

## MUNICIPAL YEAR 2019/2020 REPORT NO. 71

### MEETING TITLE AND DATE:

**Cabinet**  
**11th September 2019**

### REPORT OF:

Acting Executive Director  
of Resources

**Agenda – Part: 1**

**Item: 6**

**Subject:** Revenue Monitoring 2019/20:  
Quarter 1 (June 2019)

**Wards: ALL**

**Key Decision No: 4944**

**Cabinet Member Consulted:** Cllr Mary  
Maguire

Contact officer and telephone number:

Fay Hammond, 0208 379 2662

E mail: [fay.hammond@enfield.gov.uk](mailto:fay.hammond@enfield.gov.uk)

### 1. EXECUTIVE SUMMARY

- 1.1. This report sets out the Council's revenue budget monitoring position based on information to the end of June 2019.
- 1.2. After the application of capital receipts for transformation purposes of £2.6m; the revenue budget forecast reflects an outturn position of £3.9m overspend for 2019/20 which will be funded using the Council's reserves.
- 1.3. Since 2010, the Council has saved £178m; for 2019/20 a further £13.1m saving and income were agreed and £0.3m of income and £3.1m savings agreed from prior years. As time has progressed delivering these savings and additional income generation year on year continues to be challenging. Subject to substitute savings and management action being taken, prior year income totalling £0.6m is considered at risk of delivery.
- 1.4. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £2.12m. With the £0.38m surplus brought forward from 2018/19, the cumulative forecast deficit at year end is £1.74m and will be the first call on the 2020/21 grant allocation and therefore reduce the funding available for next year's allocation.
- 1.5. The Housing Revenue Account is forecasting no variance to budget.

### 2. RECOMMENDATIONS

- 2.1. Cabinet is recommended to note:
  - i. The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.11).
  - ii. The £3.9m overspend revenue outturn projection and the use of £2.6m of capital receipts to support organisation transformation.

- iii. That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2019/20 and implement savings.
  - iv. That the Pressures Challenge Board will be reconvened for 2019/20.
  - v. The position of the Dedicated Schools Grant (DSG) as set out in section 5.37
  - vi. The position of the Housing Revenue Account (HRA) as set out in section 7.
- 2.2. That Cabinet recommend:
- i. £1.5m of the overspend in respect of IWE being met from Contingency as set out in paragraphs 5.8 and 5.32.
  - ii. Council to approve the update to the planned flexible use of capital receipts for 2019/20 (paragraph 5.25 and Appendix I).

### **3. BACKGROUND**

- 3.1. On 27 February 2019, the Council's 2019/20 budget was set by Council. This budget was set in the challenging context of a reduction in core funding of £6.3m in 2019/20; following previous funding reductions of £93m since 2010.
- 3.2. New savings of £10.7m and new income generation of £2.4m were agreed for 2019/20. Savings and income agreed from previous years totalled £3.4m, of which £3.1m relates to savings and £0.3m to income. As part of the aim to place the budget in a more resilient position, in 2019/20 £2.5m of growth was included to offset prior year budget pressures. However, there still remained £4.2m of 2018/19 pressures. where officers continued to work on reducing these pressures and are included in Appendix H, Savings and Income Monitor, 2018/19 budget savings carried forward.
- 3.3. Enfield, reflecting the national picture, continues to experience rising cost pressures from Temporary Accommodation, SEN transport, families with no recourse to public funds, and cost and demographic pressures in social care. Over the last few years the adult social care precept and flexible homelessness grant have contributed in part to relieving these cost pressures. There has been no financial recognition nationally of the cost pressures within children's services.
- 3.4. Since 2013/14, Enfield has continued to lobby for fairer funding, with the current transitional arrangements resulting in a £11.6m embedded (damped) reduction in funding. The impact of the new funding arrangements due to be implemented in 2020/21 is unlikely to be known prior to November. National funding uncertainties are compounded by the potential exit date of October 31<sup>st</sup> 2019. The

LGA and other bodies, such as CIPFA, are lobbying for a one year agreement, so that there is some stability for 2020/21.

- 3.5. A 75% London Pilot Pool for 2019/20 was announced as part of the Local Government Finance Settlement in December 2018 and the Budget includes this within its assumptions. There is no clarity yet with regards to future pooling.
- 3.6. Local authority financial management has become headline news since 2018/19 (Northants, and more recently Somerset and East Sussex County Council). In the context of the economic situation and the cumulative impact of the sustained funding reductions since 2010, balancing councils budget remains a significant challenge.
- 3.7. As reported to Cabinet on 17 July 2019, the Council services overspent by £13.4m offset by underspends of £9.0m in corporate expenses and £1.2m additional government grants to give a net overspend of £3.2m, with £3.7m of capital receipts being utilised. During 2018/19 the Council's risk reserves increased and this is due to planned contributions to risk and smoothing reserves, whilst service specific reserves have reduced.
- 3.8. In setting the budget for 2019/20 the Corporate Budgets were reviewed and where capacity was identified it has been utilised to address the significant pressures within the service departments budgets and this was reflected in the Budget Report for 2019/20.
- 3.9. In this context, managing the Council's budget position continues to be a high-risk priority for the Council. The Council's revenue expenditure against budget is monitored by regular reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position and implementation of savings for each Department and for the Council and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.10. This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, variations in this report are limited to +/- variances of £50,000 or over to provide a greater strategic focus.
- 3.11. The next report to Cabinet will be the 2019/20 Quarter Two Revenue Outturn report which provide an update on the monitoring position based on information as at the end of September 2019.

#### **4.0 June 2019 Monitoring – General Fund**

- 4.1 Each of the departments has generated a list of the variances which are contributing to the projected outturn figures. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where

pressures are ongoing these are also being worked up as part of the MTFP.

- 4.2 The forecast budget overspend is £3.9m; after the planned application of £2.6m capital receipts. Below is a summary of the projected outturn variances broken down between departments:

**Table 1: Forecast Projected Departmental Outturn Variances**

	Original Budget	Approved Changes	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£m	£m	£m	£m	£m	£m
Chief Executive's	8.0	(0.1)	7.9	7.9	0.0	0.0
People	118.2	(5.5)	112.7	118.2	(0.3)	5.2
Place	25.5	5.6	31.1	32.6	(0.6)	0.9
Resources	39.4	0.0	39.4	41.9	(1.7)	0.8
<b>Service Net Costs</b>	<b>191.1</b>	<b>0.0</b>	<b>191.1</b>	<b>200.6</b>	<b>(2.6)</b>	<b>6.9</b>
Corporate Expenses	36.9	0.0	36.9	36.9	0.0	0.0
<b>Contingency</b>	<b>3.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(3.0)</b>
<b>Net Expenditure</b>	<b>231.0</b>	<b>0.0</b>	<b>231.0</b>	<b>237.5</b>	<b>(2.6)</b>	<b>3.9</b>
Net Expenditure financed by:						
Business Rates	(97.6)	0.0	(97.6)	(97.6)	0.0	0.0
Collection Fund	(1.3)	0.0	(1.3)	(1.3)	0.0	0.0
Other non- ringed fenced Government Grants	(3.8)	0.0	(3.8)	(3.8)	0.0	0.0
Council Tax	(127.3)	0.0	(127.3)	(127.3)	0.0	0.0
Reserves	(1.0)	0.0	(1.0)	(1.0)	0.0	0.0
<b>General Fund Corporate Financing</b>	<b>(231.0)</b>	<b>0.0</b>	<b>(231.0)</b>	<b>(231.0)</b>	<b>0.0</b>	<b>(0.0)</b>
<b>Total Under/Overspend</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.5</b>	<b>(2.6)</b>	<b>3.9</b>

