

London Borough of Enfield

Meeting Date : Cabinet 16th September 2020

Subject: Capital Programme Monitor First Quarter (June) 2020

Cabinet Member: Councillor Maguire

Key Decision: 5199

Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of June 2020) of the Council's 10 Year Capital Programme 2020/21 to 2029/30, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows that the 2020/21 forecast year end expenditure for the approved programme is projected to be £336m: £188m General Fund, £119m HRA and £29m Enfield Companies.
3. The report sets out the estimated capital spending plans for 2020/21 to 2029/30 including the proposed arrangements for funding and confirms that the revenue capital financing costs for the programme are provided for in the budget.
4. In February 2020, Council approved the 2020/21 Capital Budget and noted the 2020/21-2029/30 10 Year Programme (KD5026). This included approval for the HRA 10 Year Capital Programme of £1,173m.
5. The 2020/21 Capital budgets includes new programmes, which were approved as part of the budget setting process. These new programmes were described as 'Requested Additions'.
6. Each 'Requested Addition' is subject to a separate individual report, which grants the approval to spend the budget envelope approved by Council. Table 3 paragraph 39, details those projects which have obtained the relevant approval to spend and are included in the approved Capital Programme.
7. Appendix B lists the projects where individual approvals are still required.

Proposal(s)

8. It is recommended that Cabinet notes the inclusion of the following capital programmes and updated grant funding, in the Council's 10 Year Capital Programme, which have been granted approval to spend:
 - Education (KD5082) (School Condition Allocations Grant)
 - Alley Gating (KD5103)
 - Corporate Condition Programme (KD5004)
 - Corporate Property Investment Programme (KD5006)

- Flood Alleviation (KD5103)
 - Highways & Street Scene (KD5103)
 - Housing Adaptations & Assistance (Disabled Facilities Grant)
 - Montagu Industrial Estate (KD4876)
 - Traffic and Transportation (Transport for London & Department for Transport Grants)
 - Vehicle Replacement Programme (KD5057)
 - Housing Gateway Ltd (KD5099)
 - Housing Revenue Account (KD4969)
9. The above capital schemes are itemised in Table 3 'Approved Requested Additions', paragraph 39.
 10. Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,746m.
 11. Appendix B details requested additions, that are subject to further approval.
 12. Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,286m.

Relevance to the Council's Plan

13. The overarching aim of the Council's Capital Programme is to provide a framework within which the Council's investment plans can be delivered. These plans are informed by the Council's strategic objectives as detailed in the Enfield Corporate Plan 2018 to 2022. The objectives are to:
 - Deliver good homes in well-connected neighbourhoods
 - Sustain strong and healthy communities
 - Build our local economy to create a thriving place
14. The Corporate plan also identifies 3 guiding principles, which underpin these objectives; they will govern how the Council communicates with residents, works with residents and works as efficiently as possible, including increasing resident access to digital services and transactions.

Background

15. The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. The Council continually strives to maximise external grants and contributions and attract new income streams to fund projects wherever possible and minimise the need to borrow.
16. This is the first report on the Capital Strategy (2020/21) and 10 Year Capital Programme (2020/21 to 2029/30). The report is at the end of the first quarter.

Impact of COVID19

17. The main impact of COVID19 on the Capital Programme is reduced spend in the first 3 months of the financial year. However, this is a period where, traditionally spend is low as a number of programmes are in the mobilisation phase and certain programmes have not started, for example a number of school's programmes traditionally start during the summer holidays.
18. Prior to the quarter one monitor, it was estimated that at least 25% of the current year budget would be reprofiled into 2021/22. The actual reprofiling represents 32% across the total programme, General Fund 37% & HRA 22%. This compares to 28% reprofiling for 2019/2020 quarter one, all of which related to the General Fund.
19. In general departments are optimistic and anticipate that as lockdown is relaxed spend will pick up. Project specific impacts are captured in more detail in the body of the report including reprofiling due to COVID19.
20. A separate review of the Capital Programme is underway to ascertain if there are any programmes which can be delayed to future financial years. The main driver is to reduce the revenue budget requirement in the current financial year. The current forecast of the cost of COVID19 is £64m; reducing or reprofiling capital spend will contribute to the in-year COVID19 financial pressures by reducing the call on revenue budgets to fund loan and interest payments.

