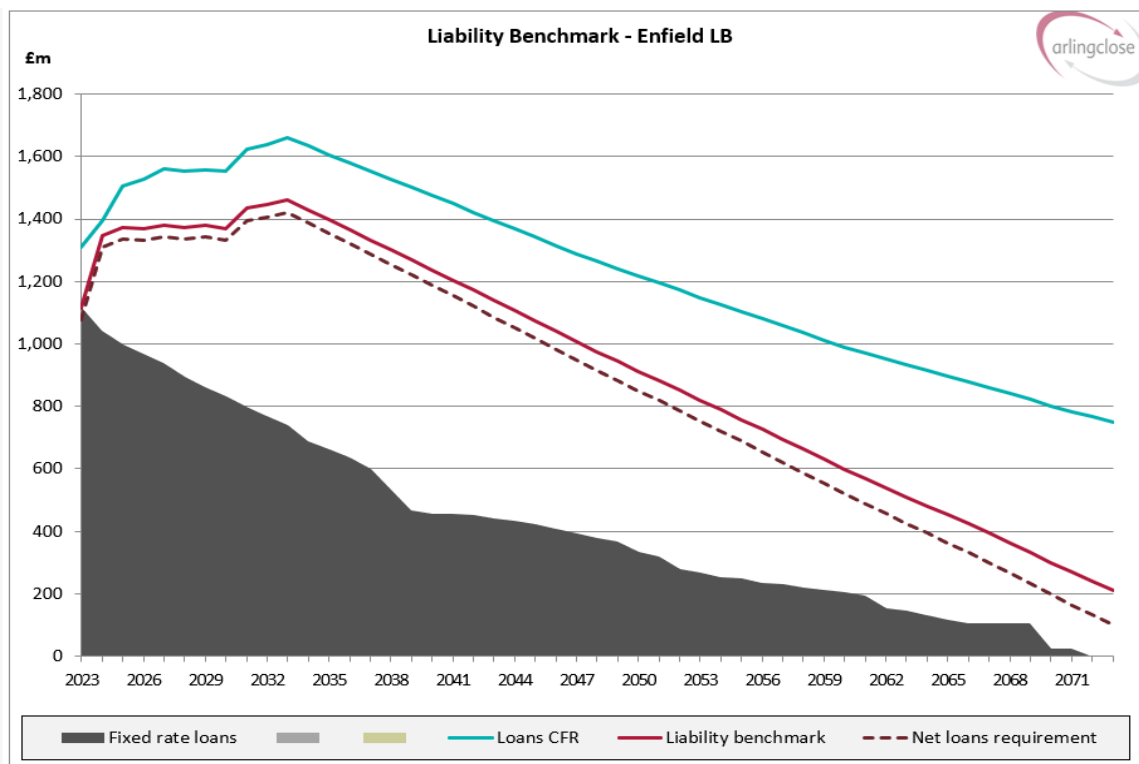
Table 14: Balance Sheet Summary

Balance Sheet Summary	31 March 2022 Actual £m	31 March 2023 Actual £m
Capital Financing Requirement (CFR) : the accumulated capital expenditure to 31 st March 2023 for which borrowing <i>would have been required</i> had the Council not used its own cash resources (termed "internal borrowing") to offset actual borrowing		
General Fund CFR	975.7	1,039.4
Housing Revenue Account CFR	268.4	296.8

Capital Financing Requirement	1,244.1	1,336.2
<u>CFR Represented as :</u>		
External Borrowing	1,015.1	1,118.2
Internal Borrowing	229.0	218.0
Capital Financing Requirement	1,244.1	1,336.2
<u>Internal borrowing represented as :</u>		
Usable Reserves & working capital	(133.4)	(181.1)
Net Investments	(95.6)	(36.9)
Internal borrowing	(229.0)	(218.0)
		.2
Liability Benchmark : estimate of net borrowing requirement including allowance for liquidity		
Capital Financing Requirement	1,244.1	1,336.2
Less : Balance Sheet resources	(229.0)	(218.0)
Add: Allowance for liquidity	35.0	35.0
Liability benchmark (year end)	1,050.1	1,153.2

84. The Chart below illustrates the Council's treasury position on 31 March 2023. It shows the borrowing the Council already has (shaded in grey) does not exceed the borrowing amount required in total (red line). This chart uses data of the capital programme up to 2032 only.

Figure 4



Debt Servicing costs as a proportion of revenue resources

85. DLUHC, on 4th July 2023, set up the Office for Local Government (“Oflog”), aimed at increasing transparency and identifying Councils “at risk of potential failure”.

86. In the context of the Levelling up and Regeneration Bill (introduced to Parliament 11th May 2022, presently in the House of Lords) which makes similar references, three indicators which assess the resilience of the Council’s revenue budgets to contain debt servicing costs have been presented in table 5 below.

- Oflog indicator “Debt Servicing as a proportion of Core Spending Power” (CSP) where CSP measures revenue resources by the funding available for General Fund services comprised mainly of Council tax and specific Government grants.
- Debt servicing costs as a proportion of Net Revenue Budget - introduced by the Treasury Management Strategy Statement 2023/24 (KD 5504) approved by Council 23rd February 2023 and will be referenced as a key indicator of affordability in the upcoming Capital Strategy.
- Ratio of external debt to Net Revenue Budget – introduced by the Treasury Management Strategy Statement 2022/23 (KD 5355) approved by Council 24th February 2022, similar to the above Oflog indicator but using Net Revenue Budget which includes a broader span of revenue resources

87. These each assess this criteria differently but taken together generate a corroborative measure of the resilience of the Council’s revenue resources which indicates debt and debt financing have been stable across financial years

2021/22 and 2022/23 but are set to increase in 2023/24 based on current approved estimates.

Table 15 : Debt Servicing costs as proportion of Net Revenue Budget

Financing as a proportion of Revenue Resources	2021/22 Outturn Compared to all other London Councils (below)	2022/23 Outturn	2023/24 Estimate Supporting Capital Strategy
Debt Servicing as a proportion of Core Spending Power (Oflog)	9.2%	8.8%	11.6%
Debt servicing costs as a proportion of Net Revenue Budget	9.0%	8.5%	13.2%
Ratio of external debt to Net Revenue Budget	4.0 : 1	4.0 : 1	5.5 : 1

Net income from Commercial & Service Investments to Net Revenue Budget

88. The primary purpose of the Council's investments in Housing Gateway Limited and Lea Valley Heat Networks Limited are the provision of temporary accommodation (a statutory duty) and the provision of sustainable and low cost energy to the Borough's residents and businesses respectively.

89. Similarly, the Council's share of the Joint Venture at Montagu Industrial Estate is primarily for the economic regeneration of the area which will have wider benefits for residents and businesses withing the Borough.

90. No income was generated by these investments in 2022/23 and any future income will be incidental to the provision of services and not driven for pure commercial gain.

91. During 2022/23 net income from the Council's investment properties made up 3.5% of the Net Revenue Budget which is considered neither significant nor a risk and is incidental to the provision of the Council's wider services.

Risk & Liquidity

92. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit rating and credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk, summarised in table 14 below.

Table 16: Credit Risk

Credit Risk	31.3.23 Actual	2022/23 Target	Complied?

Portfolio average credit rating	A+	A	Yes
Portfolio average credit score	5	6	Yes

93. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing, summarised in table 15 below.

Table 17: Liquidity Risk Indicator

Liquidity Risk	31.3.23 Actual £m	2022/23 Target £m	Complied?
Total cash available within 3 months	36.9	35.0	Yes

94. **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. The Council held no variable interest rate debt during 2022/23. However, the Council's Treasury Management Strategy does permit variable interest rate loans, summarised in table 16 below.