- 4.3 Management actions are ongoing to continue to address these budget pressures. Management action taken to reduce costs includes reconvening the Pressures Challenge Board to review the most significant pressures being reported in this first quarter. The purpose of the sessions will be to identify any further solutions to reduce the overspend in 2019/20 but also to identify whether there will be an ongoing pressure that will need to be taken in to account in the 2020/21 budget setting process.

- 4.4 The overspend has been driven by the following key factors:

- continuing budget pressures in Adult Social Care, specifically Learning Disabilities, Older People Services and IWE, SEN Transport, No Recourse to Public Funds and Housing Related Support. These were recognised and addressed as part of the

2019/20 budget but demand continues and is greater than that estimated for.

- £0.6m of income generation is considered at high risk of not being realised (Appendix G, Table 7), due to change of circumstances or optimism bias in terms of the level or speed of delivery. and relates to decisions taken in financial years prior and remained in the budget for the services to manage in 2019/20.

4.5 A service by service detailed analysis of this can be seen in section 5 appendices B to F.

4.6 The forecast variance at the year-end will need to be met from a contribution from the Council's general balances, though it is intended to keep this as low as possible.

4.7 This report provides further information on the budget position as follows:

- Summary narrative for each service area supported by Appendices B to F providing additional data
- Monitoring information on the progress towards meeting agreed savings and income generation agreed
- Update on Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA)
- The financial management key performance indicators set out in Appendix A.

## **5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS**

### **5.1. Chief Executive's Department (Appendix B)**

5.2. The department is reporting a neutral position for Quarter 1 (budget of £7.9m) with no material variances greater than £50k being reported. The most significant variance reported in the 2018/19 outturn was the pressure experienced in level of income from land charges being achieved, this was addressed and additional budget allocated through the 2019/20 budget to mitigate the pressure.

### **5.3. People (Appendix C)**

5.4. **The department is forecasting a £5.2m overspend (budget of £112.7m).**

### **5.5. Adult Social Care (ASC)**

5.6. £4.3m relates to Adult Social Care. Financial modelling was undertaken based on activity and cost of service trends in ASC as part of the budget setting process leading to an additional £6.0m being added to fund demographic and inflationary pressures with £1.0m in savings and £4.2m of Government funding being identified to contribute towards the growth. However, indications as per the Quarter One position are that ASC continues to have significant pressures. These primarily relate to services for adults with Learning

Disabilities and older people. The initial forecasts indicate the pressure is circa £2.9m for 2019/20. It is also worth highlighting that the department continues to identify a risk around continuing health care reviews, that the CCG are undertaking, which could result in a further cost pressure to the Council.

- 5.7. A review of income from service users' contributions to care is underway to ensure that all financial assessments are carried out and income recorded and collected appropriately. The Better Care Fund allocations for 2019/20 have been now being received and indications are that this will result in an increased amount of funding for the Council. However, at this stage it is not possible to quantify the benefit from either the income review or the BCF allocation, though it is expected to generate some benefit that will contribute towards managing the reported overspend.
- 5.8. The wholly owned Council company Independence & Well Being Ltd continues to experience budget pressure. An increase in demand for services for people with very complex needs continues this year together with the company's responsibility as the Council's provider of last resort has meant an increased need for more front line delivery staff, including qualified nursing staff where vacancies had previously been held to manage budget pressures. This is reflected in this Quarter One monitor as a £1.5 m overspend with further details provided in Appendix C. The pressure in 2019/20 will be funded from the Council's contingency fund. This is included in the overall £4.3m overspend position for Adult Social Care.
- 5.9. **Education and Children's & Families**
- 5.10. In 2019/20, £3.5m was added to fund demographic and inflationary pressures with £1.3m in savings and £1.1m of Government funding being identified to contribute towards the growth. The total overspend forecast for these services is a £0.7m overspend. Demand in Special Guardianship Allowances continues to grow and additional budget was allocated in 2019/20 budget to reflect this. Current forecasts indicate that at current demand there will be an underspend of £0.1m, however this area continues to be considered high risk and a small change in demand could reverse this forecast. The external child care placements are forecast to be £0.2m underspent (HB Unaccompanied Asylum Seeking Children (UASC) is forecasting a net £0.1m underspend where we are experiencing significant pressure in former UASC 18+ cases due to 27 unfunded cases where appeal rights have been exhausted, however this is mitigated by a positive forecast in the UASC budget where additional Home Office funding has relieved the pressure on the budget. The In house fostering allowances budget is forecasting a £0.2m overspend and is as result of a significant increase in the number of friends and family carers.
- 5.11. Unachievable savings of £0.6m generating additional income in the Schools Traded Services remains in the departmental budgets to be managed in 2019/20. These services now report across the Resources and People Departments and the split of the income will be

reflected in the Quarter 2 monitor.

- 5.12. **Use of capital receipts:** Included in the forecast is £0.3m relating to the Edge of Care transformation project. This project commissions a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision. It was agreed through the 2019/20 Budget Report that the cost of this project is funded through the Flexible Use of Capital Receipts.
- 5.13. Children's Social Care are on a trajectory of continuous improvement with strong stable leadership in place. Services for looked after children, care leavers, fostering and adoption are good.
- 5.14. There has been an in-year investment of £0.375m to enable the Council to deliver the Ofsted improvement plan as reported to Cabinet in June which will be met from the Council's Risk Reserve for 2019/20 and will be considered as part of the MTFP for the longer term. This will sustain and assure good practice, achieve consistency by maintaining caseloads at a reasonable level, increase quality assurance processes and continue to deliver practice improvement and coaching interventions to targeted key staff.
- 5.15. Furthermore, moving from agency staffing to permanent staffing in Child Protection and Family Support will stabilise reasonable workloads and encourage social workers to stay in Enfield thus reducing staff turnover.
- 5.16. As per Ofsted recommendations, the investment will deliver improvement in the following areas:
  - decision making and quality of plans for children in need
  - the response to children missing from home
  - the response to children in private fostering
  - providing health information for care leavers.
- 5.17. **Housing Related Support**
- 5.18. The Housing Related Support schemes (Supporting People) budget is forecast to overspend by £0.2m. Previous years highlighted a far greater problem where the pace of implementing a challenging decommissioning programme could not keep pace with the expected budget reductions. However, following the Pressures Challenge Board review of Housing Related Support undertaken in 2018/19, it was identified that the full year effect of the programme would reduce the pressure to £0.5m in 2019/20 and that further savings could reduce this by a further £0.25m. Therefore £0.25m was allocated in 2019/20 through the MTFP with the remaining £0.25m for the service to manage. It is now considered by the department that all recommissioning and decommissioning activity will be concluded by December 2019. £8m of savings will have been achieved in this area and reducing this area of activity and spend any further would create cost pressures elsewhere across Social Care and the wider Council.
- 5.19. Further details are provided in Appendix C.