Table 18: Interest Rate Risk Indicator

Interest Rate Risk	31.3.23 Actual	2022/23 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	0.0	+\$4m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	0.0	-\$4m	Yes

95. The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

96. **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing are summarised in table 17 below.

Table 19: Maturity Structure

Maturity Structure	31.3.23 Actual £m	31.3.23 Actual %	Upper Limit	Lower Limit	Complied?
Under 12 months	104.2	9.3%	30%	0%	Yes
12 months & within 24 months	31.8	2.8%	35%	0%	Yes
24 months and within 5 years	62.9	5.6%	40%	0%	Yes
5 years and within 10 years	178.7	16.0%	45%	0%	Yes
10 years and above	740.6	66.2%	100%	0%	Yes
Total	1,118.2	100%			

97. **Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by

seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period are set out in table 18 below.

Table 20 : Principals invested over one year

Principal invested over one year	2022/23	2023/24	No fixed date
Actual principal invested beyond 365 days	Nil	Nil	Nil
Limit on principal invested beyond 365 days	£25m	£25m	£0m
Complied?	Yes	Yes	Yes

98. Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Minimum Revenue Provision

99. In accordance with the Local Government Act 2003 and revised Guidance issued 2018, the Council is required to pay off an element of the accumulated General Fund capital expenditure, which was funded from borrowing, through an annual revenue charge known as the Minimum Revenue Provision (MRP).

100. The actual MRP charge for 2022/23 was £18.9m and total Financing Cost Charged to General Fund for 2022/23 was £23.7m.

101. The Council's MRP Policy was amended during the reporting financial year and approved by Council at its meeting of 23rd February 2023.

MRP Consultation and Enfield Council's MRP Policy Review

102. The Department for Levelling Up, Housing and Communities (DLUHC) initiated a consultation on changes to the MRP framework from 30th November 2021 to 8th February 2022, the results of which have not yet been published but are expected to impact Councils in 2023/24.

103. The two main proposals are expected to increase MRP charges if implemented, as currently worded, as follows:

- **Council owned companies** - Loans made by the Council currently use the capital receipts from repayments to reduce the MRP. The consultation proposes this is no longer permitted which would significantly increase MRP charges in the short term with capital receipts only taking effect to reduce MRP in the longer term. A mitigation could be the acknowledgement of loan agreements stipulating a repayment trajectory which could have the effect of reducing the MRP charges.
- **Meridian Water** is modelled to be funded partly by MRP and partly through capital receipts generated during the life of the project. If the current proposed wording is not altered to allow self-financing projects, then this may lead to a

significant impact to the revenue budget. Although the capital receipts generated by Meridian Water will be used to fund future stages of Meridian Water or other projects upfront, the MRP charge would increase in the medium term. The potential impact of this has been included in the Meridian Water financial model refresh.

104. The Council's Annual MRP Statement, published as part of the Treasury Management Strategy Statement, (KD 5504) approved by Council 23rd February 2023, sets out the assumptions to be used in applying MRP from 1st April 2023 including the application of capital receipts and use of voluntary MRP to accelerate debt extinguishment where such opportunities exist.
105. The Council has also commissioned its external Treasury Advisers to review the impact of the consultation once final proposals have been announced by the Government the results of which will be used to update the Capital Strategy and Mid-Year Treasury Management Update which will be submitted to Cabinet 18th October 2023.

Financial Implications

106. This is a noting report which fulfils the requirement to report annually the performance of the Council's treasury management activities. Financial implications are set out in the body of the report.

Legal Implications

Ludmilla Iyavoo, Senior Lawyer, 18 August 2023.

107. Under Part 1 of the Local Government Act 2003 and Regulation 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, local authorities in England are required to have regard to the 'Treasury Management in the Public Services: Code of Practice' and the Official 'Prudential Code for Capital Finance in Local Authorities', both published by CIPFA.
108. The Department for Levelling Up, Housing and Communities has also issued Statutory Guidance on Local Government Investments (the 'Investments Guidance') and the Minimum Revenue Provision (the 'MRP Guidance').
109. The Treasury Management Code requires the Council to approve an annual strategy report for the year ahead. The Code also requires the Council to approve an annual review of the previous year. This report comprises the annual review for 2022/23.

Equalities Implications

See attached appendix

Safeguarding Implications

None

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Appendices

Equalities Impact Assessment

Background Papers

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

- (i) Treasury Management Strategy Statement 2022/23 (KD5355) approved by Council 24th February 2022
- (ii) Treasury Management Strategy Statement 2022/23 (KD5504) approved by Council 23rd February 2023

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Treasury Management Outturn Report 2022/23
Lead officer(s) name(s) and contact details	Olu Ayodele
Team/ Department	Resources – Finance
Executive Director	Fay Hammond
Cabinet Member	Cllr Leaver
Date of EqIA completion	14th Aug 2023

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?

What are the reasons for the decision or change?

What outcomes are you hoping to achieve from this change?

Who will be impacted by the project or change - staff, service users, or the wider community?

Summarises the Council's debt and investment portfolios as at 31 March 2023. Attention drawn to interest paid and investment returns earned together with overall levels of debt against established thresholds to ensure Council's financial position remains sustainable.

SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Age
This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.
Will the proposed change to service/policy/budget have a differential impact [positive or negative] on people of a specific age or age group (e.g. older or younger people)?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Disability
A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.
This could include: Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.
Will the proposed change to service/policy/budget have a differential impact [positive or negative] on people with disabilities?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Gender Reassignment
This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.
Will this change to service/policy/budget have a differential impact [positive or negative] on transgender people?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, whereas a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

None

Mitigating actions to be taken

Not applicable

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

None

Mitigating actions to be taken

Nor applicable

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

None

Mitigating actions to be taken

Not applicable

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a differential impact [positive or negative] on people who follow a religion or belief, including lack of belief?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Sex
Sex refers to whether you are a man or woman.
Will this change to service/policy/budget have a differential impact [positive or negative] on men or women?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Sexual Orientation
This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.
Will this change to service/policy/budget have a differential impact [positive or negative] on people with a particular sexual orientation?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken
Not applicable

Socio-economic deprivation
This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.
Will this change to service/policy/budget have a differential impact [positive or negative] on people who are socio-economically disadvantaged?
Please provide evidence to explain why this group may be particularly affected.
None
Mitigating actions to be taken.
Not applicable

SECTION 4 – Monitoring and Review

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
Not applicable					
<p>How do you intend to monitor and review the effects of this proposal? Not applicable</p> <p>Who will be responsible for assessing the effects of this proposal? Not applicable</p> <p>The report provides an update on the Council's level of borrowing and investments and has no impact on any groups with protected characteristics or persons who may attract "differential impact" from any of the proposals in the report.</p>					

SECTION 5 – Action Plan for Mitigating Actions.

None required

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London Borough of Enfield

Report Title	Scrutiny Annual Report 2022/23 and Scrutiny Work programmes 2023/24
Report to	Scrutiny and Council
Date of Meeting	14 th September, and 27 th September 2023
Executive Director / Director	Terry Osborne Director of Law & Governance
Report Author	Claire.Johnson@enfield.gov.uk
Ward(s) affected	
Key Decision Number	'Non Key'.
Classification	Part 1 Public
Reason for exemption	N/A

Purpose of Report

1. This report and Appendices set out the annual report for 22/23 and the draft work programmes for Overview and Scrutiny Committee (OSC) and the seven standing Scrutiny panels for 2023/24.