5.20. **Place (Appendix D)**

- 5.21. The Place department is forecasting an overspend position of £0.9m (budget of £31.1m).
- 5.22. The Passenger Transport (Home to School/SEN Service) continues to forecast a pressure for 2019/20. £2.0m was added to the budget for 2019/20 following the Budget Pressures review undertaken in setting the 2019/20 budget. The £2.0m was considered at the time sufficient to manage the then 2018/19 forecast overspend. However, by the final outturn the overspend had increased to £2.2m and the number of children transported has continued to grow during the first quarter of this financial year. This growth along with the loss of an external contractor is resulting in a £0.6m forecast overspend.
- 5.23. There is a forecast overspend of £0.3m predominantly relating to the Dry Recycling Contract and the budgeted income from the onward selling of the recycling materials. This position has been deteriorating over the last few quarters and is due to the decreasing commodity prices i.e. income generated from recyclable materials where LBE receive a share of the income, there is also a slight increase in the levels of contamination in dry recycling material and the corresponding increase in the number of rejected loads.
- 5.24. Strategic Property Services are reporting a £0.2m overspend due to the external costs of property assets valuations that was previously undertaken by an external contractor. This was funded by capacity created by a vacant post in previous years which is no longer available.
- 5.25. Meanwhile Use income relating to Meridian Water was agreed as part of the savings and income proposals for 2019/20. A £0.1m under achievement is currently forecast because the cost of security is eroding the total income generated which itself is subject to lease agreements.
- 5.26. Though Housing General Fund services are not reporting a pressure at the end of June (Quarter1) monitor it should be noted that a challenging and continued level of demand continues to put pressure on the budget and this is predominantly being managed and mitigated by the progress of savings and income generating projects agreed in the 2019/20 budget. In addition, £3.0m is forecast to be applied from the total £7.1m received for the Flexible Homelessness Support Grant.
- 5.27. These are the most significant variances and several areas are forecasting a favourable variance. Further details are provided in Appendix D.
- 5.28. **Use of capital receipts:** There are two items relating to Place projects. The first is the new waste changes being implemented across the borough which were agreed at Cabinet in February 2019. It was agreed that both the revenue and capital mobilisation costs associated with implementing the changes would be funded from the Flexible Use of Capital receipts. The revenue element being £0.572m



and reflected in this report. The second and more minor overspend of £0.03m relates to the last two months (April and May 2019) of the EDGE transport contract. In previous years this has been funded by the flexible use of capital receipts and the is proposed to continue for 2019/20. There are sufficient capital receipts forecast to be received in 2019/20 to cover these additional commitments.

5.29. **Resources (Appendix E)**

5.30. The Resources department is forecasting an overspend of £0.8m (budget £39.4m) after the planned use of capital receipts is applied to fund transformational related expenditure.

5.31. The most significant variance of £0.5m in the department relates to the cost of former employees, specifically the capital cost of early retirement. This cost is met by the General Fund over 5 years and though significant in 2019/20, assuming no further additions this pressure will reduce to circa £0.3m in 2020/21.

5.32. The other most significant variances relate to Sustainability and Schools Catering services. The Sustainability team are reporting an underspend of £0.1m achieved by holding posts vacant. There is a new entrant in the school catering market, and the service have experienced a reduction in the schools purchasing the service; as a result a £0.2m overspend is forecast. There is a new entrant in the school catering market, and the service have experienced a reduction in the schools purchasing the service; as a result of this, a £0.2m overspend is forecast.

5.33. **Use of capital receipts:** It was agreed in the 2019/20 Budget Report that £1.5m will be used to fund the transformational element of the Procurement and Commissioning hub. In addition to this the Transformation team are restructuring and dependent on the timing of recruitment, a short term call on further capital receipts will be required in 2019/20, this is currently estimated to be circa £0.2m.

5.34. **Corporate Items (Including Contingency & Contingent Items) General Fund**

5.35. Corporate expenses include funding set aside in the budget for pay awards, inflation and other corporate pressures are also held in the contingent items budget to be allocated out during the year. At this stage in the year there is not expected to be any material variance in the overall budget. Corporate items also include levy payments and treasury management costs, which are made up of interest payments on council borrowing and receipts on investments and the Council maintains a general budget contingency of £3.0m. This will be used to offset the IWE overspend in 2019/20 on a one off basis with the pressure being addressed though the MTFP in the longer term.

5.36. **Proposed Flexible Use of Capital Receipts (Appendix I)**

5.37. With effect from 2016/17 the Government provided a general capitalisation directive to all councils, giving them the option to utilise capital receipts for revenue purposes. These receipts can be used to

finance projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. £2.579m is forecast to be applied in 2019/20 of which £1.8m has already been agreed in the Council Budget report for 2019/20 to fund the Procurement & Commissioning co-managed service and Edge of Care Contract. Since the Budget Report three further items listed in the table below have been proposed to be funded by the flexible use of capital receipts but will require Council approval. The table below illustrates where the funding is applied to:

5.38. **Table 2: Planned and Proposed Flexible Use of Capital Receipts**

<b>Service Area</b>	<b>£m</b>
Edge of Care (Children's)	0.320
Procurement & Commissioning co-managed service	1.457
Transformation Team	0.200
EDGE transport contract	0.030
Mobilisation costs associated with the implementation of waste service changes	0.572
<b>Total</b>	<b>2.579</b>

5.39. The Government has extended this flexibility until 2021/22. However, the Council is mindful of over reliance on and sustainability of this one-off funding. The EDGE contract, Edge of Care and co-managed procurement and commissioning arrangements are time limited costs. However, the Council's ongoing investment in transformation and ICT indicates that longer term solutions to fund these pressures will be needed in future years.

5.40. **Dedicated Schools Grant (DSG) Budgets (Appendix F)**

5.41. For 2019/20 Enfield received a total Dedicated Schools Grant allocation of £334.187m and the funding is allocated across four blocks; £259.009m for the Schools Block, £2.925m for the Central Schools Services Block, £25.410m for Early Years and £46.843m for the High Needs Block.