Recommendations

- | |
|--|
| <ol style="list-style-type: none"> i. Council is asked to note the Scrutiny Annual report for 2022/23. ii. Council is asked to approve the Scrutiny work programmes for 2023/24. |
|--|

Background and Options

2. The Overview and Scrutiny Committee and Scrutiny Panels set out their own work programmes for the year, taking into consideration wider consultation with Cabinet, and the Executive Management Team (EMT).

3. The seven scrutiny Panels are:
 - (i) Children, Young People and Education
 - (ii) Crime
 - (iii) Environment and Climate Action
 - (iv) Finance and Performance
 - (v) Health and Adult Social Care
 - (vi) Housing
 - (vii) Regeneration and Economic Development

4. Membership of the Overview and Scrutiny Committee and the Scrutiny Panels were approved by Council on the 10th May 2023.

Annual Report 2022/23

5. Scrutiny is required under the Councils constitution, to provide an annual report to Council which details the work undertaken for the previous year. The annual report for 2022/23 is attached at appendix A.

6. The report provides an update to Council on the role of scrutiny, and how members have fulfilled their scrutiny function.

Work Planning 2023/24

7. This year the work planning meetings were held in private to develop a facilitative workshop approach to the work setting.

8. Members were given a topic selection criterion, a list of previous work undertaken, and ideas of local and national importance. The Cabinet member and Executive Director attended to present their priorities. The members held informal discussions and agreed on a number of topics for their Panels to scrutinise. Members were keen to have items that they looked at in-depth, and felt that for some topics it would be helpful to invite users of the service, partners etc, they felt that this would improve outcomes from Scrutiny.

9. The workshop style approach worked well, and members held useful discussions about the topics chosen, and were able to identify clear objectives for choosing each item.

10. Members requested that detailed reports are provided for all work programme items. There had been an increase in the use of PowerPoint presentations which they felt did not give them enough detail about an item. The Corporate Scrutiny report template should therefore be used when providing information to the Panels. This specifically asks for the following

Key lines of enquiry: key issues; challenges; successes; comparative data; and costs of the service.

11. Co-ordinating the Panels work programmes and ensuring there is no duplication across the panels is part of the function of OSC. Members of OSC discussed the areas of duplication identified on the 14th September, and agreed which committee would take the item, and the work programmes have been updated accordingly.
12. The Executive Management Team (EMT) and Cabinet members were sent the work programmes for comment.

Relevance to Council Plans and Strategies

13. The Scrutiny Panels are focussed and aligned to areas where they can add most value to the delivery of the Council's plan.

Financial Implications

14. Any cost implications of recommendations made from scrutiny must be contained within budgeted resources.

Legal Implications

15. The Council has statutory duties within an existing legal framework to make arrangements for the scrutiny of its decisions and service delivery, including the areas of crime and health, which are covered within these recommendations.
16. The setting of the annual scrutiny work programme is a matter for the Council, following consultation with EMT, members and key stakeholders. These requirements are set out in the Council's Constitution.

Equalities Implications

17. Equalities impact assessments relating to recommendations that scrutiny may make will be assessed through the scrutiny process.

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Appendices

Annual Report 2022/23 Appendix A, and Scrutiny work programmes 2023/24 Appendix B.

SCRUTINY ANNUAL REPORT 2022/23

The role that Overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy.

The requirement for local authorities in England to establish overview and scrutiny committees is set out in the Local Government Act 2000.

Overview and scrutiny committees have statutory powers to scrutinise decisions taken by the executive. Overview and scrutiny committees can play a valuable role in developing policy, and recommendations following scrutiny enable improvements to services.

Scrutiny impact and value to the Council's business

The Council's approach to scrutiny aims to reflect the nationally recognised principles for good scrutiny, set out in the government guidance for local authority scrutiny, and promoted by the Centre for Governance and Scrutiny:

- provides constructive "critical friend" challenge
- amplifies the voice and concerns of the public
- led by independent people who take responsibility for their role
- drives improvement in public services

The Scrutiny function acts on behalf of the community to improve services and decision making inside and outside of the Council. It provides the check and balance to the Executive, and a forum where non-executive councillors and residents can raise issues or concerns about issues or proposed decisions and have them debated with the decision makers present. The work programme for the Scrutiny committee and panels, usually focusses on areas of local concern which makes it so effective.

Work programming

Work planning sessions are held at the start of the year, and members consider topics put forward, and agree on their work programme. The Cabinet member and Executive Director attend to present the priorities and challenges for their portfolios for the coming year.

When considering whether an item should be included in the work programme, the committee's and Panels have a set of criteria that they use which includes:

- Can scrutiny add value to the issue?
- Is there evidence of public interest/concern in the topic?
- what is the purpose of the review, is there a clear objective?

The chosen topics can be scrutinised in several ways, including:

- As an item on a committee agenda – this allows members to receive briefings and raise awareness of issues that effect services, or where the committee wants to maintain a formal watching brief over an item;
- At a single meeting – this can provide an opportunity to have a single public meeting about a topic and look at the issues in more depth.

Effective Scrutiny Training and support

It is a priority of the Council to ensure Councillors are supported and have the opportunity to access training which will assist them in developing the skills and knowledge to support them in conducting their roles effectively.

As part of the member induction programme, Effective Scrutiny Training was delivered by the Centre for Governance and Scrutiny in June 2022 with a focus on preparing for meetings and questioning skills. Refresher training has been provided for members newly appointed to scrutiny committees and a focussed session on Chairing Skills for Chairs of committee, was provided by an external trainer in July 2022.

Support to the Chairs includes pre-meetings and briefing papers to assist in the smooth running of the meetings.

Youth Parliament members have a standing invitation to attend and speak at all Scrutiny meetings, and the Governance team and Youth Services team work to support their attendance.

Scrutiny Structure and 2022/23 work undertaken

The Overview and Scrutiny Committee acts as the overarching committee, for the Panels, and the Chair and Vice Chair of the committee and Panels are approved at Council AGM along with the wider membership. Each member of OSC chairs one of the seven standing Panels:

Below are the memberships and lists of activities undertaken by each Panel. Further detail on the Panels consideration of each item can be found on the website under the details for each meeting [Overview & Scrutiny and Scrutiny Panels agendas and minutes](#)

Overview & Scrutiny

Cllr Margaret Greer (Chair), Cllr Bektas Ozer (Vice Chair)

Cllrs: Elif Erbil, Nawshad Ali, Mohammed Islam, Mike Rye, Maria Alexandrou
James Hockney

- Enfield council corporate complaints annual report 2021-22;
- Grenfell Tower inquiry - impact on Enfield and fire safety;
- Social housing regulation;

- Draft council plan 2023-26
Planning service response times
- Medium term financial plan 2023/24 to 2027/28 update and draft 2023/24 budget (including further new savings)
Equalities with a focus on the reduction of inequalities across the borough
- Impact of the cost of living increases on residents in Enfield
- Meridian water update
- Fly tipping with an overview and update on statistics and improvements
- Review of leisure provision in the borough

Children's, Young People & Education

Cllr Elif Erbil (Chair), Cllr Gunes Akbulut (Vice Chairs)

Cllrs: Nelly Gyosheva, Ahmet Oykener, Suna Hurman, Andrew Thorp, Ruby Sampson, Adrian Grumi

- Annual safeguarding report
- Self-evaluation framework (sef)
- Quality & consistency of school meals across the Borough
- School attendance
- Send places
- Level of care places in the borough and the national Shortage of care places
- Recruitment and retention of social workers
- Recruitment and retention of foster carers

Crime Scrutiny Panel

Cllr Mike Rye (Chair), Cllr Chris Dey (Vice Chair), Adrian Grumi

Cllrs: Kate Anolue, Sinan Boztas, Ahmet Oykener, Mustafa Cetinkaya, Mahmut Aksanoglu