5.42. In 2018/19 there was a bought forward DSG deficit of £1.481m. During 2018/19, due to receipt of additional High Needs funding and underspends on the Schools and Early Years Blocks, there was a net underspend which resulted in a net DSG surplus of £0.38m bought forward to 2019/20. This was expected to be a short term position as the budget setting process had already highlighted pressures in several high needs budgets that were likely to result in overspends. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are placed in borough. There are plans in place to develop additional provision in the borough over the next 3 year period which will help to reduce costs.

- 5.43. The in-year forecast outturn position is a deficit of £2.12m. This is due to a projected overspend of £2.38m in the High Needs Block offset by an underspend of £0.26m in the Schools Block due to reduced rates liability for schools converting to academies. The main pressures in the High Needs Block relate to increased costs for out borough placements due to additional pupils, full year effect of pupils starting in 2018/19 and the Education budget picking up the full cost of complex care pupils who have turned 18 (costs previously split between education, health and social care). The 2018/19 included some contingency within the out borough placements budgets, but this was not possible in 2019/20, due to budget constraints, so any additional costs immediately result in overspends.
- 5.44. Therefore, the cumulative forecast deficit at year end is £1.74m and will be the first call on the 2020/21 grant allocation and therefore reduce the funding available for next year's allocation.

## **6. ACHIEVEMENT OF SAVINGS (Appendix G)**

- 6.1. A risk-based approach to the monitoring of savings is undertaken as part of the monthly budget monitoring, where a score is given in relation the value of saving or income and the likelihood of delivery, these are then multiplied together and the total score provides the following risk ratings:
- Blue - Banked i.e. fully achieved
  - Green - On track
  - Amber - At risk of delivery
  - Red - Undeliverable
- 6.2. The savings include those that are new for 2019/20 plus the full year effect of previous decisions and savings/income from 2018/19 or before that continue to have an adverse impact on the current year budget. These last items were considered in the budget setting process for 2019/20 and decided that they will remain with the service departments to managed during this financial year. Where these items continue to cause a pressure that can't be managed they will be addressed in the 2020/21 budget setting process along with new emerging pressures.
- 6.3. Of the £20.6m departmental savings, £13.9m is expected to be fully delivered at this stage. This consists of £6.5m which has been fully achieved and a further £7.4m which are on track for delivery. This includes £3.4m of corporate savings that are expected to be fully delivered.
- 6.4. However, £6.1m and £0.6m are amber or red risk status. These risk ratings are reflected in the forecast outturns for each department and form part of the reasons for variances as described in the narrative above. The red saving relates to income generation, specifically related to the Schools Traded Services where the risks of delivery include timing and speed of implementation and change in market

conditions e.g. school funding reductions placing pressure on schools' budgets and therefore reducing opportunities.

- 6.5. Further details for each department are summarised in the charts and tables in Appendix 6.

## **7. HOUSING REVENUE ACCOUNT (HRA)**

- 7.1. The HRA projection for Quarter 1 shows no variance to budget forecast for 2019/20.
- 7.2. There has been an improvement in the collection of our arrears which has reduced the contribution required to the provision of bad debt. This reduction has been reflected in this year's budget and will continue to be monitored monthly
- 7.3. Fire safety works continue to be prioritised this year.

## **8. ALTERNATIVE OPTIONS CONSIDERED**

- 8.1. Not applicable to this report.

## **9. REASONS FOR RECOMMENDATIONS**

- 9.1. To ensure that Members are aware of the projected budgetary position, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

## **10. COMMENTS OF OTHER DEPARTMENTS**

### **10.1. Financial Implications**

- 10.1.1. It is imperative to continue to keep under review the financial position of the Authority. The revenue monitoring is a key part of this review process. There is further work to be done to ensure a budget can be set within available resources.
- 10.1.2. Management of this financial year's position, and the long-term sustainability of the Council's finances (as expressed in the budget and MTFS) will require ongoing focus and effort by officers and councillors. The corporate failure of Northamptonshire County Council acts as a reminder for all local authorities of the need to continue to manage their finances tightly, and to make sometimes difficult decisions despite the prevailing circumstances (e.g. the sustained reductions in funding since 2010, the uncertainty created by Brexit, and growth pressures in many areas).

### **10.2. Legal Implications**

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

### **10.3. Property Implications**

- 10.3.1. Not applicable in this report.

## **11. KEY RISKS**

- 11.1. There are several general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan: -
- Achievement of challenging savings targets.
  - Brexit and the state of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
  - Impact of the fall in the pound on inflation and pay
  - Demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
  - Potential adjustments which may arise from the audit of various Grant Claims.
  - Movement in interest rates.
- 11.2. Risks associated with specific Services are mentioned elsewhere in this report.

## **12. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **Good homes in well-connected neighbourhoods**

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

### **Sustain strong and healthy communities**

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

### **Build our local economy to create a thriving place**

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

## **13. EQUALITIES IMPACT IMPLICATIONS**

- 13.1. The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole Borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.
- 13.2. The Council does not discriminate on grounds of age, colour,

disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

- 13.3. Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

**14. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 14.1. The report considers the financial impact of changes arising from reduced funding. The projections and future pressures on the budget are viewed with due consideration of financial management and the most efficient use of resources.

**15. HEALTH AND SAFETY IMPLICATIONS**

- 15.1. Not applicable in this report.

**15.2. HUMAN RESOURCES IMPLICATIONS**

- 15.3. Not applicable in this report.

**16. PUBLIC HEALTH IMPLICATIONS**

- 16.1. The Council's budget continues to contribute towards public health outcomes throughout the borough, through the £16.8m Public Health grant as well as through services provided within the Councils general fund budget.

**Background Papers**







None

## Financial Resilience Key Performance Indicators

A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a “dashboard” style summary. It is designed to capture the key messages across the Council’s main financial areas, namely:

1. Income and expenditure;
2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
3. Cash flow forecasting and management.

**Table 3: Summary performance overview**

Financial Indicator	Status @ Q1	Key Highlights
Income & Expenditure Position – General Fund Year end forecast variances		Year-end variances of £4.5m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures.
Progress to Achieving Savings MTFP (current Year)		Savings monitoring has identified a total of £0.6 considered a high risk rated/ undeliverable and a further £6.1m that are at risk of delivery. These are reflected in the reported overspend for Quarter 1 2019/20.
Income & Expenditure Position – HRA		The HRA is projecting a balanced position at year-end outturn against budget.
Income & Expenditure Position – DSG		The DSG is forecasting a £2.1m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £1.7m and will be the first call on the 2020/21 grant allocation.
Cash Investments; Borrowing & Cash Flow		The current profile of cash investments continues to be in accordance with the Council’s approved strategy for prioritising security of funds over rate of return.
Balance Sheet - General Fund balances year end projections		The outturn projection for General Fund balances will meet the Council’s Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2019/20.