- HRA funded police officers/safer estates teams
- Enfield crime & anti-social behaviour performance
- Deputation on behalf of traders in Enfield Town
- Serious youth crime
- Violence against women & children
- SSCB performance management - monitoring update
- Pledge for 50 additional officers in Enfield
- Streetlighting - focusing on the potential impact on crime

Environment & Climate Action

Cllr Bektas Ozer (Chair), Cllr Chris James (Vice Chair)

Cllrs: Nia Stevens, Eylem Yuruk, Hivran Dalkaya, Maria Alexandrou, Joanne Laban, Peter Fallart

- Climate Action Plan review
- Proposed ULEZ expansion
- Parking across the Borough
- Review Implementation of School streets
- Waste Recycling Performance
- Air Quality

Finance & Performance

Cllr Nawshad Ali (Chair), Cllr Sabri Ozaydin (Vice Chair)

Cllrs: Guney Dogan, Esin Gunes, Mahym Bedekova, Alessandro Georgiou, Julian Sampson, Paul Pratt

- Procurement
- Council Purchase cards
- Performance monitoring (sickness absence)
- Commercial Property Assests & Investments Performance
- Temporary Accomodation pressures & the Housing Rental market
- Customer services & the Council website

Health & Adult Social Care

Cllr James Hockney (Chair), Cllr Andy Milne (Vice Chair)

Cllrs: Emma Supple, Nicki Adeleke, Kate Anolue, Nia Stevens, Ahmet Hasan, Eylem Yuruk

- Safeguarding Adults Annual Report
- Public Health – Plan to become smoke free
- Substance misuse
- NCL Integrated care systems & Borough Partnerships Programme
- Mental Health Community transformation
- Statutory Adult Social Care complaints
- Covid Recovery
- Women's Health in Enfield
- Draft Independent Living Strategy 2023-2027

Housing Scrutiny Panel

Cllr Maria Alexandrou (Chair), Cllr Lee Chamberlain (Vice Chair)

Cllrs: Tom O'Halloran, Josh Abey, Hivran Dalkaya, Nelly Gyosheva, Sinan Boztas, Ayten Guzel

- Enfield repairs direct
- Social Housing regulation Bill
- Housing Gateway Ltd- private reform
- Draft Housing growth strategy
- Delivery of sociable and affordable housing
- Housing Gateway Ltd - update
- Strategy to reduce temporary accommodation & empty homes
- Preventing homelessness and rough sleeping
- Draft Council Housing assurance framework

Regeneration & Economic Development Scrutiny Panel

Cllr Mohammad Islam (Chair), Cllr Thomas Fawns (Vice Chair)

Cllrs: Josh Abey, Mahmut Aksanoglu, Ayten Guzel, Edward Smith, David Skelton, Joanne Laban

- Joyce & Snells
- Meridian Water
- Industrial Estates
- CIL & S106 Annual Infrastructure Statement
- Town Centres
- Skills Academies
- Cultural Strategy

Work undertaken by the Scrutiny Panels in 2022/23 was comprehensive and provided the check and balance, and critical friend approach that is fundamental to good scrutiny.

Call-in

From time to time, the Cabinet may take a decision that causes concern to some councillors to such an extent that they believe the decision should be changed. The Local Government Act 2000 requires every council to establish a mechanism which allows for executive decisions made but not yet implemented to be 'called in' for consideration by scrutiny. This includes decisions taken by Cabinet (collective or individual) or Key decisions delegated to Executive Directors/Directors.

Call-in is intended to be used in exceptional circumstances for decisions believed to be contrary to the authority's decision making principles. By its nature it acts as a delaying mechanism.

Provisional dates are held in the Calendar of meetings in order to schedule call-in meetings at short notice.

In 2022/23, there were 6 items called-in for review. Of these, 5 confirmed the original decision, and 1 was referred back to decision maker for further consideration. Having reviewed the points made by the Committee the decision maker confirmed the original decision.

Scrutiny Evaluation 2022/23

What worked well:

- information/briefings to help build member knowledge;
- Effective support from Services, including thorough reports;
- Early influence on policies;
- Cabinet Member engagement in work programme planning.
- Keeping the agenda to one or two items allows for effective Scrutiny
- Engagement and support with the Youth Parliament;

Areas for improvement:

- It is difficult to sometimes capture the input and influence that scrutiny has, this is not always through formal recommendations, keeping a record of actions from meetings may assist.
- Invite users of services to input their views into areas being scrutinised.
- Performance data should be a key component for scrutiny reviews. This will be included in the Key lines of enquiry for reviews this year.

SCRUTINY WORK PROGRAMMES 2023/24

OVERVIEW & SCRUTINY COMMITTEE 2023/24 CHAIR: Cllr Margaret Greer

Date of meeting	Topic	Report Author	Lead Members	Executive Director/Director	Scope
21 Jun 2023	Work Planning	Claire Johnson	Cllr Margaret Greer – OSC Chair	Terry Osborne	To agree and set the OSC Work Programme 2023/24
14 September 2023	Scrutiny Annual Work Programmes 2023/24	Claire Johnson	Cllr Margaret Greer- OSC Chair	Terry Osborne	The Committee will note and agree the work programmes for the scrutiny panels for approval at Council
	Review of Leisure Provision in the Borough	Matthew Watts	Cllr Chinelo Anyanwu	Simon Pollock Cheryl Headon	The Panel have requested a further update following this item coming to OSC on 09/05/23
14 November 2023	Operational/Organisational Development	Brendan McGeough Lee Shelsher Laura Martins	Cllr Ergin Erbil	Fay Hammond Paul Neville	Members requested a particular focus on Customer Services/Digital Services, with interest in how residents report complaints and how they are resolved such as fly tipping/waste issues etc

	Clinical Commissioning- ICB	Deborah McBeal	ICB Lead- Deborah McBeal	Deborah McBeal	The panel have requested an update following the recent ICB restructure and how this will affect the LA *
15 January 2024	Budget consultation for members of the Committee	Fay Hammond Kevin Bartle	Cllr Tim Leaver	Fay Hammond Kevin Bartle	The proposed budget goes to OSC as part of the formal Budget consultation.
06 February 2024	Fairer Enfield Policy 2021-2025	Shaun Rogan Harriet Potemkin	Cllr Ergin Erbil	Tinu Olowe	Members asked for an update with particular focus on Equality, Diversity & Inclusion
04 March 2024	Peer Review	Shaun Rogan Harriet Potemkin	Cllr Ergin Erbil	Tinu Olowe	Update to the Committee on recommendations & action plan following the Council Peer review

CHILDREN, YOUNG PEOPLE & EDUCATION SCRUTINY PANEL 2023/24

CHAIR: Cllr Maria Alexandrou

Date of meeting	Topic	Lead officer	Lead Members	Executive Director/ Director	Scope
5TH JULY	Work Planning				
30TH OCT	Annual Safeguarding Report	Bharat Ayer/Sharon Burgess	Cllr Abdullahi	Tony Theodoulou	The Annual Report is brought to this Panel for discussion
	Annual Complaints Report	Laura Martin Will Wraxall	Cllr Abdullahi	Tony Theodoulou Anne Stoker	Requested by the Panel to come to the first meeting of the municipal year
18TH DEC	Child Exploitation (sexual and criminal) and missing children	Angela Bent Paul Wright John Lawrence-Jones	Cllr Abdullahi	Tony Theodoulou Anne Stoker	The panel have requested an in-depth review on this item
	Progress update on the roll-out of free school meals in primary schools.	Peter Nathan	Cllr Abdullahi	Tony Theodoulou Peter Nathan	The Panel have requested a further report following information that was presented to Panel in 2022.
11TH MAR	Violence towards staff in schools	Peter Nathan	Cllr Abdullahi	Tony Theodoulou Peter Nathan	The Panel would like to receive an update from the working party, to hear from a Headteacher and to receive data.

	Family Hubs and HAF (what's on offer, funding etc)	Helen Finnemore Sharon Davies Ivana Price	Cllr Abdullahi	Tony Theodoulou Anne Stoker Peter Nathan	The panel have requested an in- depth review on this item
Date tbc	Falling School Rolls and SEND provision	Neil Best Keith Rowley Ian Hewison	Cllr Abdullahi	Tony Theodoulou Peter Nathan	The panel have requested an indepth review on this item (to include financial impact to the school, logistical impact of not having full classes) (SEND-to inform the panel of the work which has been done and is being carried out to increase the provision of SEND places in the borough)

CRIME SCRUTINY PANEL 2023/24 CHAIR: Cllr Mike Rye

Date of meeting	Topic	Report Author	Lead Members	Executive Director/ Director	Reason for proposal
27 June 2023	Work Programme Planning				
	Crime Statistics	Andrea Clemons	Cllr Gina Needs	Tony Theodoulou	Members asked to continue receiving crime statistics to give them a broad overview of the issues and work being done, members wished to see included break-ins/ burglaries and car thefts – as a standing item at each meeting.
12 Sep 2023	Serious Violence Duty	Andrea Clemons	Cllr Gina Needs	Tony Theodoulou	Part of the process of this new duty requires consultation and the scrutiny panel are asked to contribute to this.
	Prevention of violence against women and girls strategy.	Julie Taylor/ Andrea Clemons	Cllr Gina Needs	Tony Theodoulou	Members will review and comment on the information updates and the refreshed priorities.
6 Dec 2023	The Casey Review	Andrea Clemons/ Chris Byrne (PC)	Cllr Gina Needs (Cabinet Member for Community Safety and Cohesion)	Tony Theodoulou (Executive Director of People)	To receive an in depth review and briefing to include: the number of police officers on restricted or suspended duties in Enfield, the reduction of neighbourhood police teams/ street visibility, the effectiveness of CAPES (good practice and areas for improvement),

					and police numbers more generally.
27 Feb 2024	Community support/ law enforcement officers.	Martin Rattigan	Cllr Gina Needs	Tony Theodoulou	This was an area of priority for the council. The Panel decided to discuss/ review/ scrutinise further to include: what is happening, how successful it has been, their key performance indicators, and progress with the planned 50 new community support officers.
	CCTV	Darren Woods/ Andrea Clemons	Cllr Gina Needs	Tony Theodoulou	Members wished to receive information on the work of the CCTV centre, what it does, and its impact on crime prevention and detection
Tues 16 April 2024	Anti-social behaviour strategy.	Martin Rattigan/ Andrea Clemons	Cllr Gina Needs	Tony Theodoulou	Members of the Panel are interested to receive information and data for this issue.

ENVIRONMENT & CLIMATE ACTION SCRUTINY PANEL 2023/24

CHAIR: Cllr Hivran Dalkaya

Date of meeting	Topic	Report Author	Lead Members	Executive Director/ Director	Scope
3 July 2023	Work Programme Planning				
24 Oct 2023	Recycling	Jon Sharkey	Cllr Jewell	Doug Wilkinson/ Simon Pollock	To include: how information about what can be recycled is communicated to residents - the use of images/ stickers/ videos, the harmonisation/ standardisation of recycling, trial on recycling in council flats/ estates – the next step, recycling processes relative/ comparison to other local authorities – particularly those hitting the 50% London target, a second recycling centre being built/ opened at the North London Waste Authority
	Mandatory food waste segregation for businesses	Jon Sharkey	Cllr Jewell	Doug Wilkinson/ Simon Pollock	Suggested by the Executive Director, and something the Panel decided to discuss/ review/ scrutinise further.
	Fly tipping – to include enforcement and cameras	Jon Sharkey	Cllr Jewell	Doug Wilkinson/ Simon Pollock	Flytipping and enforcement are issues raised with members, and the committee would like to receive data and information on the numbers of offences, numbers of convictions, and areas of development.

22 Jan 2024	Climate Action Plan	Harriet Potemkin, Shaun Rogan	Cllr Ergin Erbil	Ian Davis	To present the updated document for Scrutiny
	Pilots Retrofitting Council Housing for Energy Efficiency	Rafe Bertram	Cllr Rick Jewell/ Cllr George Savva	Sarah Cary	With the price of energy increasing, members were keen to understand more about this issue.
12 Mar 2024	Biodiversity Net Gain	Gideon Whittington/ Karen Page	Cllr S Erbil	Brett Leahy/ Sarah Cary	There are new regulations and members wished to receive a briefing in this item.
	Quieter Neighbourhoods	Richard Eason	Cllr Jewell	Brett Leahy / Sarah Cary	Walking & Cycling Infrastructure – to include consultations that have taken place.
	Air Quality/Pollution & ULEZ	Ned Johnson/ Richard Eason	Cllr Jewell	Brett Leahy / Sarah Cary	Linked to the Quieter neighbourhoods issue, members wished to know if cycling routes were having any impact on air quality..
Additional Meeting date tbc	Rewilding –	Marcus Harvey/ Ian Russell	Cllr Anyanwu / Cllr Jewell	Cheryl Headon / Simon Pollock	To include Chase Landscape: Tree Planting, Wetlands, Beavers, and funding.
	Cattle Grazing at Forty Hall	Marcus Harvey/ Ian Russell	Cllr Anyanwu	Cheryl Headon / Simon Pollock	Linked to the above item, information on how this issue is progressing.
	Parks Management & Biodiversity –	Marcus Harvey	Cllr Anyanwu	Cheryl Headon / Simon	To include toilets (cleanliness & signage) and cafes in parks, grass

				Pollock	cutting, the move to tennis courts using a booking system, illegal tenting, and fishing at Grovelands Park, and parks and grass verges management more generally

FINANCE AND PERFORMANCE SCRUTINY PANEL 2023/24
CHAIR: Cllr Nawshad Ali

Date of meeting	Topic	Report Author	Lead Members	Executive Director/ Director	Scope
12 June 2023	Work Programme Planning				
31 October 2023	P-card payment monitoring.	Julie Barker	Cllr Tim Leaver	Fay Hammond	Update to the Panel following a Council review
	Commercial property assets and investment return/income generation	Nick Denny/ Doug Ashworth	Cllr Tim Leaver	James Wheeler	An area of interest for the Panel, information requested on Council owned properties, and whether they are properly used and income is maximised.
	Information on Quarterly Monitoring Reports (Revenue, Capital and Performance)	Olga Bennet (capital) Kevin Bartle (revenue) Eleanor Brown (performance)	Cllr Tim Leaver	Fay Hammond	The Panel to receive regular monitoring updates which have been recently presented to Cabinet.
16 January 2024	Customer Service Performance data	Lee Shelsher	Cllr Ergin Erbil	Simon Pollock	Information requested on changes being introduced and towards self serve information requested on website analytics and bounce rate and customer experience.
	Council Companies	Will Wraxall	Cllr Leaver	Fay Hammond	An area of interest for the Panel Deferred from 2022/23 work programme