## Appendix B

<b>Chief Executives</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Flexible Use of Capital Receipts</b>	<b>Forecast Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Other minor variances less than £50k	7,874	7,874	0	0
<b>Chief Executive's Department Total</b>	<b>7,874</b>	<b>7,874</b>	<b>0</b>	<b>0</b>



## Appendix C

People Department	Current Net Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
<p><b>Adult Social Care</b>  <i>Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.</i></p>				
<p><b>Strategy &amp; Resources</b>            These services, grants to voluntary originations, Safe Guarding and Service Development. The projected underspend is within Safeguarding Adults. The expenditure, on safeguarding adults' reviews, which is undertaken by external experts varies depending upon the number of reviews.</p>	6,181	(98)	0	(98)
<p><b>Mental Health</b>            The service is currently projecting a zero variance.</p>	5,979	0	0	0
<p><b>Learning Disabilities</b>            The service continues to project an overspend position because of managing demand led services. There are 25 transition cases in 2019/20. Savings will continue to be made in year however, demand for services continues to rise because of demographics.</p>	20,108	1,694	0	1,694
<p><b>Older People and Physical Disabilities (the Customer Pathway)</b>            The service is projecting care purchasing overspends due to demand led services, within residential and community based services. Substantial savings have been made in year however, demand for services continues to rise because of demographics.</p>	28,302	1,159	0	1,159
<p><b>IWE</b>            This includes the management fee to IWE plus client income at Bridgewood House. IWE continue to experience significant cost pressures which is forecast to lead to a £1.5m overspend, due to increasing demand and the company being the Council's provider of last resort. This has resulted in increased staffing needs at Bridgewood and elsewhere.            The breakdown of the overspend is:</p>	10,066	2,100	0	1,500

<ul style="list-style-type: none"> <li>Staffing costs of running Bridgewood - £1.0m</li> <li>Company Management staffing costs - £0.3m</li> <li>Other staffing costs i.e. pay award, enhanced pay - £0.4m</li> <li>There is also an over achievement of income of £0.2m</li> </ul> <p>The above overspend total of £1.5m will be monitored closely in the current financial year.</p>				
<b>Adult Social Care Sub total</b>	<b>70,636</b>	<b>4,855</b>	<b>0</b>	<b>4,255</b>
<b>Public Health</b> The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2019/20 is now £16.38m, this reflects a reduction in grant of £444k. There is a risk that demand led sexual health services could result in additional pressures.	(4,351)	0	0	0
<b>Public Health Sub total</b>	<b>(4,351)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing Related Support</b> All recommissioning/decommissioning activity will be concluded by December 2019. £8m of savings will have been achieved in this area. Reducing this area of activity and spend any further would create cost pressures elsewhere across Social Care and the wider Council	3,219	225	0	225
<b>Housing Related Support Sub total</b>	<b>3,219</b>	<b>225</b>	<b>0</b>	<b>225</b>
<b>Education</b>				
<b>Enhanced Pensions</b> Projected underspend on enhanced pension budgets based on current monthly trend	1,942	(56)	0	(56)
<b>Traded Services</b> Traded Services additional income targets for 2017/18 (£230k) and 2018/19 (£417k) will not be achieved due to contraction of school budgets. This was partly managed in the 2019/20 budget setting process but remained with services to manage in year. These services now sit within Resources and People Department and the split will be reflected in the Q2 Revenue Monitor report.	(647)	647	0	647
Other Minor Education Variances	2,881	0	0	0
<b>Education Sub Total</b>	<b>4,176</b>	<b>591</b>	<b>0</b>	<b>591</b>
<b>Children's &amp; Families</b>				
<b>Special Guardianship Allowances</b> The area received a growth of £660K in the 2018/19 budget and £710K this year. Since	2,337	(113)	0	(113)

April 2019 21 SGOs have been granted and projection includes 45 planned SGO cases (approximately a 30% increase on 2018/19).				
<b>In House Fostering Allowances</b> The area is overspent mainly due to a significant increase in the number of Friends and Family carers and rate increase for second child placement.	2,395	241	0	241
<b>Looked After Children Social Work Team</b> Overspend is due to vacancy factor, agency cover for vacant posts and maternity cover. In addition, £34k relates to a Placement Officer post that was funded from the Controlling Migration grant. The overspend is a result in accounting arrangements applied in the 2018/19 final accounts where planned grant balances at year end 2018/19 were carried forward as General Balances rather than as individual balances.	2,228	170	0	170
<b>Leaving Care - Social Work Team</b> The overspend is due to due to vacancy factor and a further £36k for the Personal Advisor post that was funded from the Controlling Migration grant. The overspend is a result in accounting arrangements applied in the 2018/19 final accounts where planned grant balances at year end 2018/19 were carried forward as General Balances rather than as individual balances.	1,207	65	0	65
<b>UASC</b> Underspend is due to the Home Office funding exceeding the cost.	279	(715)	0	(715)
<b>Former UASC 18+</b> Overspend due to the 27 unfunded clients (appeal rights exhausted).	719	600	0	600
<b>External Child Care Placements</b> The area received a growth of £970K in 2019/20 and, based on information currently available, the area is projected to be on budget.	6,090	(200)	0	(200)
<b>Edge of Care</b> As agreed in the 2019/20 Budget Report the Edge of Care costs will be funded from the flexible use of capital receipts. The forecast includes the contract costs plus £80k payment by results payment for the first cohort.	0	320	320	0
Other Children's & Families Minor Variance	23,840	84	0	84
<b>Children's &amp; Families Sub total</b>	<b>39,095</b>	<b>452</b>	<b>320</b>	<b>132</b>
<b>People Total</b>	<b>112,775</b>	<b>6,123</b>	<b>320</b>	<b>5.203</b>

## Appendix D

Place	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
<b>Highways Services</b> £50k favourable variance, due to Highways Scaffolding additional income.	1,906	(50)	0	(50)
<b>Traffic &amp; Transportation</b> £50k favourable variance, due to additional income from Traffic Orders (increased utility works).	211	(50)	0	(50)
<b>Regulatory Services</b> £70k favourable variance, the overachievement of income is due to the additional income generated from the commercialisation of the Pest Control Service, and FPN litter dropping income.	2,130	(70)	0	(70)
<b>Health and Safety Team</b> £50k favourable variance is forecast, due to staffing and Occupational Health under spend.	503	(50)	0	(50)
<b>Waste Client</b> The over spend is mainly due to the increased costs for Dry Recycling (2019/20 Q1 is £310k compared to 2018/19 Q4 £275k and Q3 £247K and Q2 £219k). 1) Commodity prices deteriorating 2) Rejections increase 3) Contraries increase and compensation payments	2,468	330	0	330
<b>Waste Operations</b> The forecast additional cost is the planned revenue mobilisation costs associated with the implementation of the waste changes. This was agreed at Cabinet on the 13 <sup>th</sup> February 2019, which also stated that the costs would be funded by the flexible use of capital receipts.	4,290	572	572	0
<b>Parks Operations</b> Due to efficiencies generated from the Cemeteries In House Contract.	2,245	(50)	0	(50)