					Information requested on the performance and resilience of Council Companies and how well money is spent/invested
	Procurement, including update on legislative changes.	Michael Sprosson	Cllr Tim Leaver	Fay Hammond	Update to the Panel following a Council review and legislative changes Further to the report to the Panel on 19/10/22
	Information on Quarterly Monitoring Reports (Revenue, Capital and Performance)	Olga Bennet (capital) Kevin Bartle (revenue) Eleanor Brown (performance)	Cllr Tim Leaver	Fay Hammond	Regular monitoring To receive the monitoring reports which have been recently presented to Cabinet
6 March 2024	Budget overview on Temporary Accommodation and Housing Revenue Account	Joanne Drew Claire Eldred Olga Bennet	Cllr George Savva Cllr Tim Leaver	Sarah Cary Fay Hammond	Discussed and agreed at work planning – to be examined in depth Financial information requested in respect of Housing pressures, temporary accommodation costs and the HRA budget
	Information on Quarterly Monitoring Reports (Revenue, Capital and Performance)	Olga Bennet (capital) Kevin Bartle (revenue) Eleanor Brown (performance)	Cllr Tim Leaver	Fay Hammond	Regular monitoring To receive the monitoring reports which have been recently presented to Cabinet

Additional Meeting date tbc	Budget for SEN children's services / care packages / transport	Neil Best	Cllr Tim Leaver Cllr Abdul Abdullahi	Fay Hammond Tony Theodoulou	Discussed and agreed at work planning – to be examined in depth Financial information requested in respect of special needs schooling, packages and transport costs relating to SEN children's services

HEALTH & ADULT SOCIAL CARE SCRUTINY 2023/24 CHAIR: Cllr James Hockney

Date of meeting 2023/24	Topic	Report Author	Lead Members	Executive Director/Director	Scope
19 June 2023	Work Programme Planning				
20 September 2023	Draft Safeguarding Adults Strategy	Sharon Burgess	Cllr Cazimoglu	Tony Theodoulou	Members to receive the annual update and briefing
	Annual Safeguarding Report	Sharon Burgess/Bharat Ayer	Cllr Cazimoglu	Tony Theodoulou	The Annual report is brought to this Panel for discussion
	Vaccinations & Immunisations	Louisa Bourlet	Cllr Cazimoglu	Dudu-Sheri-Arami	Update requested (with a focus on the uptake of childhood immunisations in the borough plus links with family hubs & community grants)
28 November 2023	Adults & Children's Social Care Annual Statutory Complaints Report	Eleanor Brown	Cllr Cazimoglu	Fay Hammond	The Annual report is brought to this Panel for discussion. Members will receive data on trends.
	Enfield Sexual Health Community Services	Fulya Yahioğlu	Cllr Cazimoglu	Dudu Sheri-Arami	Members wished to receive a further update on this item.

	CQC Inspections Update (Borough Partnership Plan)	Alpesh/Nnenna	Cllr Cazimoglu	Dudu Sheri-Arami	Members wished to receive a further update on this item.
28 February 2024	Public Health - Substance Misuse	Andrew Lawrence	Cllr Cazimoglu	Dudu Sher-Arami	Update requested (to include information on the use of Nitrous Oxide 'balloons')
	Health Visiting, Breastfeeding & Women's Health (in terms of screening)		Cllr Cazimoglu	Dudu Sher-Arami	The panel have requested an in-depth review of the areas listed.
	Access to Primary Care, Dental Care & Oral Health Promotion	Deborah McBeal	Led by ICS	Deborah McBeal/ICS	The Panel have requested an in-depth review of services (with a key focus on Children's Dentistry Provision). Report to also include information on access to services via Technology- digital exclusion etc.
Date TBC	Mental Health Transformation/Reforms	Deborah McBeal	ICS Led	ICS Led	The panel have requested an in-depth review and what this will mean for local services in the borough (to include young people in mental health crisis following Covid)

HOUSING SCRUTINY PANEL 2023/24

CHAIR: Cllr Kate Anolue

Date of meeting	Topic	Lead officer	Lead Members	Executive Director/ Director	Scope
15 th June	Work Planning				
26 th Sept	Temporary Accommodation (in depth) –	Richard Sorensen/Duane Dwyer	Cllr Savva	Joanne Drew	<p>To Include</p> <ul style="list-style-type: none"> • the causes that lead to these circumstances; • the periods of time residents wait to be placed in TA and remain in TA; • associated health issues (including mental health); how these issues can be resolved; • the process, timeframes and turnaround for decisions regarding TA; • how the council supports those with no access to public funds; • homelessness; rough sleeping; sofa surfing; residents outgrowing properties; hotel and Airbnb accommodation; and section 8 & 21 (eviction) notices.
12 th Dec	Housing Supply (in depth)	Nnenna Urum Eke and Amena	Cllr Caliskan	Joanne Drew	<p>To include:</p> <ul style="list-style-type: none"> • what the council is doing to increase supply;

		Matin			<ul style="list-style-type: none"> • how the council is working with partners – potential to invite and speak to housing associations, landlords and residents; • and affordable housing supply for local people.
21st Feb	Housing allocation & bidding process	Richard Sorensen	Cllr Savva	Joanne Drew	<p>To include:</p> <ul style="list-style-type: none"> • the faults/ challenges of the processes; points/eligibility; and over/under populated/occupied homes.
	Anti-social behaviour – to include: litter, alcohol, vandalism, noise, and drug use – particularly in/on estates.	Council Housing tenancy lead	Cllr Savva/Cllr Needs/ Rick Jewel	Joanne Drew/ Doug Wilkinson & Martin Rattigan/ Cheryl Headon	<p>To include:</p> <ul style="list-style-type: none"> • litter, alcohol, vandalism, noise, and drug use – particularly in/on estates. <p>*</p>
Date tbc	Housing fraud/ Illegal subletting etc. Legislation				<p>To include:</p> <ul style="list-style-type: none"> • Social Housing Regulation Act 2023 - implementation and impact.

REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL 2023/24 CHAIR: Cllr Mahmut Aksanoglu

Date of meeting	Topic	Report Author	Lead Members	Executive Director/ Director	Scope
26 th June 2023	Work Planning				
12 OCT	Town Centres	Andrew Catcheside/ Richard Eason	Cllr Anyanwu	Brett Leahy	Regeneration – How will investment impact the Borough? Enfield Town & Edmonton Green
	Economic conditions (Estate regeneration .eg Joyce & Snells)	Amena Matin	Leader	Joanne Drew	Market conditions and impact on housing i.e. Joyce & Snells.
1 st NOV	Local Plan	May Hope	Leader	Brett Leahy	
30 TH JAN	Planning Performance	Brett Leahy	Cllr Susan Erbil	Brett Leahy	Peer Review, Backlogs & improvements should be monitored.
	Strategic Industrial land	May Hope		Brett Leahy Penny James Wheeler	Private and Council. Land value, CIL and what it means for jobs & development in the borough. How do we maximise opportunities? To include an update on on Montague

					and Claverings
26TH MARCH	Partnerships & Skill gaps and funding	Ann-Marie Liddiard/ Nat Buckeridge	Cllr Anyanwu	Brett Leahy	Are we using the money received to get the best we can for skills? Aligned to our Council Plan. Skills gaps
	Meridian Water	TBC	Leader	Penny Halliday	

General Purposes Committee Annual Report 2022/23

Chair's Introduction

I am very pleased to present this General Purposes Committee Annual Report for 2022/23 to Council.

The report shows that the General Purposes Committee has undertaken its role effectively covering a wide range of topics and ensuring that appropriate governance and control arrangements are in place to protect the interests of the Council and the community in general.

I would like to thank all the members who served on the Committee during 2022/23. My thanks also go to BDO (external auditors) and to Council officers who supported the work of the committee and more specifically me in my role as Chair of the committee during the period this report covers.

Councillor Mahym Bedekova (former Chair)

1. Introduction

This report details the activity of the General Purposes Committee for the year 2022/23.

2. Proposal/ Recommendation

Council is asked to note the report.

3. Terms of reference and membership

The purpose of the General Purposes Committee is to provide assurance to the Council on the adequacy of the risk management framework and the internal control environment. The committee receives the work plans and reports from the Head of Internal Audit & Risk Management, helping to ensure that efficient and effective assurance arrangements are in place, and on which the opinion on the level of governance, risk management and internal control can be derived. The General Purposes Committee also keep under review and make recommendations to the Council on the Constitution, Member development and Member support issues, Electoral Services updates and polling district reviews.

The full terms of reference for the period that this report refers to are set out in the constitution.

During 2022/23, the membership of the Committee was as follows:

Councillors:

Mahym Bedekova (Chair)

Ayten Guzel (Vice Chair)

Nawshad Ali

Esin Gunes

Sabri Ozaydin

Alessandro Georgiou

Joanne Laban

Mike Rye

Elisa Morreale

Independent Member:

Peter Nwosu

4. General Purposes Committee

Work undertaken during 2022/23 supported the following key areas and the specific items considered at each committee meeting are shown at appendix A:

- Audit & Risk Management Services (ARMS) progress update
- Adequacy of the internal control environment of the Council Internal Audit Plan and Audit Charter.
- Governance Processes - Annual Governance Statement.
- Financial management - Annual statement of accounts.
- Risk Management - Risk Registers

4. Internal Audit Service

Audit and Risk Management Service Progress Reports (ARMS)

The Head of Internal Audit provided regular updates to the committee on Audits undertaken throughout the municipal year, and the outcomes of the Audits. The strategy was to take a risk-based approach and to target audit resources at the highest priority corporate and schools services.

2023/24 Internal Audit Charter and Draft 2023/24 Internal Audit Plan

In line with the requirements of the Public Sector Internal Audit Standards (PSIAS), the Head of Internal Audit and Risk Management has a responsibility to regularly review the Internal Audit Charter and, also to establish risk-based plans to determine the priorities of the Internal Audit activity, presenting these to General Purposes Committee for review and approval.

The Head of Service explained that the mission of an Internal Audit is to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight. The Internal Audit team helps the London Borough of Enfield accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

The Internal Audit Charter 2023/24 and Internal Audit Plan for 2023/24 were submitted and agreed by the General Purposes Committee on 16th March 2023.

5. External Auditors

The Council's external Auditors during 22/23 and previous years were BDO LLP. Representatives from BDO attend GPC meetings to provide updates on the outstanding and current statement of Accounts. The Council's external auditors are due to change soon.

6. Statement of Accounts

A core General Purposes Committee role is to review the financial statements, external auditor's opinion and reports to members, and monitor management action in response to the issues raised by external audit.

It is a requirement of the Local Government Act 2003 and the Accounts and Audit (England) Regulations 2015 for the Statement of Accounts to be produced in accordance with proper accounting practices.

The Audit and Accounts Regulations 2015 require local authorities to prepare their annual accounts by the 1st August each year. The 2021/22 accounts were published on 31 July, in line with the statutory deadline.

However, BDO's sequential working through of LBE's open statement of accounts from earliest to latest means there is still a considerable wait for the audit of the 2021/22 account, with 2019/20 and 2020/21 to be finalised first.

An amendment to the Regulations changed the deadline for publishing audited local authority accounts from 30 September to 30 November 2022 for the 2021/22 accounts and then 30 September for the 2022/23 accounts and the following 6 years, until the 2027/28 accounts have been completed.

7. Annual Governance statement

Members of the Committee considered the Annual Governance Statement for the financial year 2021/22 at the same time as it approved the statement of accounts.

The Accounts and Audit (England) Regulations 2015 require the Council to prepare an Annual Governance Statement. The Council is required to preview the effectiveness of its system of internal control at least once a year and include a statement on this review within its published annual financial accounts.

The CIPFA/SoLACE Delivering Good Governance publication (2016) defines the principles of good governance in the public sector. The document sets out the core and sub principles that underpin the good governance framework, explains how the Council's governance arrangements operated in practice during 2021/22, and demonstrates how the CIPFA/SOLACE Framework has been applied.

The Council has addressed the following within the AGS:

- a. Acknowledged its responsibility for ensuring sound internal control and refer to its Code of Governance. The Council has referred to the CIPFA/SoLACE Framework of governance, and the AGS for both years considered are formatted to identify how the Council complies with the principles of this framework.
- b. Referenced key elements of the framework and those responsible for developing and maintaining the governance environment. This is included within the assessment against the CIPFA/SoLACE framework, with further identification of key structures and documents to support this assessment.
- c. Received the assurance opinion on the governance arrangements. This is provided by the Head of Internal Audit and is located at the end of the AGS before the Conclusion.
- d. Identified key governance risks for the coming year and proposed action to address them.
- e. Addressed how the risks identified in the previous AGS have been resolved.
- f. Provided a commitment to ongoing, continuous, and monitored improvement.

8. Corporate Risk Registers

The Council's Risk Management Strategy requires the regular review of the Council's risk registers. In accordance with the Strategy, the General Purposes Committee is responsible for monitoring the effective development and operation of risk management in the Council. Therefore, the Corporate Risk Register is presented to the Committee for review and comment.

The committee are able to bolster their understanding of the areas and suggest items for consideration for inclusion. This greater understanding provides reassurance that mitigation measures are in place to reduce risks.

9. Work programme 2023/24

The General Purposes Committee work programme for 2023/24 was confirmed at the first meeting of GPC, and is shown at appendix B.

Appendix A

Summary of General Purposes Committee Work Programme 2022/23

Date of Meeting	Reports Considered
29 June 22	<ul style="list-style-type: none"> • Audit and risk management services (arms) progress update • Counter fraud annual report • 2021-22 annual data protection officer report • General purposes committee annual report 2021/22 • Contract procedure rules, waivers & procurement spend update • Update on audit of the 2019/20 statement of accounts • Update on the audit of the 2020/21 statement of accounts and pension fund and progress on the 2021/22 council's accounts • Bdo (external auditor) update on statement of accounts
26 July 22	<ul style="list-style-type: none"> • Housing development and approach to identifying risk and management • Annual internal audit report 2021-22 • Annual school audit report 2021/22 • Update on the audit of the 2019/20 and 2020/21 statement of accounts and pension fund and progress on the 2021/22 council's accounts • Annual governance statement - 2021-22
20 October 22	<ul style="list-style-type: none"> • Amendment to the constitution - staff forum / joint consultative group for teachers (jcgt) • Enfield council corporate complaints annual report 2021-22 • Audit and risk management service progress update • Corporate risk register • Update on the audit of the 2019/20, 2020/21 and 2021/22 statement of accounts and pension fund • Regulation of investigatory powers act 2000 (ripa) update
1 Dec 2022	<ul style="list-style-type: none"> • Audit and risk management service progress update • Update on financial resilience/managing the savings • Update on the audit of the 2019/20, 2020/21 and 2021/22 statement of accounts and pension fund
19 Jan 2023	<ul style="list-style-type: none"> • Update on the audit of the 2019/20 and 2020/21 statement of accounts and pension fund and progress on the 2021/22 council's accounts - including bdo (external auditor) report on statement of accounts • Chartered institute of public finance and accountancy (cipfa) review action plan