<p><b>Passenger Transport Service (Home To School/SEN)</b></p> <p>The total number of placements in April 2018 was 694, the equivalent for June 2019 is 747, leading to an increase in costs of circa £410k.</p> <p>Total number of Personal Travel Budgets has gone up by 3 (net gain) in 2019/20. The cost of the service has increased in total by £68k.</p> <p>Loss of external contractor and cost of new arrangements has increased cost by approximately £120k.</p> <p>The current forecasts assume operational efficiencies such as reviews to identify if there are any improvements to the model of delivery and systems being used will be generated in the coming months to mitigate for the projected operational costs over spend</p>	5,909	567	0	567
<p><b>Strategic Property Services (SPS)</b></p> <p>The overspend is due to external costs of property assets valuation (capital accounting).</p>	441	150	0	150
<p><b>Economic Development</b></p> <p>Due to vacant posts (salary underspend), subject to restructure.</p>	488	(50)	0	(50)
<p><b>Meridian Water Meanwhile Use Income</b></p> <p>The over spend is due to security costs, eating into the income projections. Estimated income is £1,085k for 2019/20. But is subject to lease agreements.</p>	(1,190)	105	0	105
<p><b>Other Minor variances below £50k</b></p> <p>£30k required to fund Edge Contract costs for April and May 2019</p>	11,663	48	30	18
<b>Place Total</b>	<b>31,064</b>	<b>1,452</b>	<b>602</b>	<b>850</b>

## Appendix E

Resources	Current Budget	Forecast Outturn	Flexible Use of Capital Receipts	Forecast Variance
	£000	£000	£000	£000
<p><b>Cost of former Employees</b> All cost of former employees have now been centralised from across the Resources Department, where as these would previously have caused smaller pressures within each of the services budget. The pressure is due to the capital cost of early retirement, whilst in year redundancy costs will be funded from the Corporate Redundancy reserve.</p>	706	467	0	467
<p><b>Sustainability</b> The favourable variance is because of posts being held vacant within the service.</p>	416	(101)	0	(101)
<p><b>Procurement &amp; Commissioning</b> The forecast outturn reflects the agreement to fund the cost of the EY Contract from flexible use of capital receipts as reported in the 2019/20 Budget Report.</p>	1,299	1,457	1,457	0
<p><b>Catering Service</b> The forecast overspend is because of schools no longer buying into the service.</p>	(235)	200	0	200
<p><b>ICT &amp; Transformation</b> Although the services are not forecasting a variance, a restructure of the transformation team is proposed will be part funded by the flexible use of capital receipts reflecting the transformational activities undertaken by the team. The level of which will depend on the recruitment to posts and as such an estimate of £0.2m is included in this Q1 report</p>	12,567	200	200	0
Other minor variances	24,647	282	0	282
<b>Resources Total</b>	<b>39,400</b>	<b>2,505</b>	<b>1,657</b>	<b>848</b>

Appendix F

Dedicated Schools Grant 2019/20	Budget Variation £000
<p><b>High Needs Block</b> Forecast overspend is due to:</p> <ul style="list-style-type: none"> <li>• Increased cost of out borough placements because of additional pupil numbers</li> <li>• Full year effect of pupils starting in 2018/19</li> <li>• Education service picking up the full cost of complex care pupils who have turned 18 (costs previously split with Health and Children's Social Care).</li> </ul>	<b>2,380</b>
<p><b>Schools Block</b> Underspend is due to reduced rates liability for schools converting to academies.</p>	<b>(260)</b>
<b>DSG NET TOTAL VARIANCE</b>	<b>2,120</b>

**Table 4: Savings by Department**

Savings	CEx	People	Place	Resources	Corporate	Grand Total
FYE	(327)	(945)	(1,172)	(177)	(500)	(3,120)
New 2019/20	(556)	(3,178)	(2,906)	(270)	(2,944)	(9,854)
Previous years		(250)		(1,530)		(1,780)
Savings Total	(883)	(4,373)	(4,078)	(1,977)	(3,444)	(14,754)

**Table 5: Income by Department**

Income	CEx	People	Place	Resources	Corporate	Grand Total
FYE			(250)			(250)
New 2019/20	(247)	(225)	(2,182)	(573)		(3,227)
Previous years		(897)	(450)	(1,050)		(2,397)
Income Total	(247)	(1,122)	(2,882)	(1,623)		(5,874)

**Table 6: Total Savings & Income by Department**

Total	CEx	People	Place	Resources	Corporate	Grand Total
FYE	(327)	(945)	(1,422)	(177)	(500)	(3,370)
New 2019/20	(803)	(3,403)	(5,088)	(843)	(2,944)	(13,081)
Previous years	0	(1,147)	(450)	(2,580)	0	(4,177)
Total	(1,130)	(5,495)	(6,960)	(3,600)	(3,444)	(20,628)

**Table 7: Risk Status of Total Savings & Income by Department**

Total	CEx	People	Place	Resources	Corporate	Grand Total
Blue	0	(1,840)	(1,327)	(385)	(3,444)	(6,496)
Green	(1,130)	(2,094)	(2,971)	(754)	0	(7,448)
Amber	0	(968)	(2,662)	(2,461)	0	(6,091)
Red	0	(593)	0	0	0	(593)
Total	(1,130)	(5,495)	(6,960)	(3,600)	(3,444)	(20,628)



## Savings and Income Monitor 2019/20

## Appendix H

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
CEx	CEx	FYE	Savings	Organisational Review Savings	3.5	0	(327)
CEx	CEx	New 2019/20	Income	Review of Recharges to HRA - CEX Service Centres	1.5	0	(47)
CEx	CEx	New 2019/20	Income	Legal Team - increased recharges to HRA and capital projects	2.5	0	(200)
CEx	CEx	New 2019/20	Savings	Communications - reduced production of 'Enjoy Enfield'	1.5	0	(100)
CEx	CEx	New 2019/20	Savings	Communications: Meridian Water media and marketing support	1.5	0	(84)
CEx	CEx	New 2019/20	Savings	Communications - 'Our Enfield' becoming digital	1.5	0	(80)
CEx	CEx	New 2019/20	Savings	Internal Audit - move to shared management function with a neighbouring borough	1.5	0	(50)
CEx	CEx	New 2019/20	Savings	Internal Audit - replace bought in provision with in-house	1.5	0	(42)
CEx	CEx	New 2019/20	Savings	Voluntary & Community Sector Commissioning	2.5	0	(200)
<b>CEx Total</b>						<b>0</b>	<b>(1,129)</b>

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Corporate	Corporate	FYE	Savings	Reduction in TA contingency	0.0		(500)