	<ul style="list-style-type: none"> • Treasury management strategy statement for 2023/24 to 2032/33 • Audit and risk management service progress update • Counter fraud policies • Update of general purposes committee member training covered and attendance
16 March 2023	<ul style="list-style-type: none"> • Update on corporate complaint improvement actions • Update on the audit of the 2019/20 and 2020/21 statement of accounts and pension fund and progress on the 2021/22 council's accounts • 2023/24 internal audit charter and draft 2023/24 internal audit plan • Corporate risk register update • Audit and risk management service progress update • Information and data governance board annual report
	<ul style="list-style-type: none"> •

GENERAL PURPOSES WORK PROGRAMME 2023/24

Appendix B

	Agenda Item	Lead Officer	Comments
Wednesday 28 June 2023	2022-23 Annual Counter Fraud Report	Gemma Young	
	2022-23 Annual Data Protection Officer Report	Rezaur Choudhury	
	2022-23 Annual Report on Contract Procedure Rules, Waivers and Procurement Services Update	Claire Reilly/ Michael Sprosson	
	BDO Progress Report on the External Audit of Accounts	Kevin Bartle	
	ARMS Progress Update	Gemma Young	
	Statement of Accounts	Kevin Bartle/Annette Trigg	
	Annual Governance Statement 2022/23	Kevin Bartle / Melissa Williamson	
	Meridian Water Risk Register	Penny Halliday	
Wednesday 26 July 2023	Invoice Payments – Controls in Place	Fay Hammond, Julie Barker	

	2022-23 Annual Internal Audit Report	Gemma Young	
	2022-23 Annual Schools Internal Audit Report	Gemma Young	
	BDO Progress Report on the External Audit of Accounts	Kevin Bartle	
	PSA contracting Arrangements for financial year ending 23-24	Fay Hammond	
	General Purposes Committee Annual Report and Future Work Programme 23/24	Terry Osborne	
	ARMS Progress Update	Gemma Young	
	Electoral Registration and Election Pre-Planning Update	Lee-Marie Matthews	
Wednesday 25 October 2023	Review of Member T&D and Induction Programme and future activity.	Claire Johnson	
	ARMS Progress Update	Gemma Young	
	Annual Review of the Corporate Risk Register	Gemma Young	
	2023-23 Annual Corporate Complaints Report	Laura Martin/Will Wraxall	
	BDO Progress Report on the External Audit of Accounts	Kevin Bartle	
	Update on statement of accounts	Kevin Bartle/Annette Trigg	
	Annual Report from Local	Will Wraxall	

	Government Ombudsman		
	ARMS Progress Update	Gemma Young	
	Mid year review of Corporate Risk Register	Gemma Young	
	Treasury Management Strategy Statement 2024/25	Olga Bennett	Draft for comment only
	Meridian Water Risk Register	Penny Halliday	
	Annual Audit Letter (ISA 260) for 2019/20	Fay Hammond	
	BDO Progress Report on the External Audit of Accounts	Kevin Bartle	
	Update on statement of accounts	Kevin Bartle/Annette Trigg	
Wednesday 27 March 2024	External Audit Contracting Arrangement 2024	Kevin Bartle	
	ARMS Progress Update	Gemma Young	
	2024-25 Internal Audit Plan & Internal Audit Charter	Marion Cameron/Gemma Young	
	Update on statement of accounts	Kevin Bartle/Annette Trigg	
	BDO Progress Report on the External Audit of Accounts	Kevin Bartle	

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London Borough of Enfield

Report Title	Arrangements for the Leader's absence
Report to	Council
Date of Meeting	27 th September 2023
Executive Director / Director	Terry Osborne
Report Author	Claire Johnson
Ward(s) affected	N/A
Key Decision Number	'non-key'
Classification	Part 1 Public

Purpose of Report

1. This report seeks approval for arrangements for the period of maternity leave taken by the Leader of the Council.

Recommendations

- i. Agree to increase the SRA of the Deputy Leader during the period of absence of the Leader on maternity leave as detailed in paragraph 6 of the report.
- ii. Delegate authority to the Monitoring Officer to agree the start and end date for the increased allowance, after which date the SRA for the Deputy Leader will revert to its current level.

Background and Options

2. The Councils members allowances scheme provides for maternity, parental and adoption leave. A councillor will be entitled to take a leave of absence from all or part of their official duties for up to 6 months.
3. The members' allowance scheme ensures that during periods of maternity, parental or adoption leave, members continue to receive their basic allowance and any Special Responsibility Allowance (SRA) in full, and that where a replacement is appointed to cover the period of absence that person shall receive an SRA on a pro rata basis for the period of the temporary appointment.
4. If the Member appointed already holds a remunerated position, the ordinary rules relating to payment of more than one Special Responsibility Allowances shall apply, whichever is the higher.
5. During periods when the Leader is unavailable, and during the Leaders full-time absence on maternity leave, the Deputy Leader will be responsible for covering the day-to-day responsibilities of the Leader and will cover her Regeneration portfolio in addition to his existing portfolio responsibilities. The Deputy Leader will also chair the Cabinet and take any decisions which would otherwise have fallen to the Leader.
6. In recognition of the additional responsibilities of this role and in accordance with the Members Allowance Scheme, it is proposed that the Deputy Leaders SRA is increased to the level of Leader for the period whilst he is deputising for the Leader on maternity leave. This is in line with the members allowance scheme which recognises the need to appoint replacements to cover periods of maternity or paternity leave.
7. During the period of the Leader's part time return to her duties (from March 2024) it is understood that the Leader, whilst acting part-time, will resume all decision-making duties and aims to attend and chair Cabinet meetings. It is therefore likely that the increase in the Deputy Leaders SRA will last for just a few months, the end date to be determined by the Monitoring Officer, based on the resumption of duties by the Leader.

Preferred Option and Reasons For Preferred Option

8. The arrangements for the Leaders absence are in line with the members allowances scheme.

Financial Implications

9. The additional cost in allowances to cover the Leaders absence whilst on maternity leave is £913 per month.

Legal Implications

10. These have been addressed in the body of the report.

Equalities Implications

11. London Councils Independent Remuneration Panel have looked at barriers to being a councillor, and how it is important that obstacles to becoming a councillor should be removed wherever possible. The report of the IRP stated that members' allowances schemes should allow the continuance of Special Responsibility Allowances in the case of sickness, maternity and paternity leave in the same terms that the council's employees enjoy such benefits.
12. This would apply for the person covering the absence, in that they should be remunerated equally to the same level as the postholder they are covering.

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Quick Guide to Procedure Rules

Motions which may be moved during debate **13.20** (at the end of a councillor's speech):

- Withdraw a motion or recommendation; 13.20 (i)
- Amend a motion or recommendation; 13.20 (ii)
- Amend the timings or the order of business under Rule 4 to allow further time for debate; 13.20 (iii)
- Proceed to the next business; 13.20 (iv)
- Request the question be now put; 13.20 (v)
- Adjourn a debate; 13.20 (vi)
- Adjourn the meeting; 13.20 (vii)
- Allow further time for debate on the item and to Vary the timings set out in the agenda and/or to extend the meeting; 13.20 (viii)

Point of Order **13.35**

A councillor may only raise a point of order at the end of the speech to which it relates. A point of order must relate to an alleged breach of these Council Rules of Procedure or the law. The councillor must indicate the rule or law and the way in which they consider it has been broken. The councillor's speech will be limited to 1 minute, with any additional time to be agreed at the discretion of the Mayor. The ruling of the Mayor on the matter will be final.

Personal Explanation **13.36**

A councillor may only make a point of personal explanation at the end of the speech to which it relates. A personal explanation may only relate to some material part of the earlier speech by the councillor, which may appear to have been misunderstood in the present debate. The councillor's speech will be limited to 1 minute, with any additional time to be agreed at the discretion of the Mayor. The ruling of the Mayor on the admissibility of a personal explanation will be final.

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