Corporate	Corporate	New 2019/20	Savings	Reduce Interest Budgets	0.0	0	(1,744)
Corporate	Corporate	New 2019/20	Savings	Corporate Budgets - reduce interest charges budget	0.0	0	(1,200)
<b>Corporate Total</b>						<b>0</b>	<b>(3,444)</b>

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
People	C & F	FYE	Savings	Organisational Review Savings	0.0	0	17
People	Education	FYE	Savings	Organisational Review Savings	0.0	0	(181)
People	EI&P	FYE	Savings	Organisational Review Savings	0.0	0	(84)
People	EI&P	FYE	Savings	Service Development Review	0.0	0	(37)
People	C & F	FYE	Savings	Joint Service for Disabled Children- staffing restructure	1.5	0	(65)
People	C & F	FYE	Savings	Independent Reviewing efficiencies	1.5	0	0
People	ASC	FYE	Savings	Organisational Review Savings	2.5	0	(250)
People	Education	FYE	Savings	EPS / CAMHS Service	2.5	0	(220)
People	EI&P	FYE	Savings	Organisational Review Savings	5.0	0	(125)
People	ASC	New 2019/20	Grant Funding	Social Care funding (Indicative allocations for Improved BCF)	0.0	0	(1,839)
People	ASC	New 2019/20	Grant Funding	Social Care funding (Indicative allocations for ASC Social Care support grant)	0.0	0	(1,100)

People	C & F	New 2019/20	Grant Funding	Social Care funding	0.0	0	(1,100)
People	ASC	New 2019/20	Grant Funding	Social Care funding (Indicative allocations for Winter Pressures)	5.0	0	(1,300)
People	C & F	New 2019/20	Income	Looked After Children - replace core funding with grant funding streams	1.5	0	(75)
People	ASC	New 2019/20	Income	Increased Income from Fees and Charges	2.5	0	(150)
People	ASC	New 2019/20	Savings	Reduction in funding to Voluntary and Community Sector	0.0	0	(100)
People	ASC	New 2019/20	Savings	Assistive Technology	0.0	0	(50)
People	EI&P	New 2019/20	Savings	Children's Services - reduction in Operational Support staffing	0.0	0	(50)
People	EI&P	New 2019/20	Savings	Youth Offending Unit - reduce the use of sessional workers and running costs	0.0	0	(20)
People	PH	New 2019/20	Savings	Public Health Underspends	0.0	0	(865)
People	PH	New 2019/20	Savings	Healthy Schools	0.0	0	(70)
People	ASC	New 2019/20	Savings	Direct Payments - moving service users to e-cards	1.5	0	(50)
People	ASC	New 2019/20	Savings	Healthcare reviews	1.5	0	(50)
People	ASC	New 2019/20	Savings	Reduction in placements from hospital	1.5	0	(37)
People	C & F	New 2019/20	Savings	Staffing Underspend	1.5	0	(16)
People	PH	New 2019/20	Savings	Substance Misuse (Contract Management)	1.5	0	(100)
People	PH	New 2019/20	Savings	NHS Health Checks	1.5	0	(30)
People	ASC	New 2019/20	Savings	Physical Disability Clients - provision of adapted accommodation	2.5	0	(105)

People	PH	New 2019/20	Savings	Stop Smoking Service	2.5	0	(130)
People	ASC	New 2019/20	Savings	Reardon Court - Extra Care	3.0	0	0
People	PH	New 2019/20	Savings	PH funding for Domestic Violence IRIS project	3.0	0	(12)
People	ASC	New 2019/20	Savings	Contract management - management of annual contract uplift to service providers	3.5	0	(450)
People	PH	New 2019/20	Savings	Sexual Health (Recommissioning)	3.5	0	(300)
People	PH	New 2019/20	Savings	PH funding for Domestic Violence Prevention Post	4.5	0	(43)
People	PH	New 2019/20	Savings	0-19 Service (Recommissioning)	7.0	0	(60)
People	PH	New 2019/20	Savings	Public Health Restructure	7.5	0	(240)
People	EI&P	New 2019/20	Savings	CCTV - use of capital funding to purchase equipment	0.0	0	(400)
People	Education/Commercial Services	Previous years	Income	Traded Services	3.0	(54)	0
People	ASC	Previous years	Income	Additional income (Attendance Allowance)	7.5	(250)	0
People	Education/Commercial Services	Previous years	Income	Traded Services	10.5	(593)	0
People	ASC	Previous years	Savings	Housing Related Support - Supporting People	5.0	(250)	0
<b>People Total</b>						<b>(1,147)</b>	<b>(9,687)</b>

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Place	All	FYE	Income	Increase income across R&E	0.0	0	(250)
Place	All	FYE	Savings	Management actions to contain pressure	0.0	0	(446)
Place	Housing	FYE	Savings	Organisational Review Savings	0.0	0	(131)
Place	Env & Ops	FYE	Savings	Changes to Parking Measures	3.5	0	(300)
Place	Env & Ops	FYE	Savings	Organisational Review Savings	3.5	0	(295)
Place	Env & Ops	New 2019/20	Income	Review of Parking Strategy across borough and council owned car parks	0.0	0	(50)
Place	Env & Ops	New 2019/20	Income	Growth of the Commercial Waste Services	1.5	0	(50)
Place	Env & Ops	New 2019/20	Income	General Cemeteries operations income - sales of mausolea and vaulted graves	1.5	0	(50)
Place	Env & Ops	New 2019/20	Income	Highways recharges to capital and other external and internal funded projects	1.5	0	(50)
Place	Env & Ops	New 2019/20	Income	Growth in customer base of the Pest Control Service	1.5	0	(25)
Place	Env & Ops	New 2019/20	Income	Additional Traffic & Transportation income from recharges to capital	1.5	0	(25)
Place	Planning	New 2019/20	Income	Building Control Income	3.0	0	0
Place	Property	New 2019/20	Income	Parks Assets Income through marketing of assets	3.0	0	(60)
Place	Env & Ops	New 2019/20	Income	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	3.5	0	(338)

Place	Env & Ops	New 2019/20	Income	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	3.5	0	(304)
Place	Property	New 2019/20	Income	Additional Filming income	4.5	0	(40)
Place	Property	New 2019/20	Income	Market Rentals for Council Properties	4.5	0	0
Place	Mer Water	New 2019/20	Income	Meridian Water Meanwhile Use income –	5.0	0	(1,190)
Place	Env & Ops	New 2019/20	Savings	Parks - Remodelling the Service	1.5	0	(100)
Place	Env & Ops	New 2019/20	Savings	Traffic and Transportation - restructure of service	1.5	0	(45)
Place	Env & Ops	New 2019/20	Savings	Stop School Crossing Patrols	1.5	0	(34)
Place	Env & Ops	New 2019/20	Savings	Remodelling Regulatory Services	2.5	0	(250)
Place	Housing	New 2019/20	Savings	Temporary Accommodation - Future Years	3.0	0	0
Place	Planning	New 2019/20	Savings	Planning Policy - reduction in the Local Plan consultancy budget	4.5	0	(50)
Place	Env & Ops	New 2019/20	Savings	LED Street Lighting	5.0	0	(250)
Place	Housing	New 2019/20	Savings	Temporary Accommodation Reduction Strategy	5.0	0	(1,132)
Place	Housing	New 2019/20	Savings	Review of Recharges to HRA - Place Service Centres	1.5	0	(46)
Place	Planning	New 2019/20	Savings	Capitalisation of Urban Design team's time on MW Project	1.5	0	(24)
Place	Housing	New 2019/20	Savings	Use of HRA Decants	3.5	0	(975)
Place	Property	Previous years	Income	Property - Commercial property	0.0	(450)	0
<b>Place Total</b>						<b>(450)</b>	<b>(6,510)</b>

Department	Directorate	FYE/New 2019/20	Savings or Income	Title and Short Description	Risk Score	Budget Saving c/f 2018-19 £'000	Budget Impact 2019-20 £'000
Resources	Commercial	FYE	Savings	Organisational Review Savings	0.0	0	(65)
Resources	Finance	FYE	Savings	Efficiencies following implementation of time-saving financial software.	0.0	0	(50)
Resources	Finance	FYE	Savings	Organisation Review	1.5	0	(90)
Resources	Customer Experience & Change	FYE	Savings	Organisational Review Savings	3.0	0	59
Resources	Finance	FYE	Savings	Organisation Review	4.5	0	(31)
Resources	Commercial	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	1.5	0	(19)
Resources	Finance	New 2019/20	Income	Increase Finance Recharges to Pension Fund	1.5	0	(10)
Resources	Customer Experience & Change	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	2.5	0	(187)
Resources	Customer Experience & Change	New 2019/20	Income	Customer Services/Access Centres - increased support and recharge to HRA	2.5	0	(162)
Resources	Finance	New 2019/20	Income	Review of Recharges to HRA - Resources Service Centres	2.5	0	(120)
Resources	Customer Experience & Change	New 2019/20	Income	Library Service - increased income target	3.0	0	(75)
Resources	Commercial	New 2019/20	Savings	Energy Saving Initiatives	0.0	0	(150)
Resources	Commercial	New 2019/20	Savings	Operational Support Team - saving from restructure of team	0.0	0	(120)
Resources	Finance	New 2019/20	Savings	Payments Programme - new system allowing efficiencies in Exchequer	1.5	0	0
Resources	Commercial	Previous years	Income	Procurement - Contracts review	2.5	(150)	0

Resources	Commercial	Previous years	Income	Leisure services	7.0	(600)	0
Resources	Customer Experience & Change	Previous years	Income	Commercialisation of IT (Assets & Infrastructure)	7.0	(300)	0
Resources	Customer Experience & Change	Previous years	Savings	IT Contracts	5.0	(1,000)	0
Resources	Commercial	Previous years	Savings	Procurement - Procurement Forward Plan	7.0	(530)	0
<b>Resources Total</b>						<b>(2,580)</b>	<b>(1,020)</b>

<b>Grand Total</b>						<b>(4,177)</b>	<b>(21,790)</b>
--------------------	--	--	--	--	--	----------------	-----------------



2019/20 Estimated Cost of Start-Up Initiatives to be funded:	2019/20 £	Planned Savings and Demand Reductions
<b>People</b> <ul style="list-style-type: none"> <li>• Edge of Care (Children's)</li> </ul>	320k	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
<b>Resources</b> <ul style="list-style-type: none"> <li>• Procurement and Commissioning co-managed service contract</li> </ul>	1,457k	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-manage partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
<ul style="list-style-type: none"> <li>• Transformation Team</li> </ul>	200k	<p>The Transformation Service manages a diverse Portfolio of Programmes, designing, planning and managing activity on behalf of Directors across the council, hiring and managing specialist IT and other resources, as required for each individual project. The projects listed below are those relating to revenue projects:</p> <ul style="list-style-type: none"> <li>• Build the Change Programme <ul style="list-style-type: none"> <li>○ Intranet Project</li> <li>○ Collaboration (Sharepoint)</li> <li>○ New Device roll out</li> <li>○ Asset Management System replacement</li> <li>○ Flexible Working Project</li> <li>○ Operational Buildings Review</li> <li>○ Property Strategy and Development Project</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Customer Experience Programme <ul style="list-style-type: none"> <li>○ Customer Journey Project 3A – Recruitment and onboarding</li> <li>○ Customer Journey Project 3B – Planning Applications</li> <li>○ Learning &amp; Development, Workforce and Culture Change</li> <li>○ Libraries Hub Access Centre</li> <li>○ Customer Insight and Performance Monitoring</li> <li>○ Customer Experience ICT Experience <ul style="list-style-type: none"> <li>▪ ININ re-procurement</li> <li>▪ Enterprise telephony</li> <li>▪ Website and Enfield Connected software upgrades (Evolve)</li> <li>▪ Bartec Integration for the waste service and its customers</li> </ul> </li> </ul> </li> </ul>
<p><b>Place</b></p> <ul style="list-style-type: none"> <li>• EDGE Transport Contract</li> </ul>	30k	<p>The EDGE Transport Contract is an invest to save initiative relating to the Councils People Transport Service, carried out by EDGE Public Solutions with and on behalf of the Council. This is the third and final year of the project and has been successful in terms of both savings and improvement of customer experience.</p>
<ul style="list-style-type: none"> <li>• Mobilisation costs associated with the implementation of waste service changes</li> </ul>	572k	<p>The changes being implemented will revise the waste and recycling collection system for kerbside properties with a wheeled bin. The changes are:</p> <ul style="list-style-type: none"> <li>• To collect refuse every fortnight rather than weekly (collections from the property will</li> <li>• be made on the alternative week to collections for dry recycling)</li> <li>• To collect dry recycling every fortnight rather than weekly (collections from the</li> <li>• property will be made on the alternative week to collections for refuse)</li> <li>• To provide a new service of a weekly separate food waste collection</li> <li>• To introduce a £65 per year charge to collect garden waste from</li> </ul>

		<p>households that opt</p> <ul style="list-style-type: none"> <li>• into the scheme (additional bins per property will be charged at £65 per year)</li> <li>• recruitment of 2 additional Recycling Officers</li> <li>• recruitment of 2 additional Enforcement Officers</li> <li>• To invest £500k in Street Cleaning Services.</li> </ul> <p>The total net savings over the 5-year business plan will be £7.5m from Waste Services, where the financial savings from the agreed option was significantly higher when compared to any other proposal or the current collection system, it conforms with the Mayor's Environment Strategy by providing separate food waste collections and has a projected step change in recycling to 49%.</p>
<b>Total</b>	<b>2,579k</b>	