Main Considerations for the Council

21. The total Capital Programme, detailing all programmes with the relevant approval to spend is detailed in Appendix A. It shows the revised 10 Year position inclusive of carry-forwards from 2019/20.
22. The capital budget for the current financial year is summarised in Table 1 below and provides the latest position reflecting updated programme expenditure profiles as advised by programme managers.

TABLE 1

Capital Programme with Spending Approval	2020/21 Revised Budget	Reprofilin g	Approved Requested Additions	Reduct- ions	2020/21 Forecast	Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	£'000	%
Resources	6,437	(172)	0	0	6,266	119	2%
People	34,025	(287)	4,587	0	38,324	438	1%
Place	43,254	(16,256)	27,287	(1,276)	53,028	4,124	8%
Place-Meridian Water	137,637	(47,016)	0	0	90,621	12,199	13%
Chief Executive	57	0	0	0	57	0	0%
General Fund	221,410	(63,731)	31,873	(1,276)	188,277	16,880	9%
Energetik	19,726	(12,784)	0	0	6,942	1,500	22%
Housing Gateway Ltd	46,716	(30,216)	5,000	0	21,500	0	0%
Total General Fund	287,852	(106,711)	36,873	(1,276)	216,739	18,380	8%
Place-HRA	154,616	(35,333)	0	0	119,283	5,141	4%
Total Capital Programme	442,468	(142,063)	36,873	(1,276)	336,002	23,521	7%

2020/21 Revised Budget

23. The total 2020/21 Revised Budget above, is the original 2020/21 budget (excluding any requested additions) of £413.092m, as reported in the 2020/21 Strategy Report (KD5026) and the carry forward of £29,376m, as reported in 2019/20 Outturn Report (KD5149).
24. Carry-forwards represent a change in the timing of the delivery of the of programmes.

Reprofiling

25. Reprofiling of budgets are changes regarding the forecast timing of expenditure from the approved programme, between financial years, with no reported increase or decrease in budget requirement.
26. At quarter one, £142m is to be reprofiled from 2020/21 to future years, this represents 32% of the revised budget, £107m (37%) General Fund, £35m (22%) HRA.
27. Table 2 below analyses the budget reprofiling, with explanations below the table for the significant items.

TABLE 2

Budget Reprofiling to Approved Programmes	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Funding Source
IT Investment	(91)	91	0	0	0	<i>Borrowing</i>
Libraries - Access Centres	(81)	81	0	0	0	<i>Borrowing</i>
RESOURCES	(172)	172	0	0	0	
Mental Health and Wellbeing	(2,500)	2,500	0	0	0	<i>Grant (BCF)</i>
Schools' Capital Programme	2,213	(2,213)	0	0	0	<i>Grant (ESFA)</i>
PEOPLE	(287)	287	0	0	0	
Allegating	(20)	20	0	0	0	<i>Borrowing</i>
Electric Quarter	(4,923)	4,923	0	0	0	<i>Borrowing</i>
Meridian Water	(47,016)	47,016	0	0	0	<i>Borrowing</i>
Montagu Industrial Estate	(8,647)	8,647	0	0	0	<i>Borrowing</i>
Town Centre Regeneration	(2,166)	2,166	0	0	0	<i>Borrowing</i>
Vehicle Replacement Programme	(500)	500	0	0	0	<i>Borrowing</i>
PLACE	(63,272)	63,272	0	0	0	
Energetik	(12,784)	(552)	11,864	1,472	0	<i>Borrowing</i>
Housing Gateway Ltd	(30,216)	30,216	0	0	0	<i>Borrowing</i>
COMPANIES	(43,000)	29,664	11,864	1,472	0	
Place - HRA	(35,333)	18,998	6,859	101	9,375	<i>Various</i>
HRA	(35,333)	18,998	6,859	101	9,375	
TOTAL Budget Reprofiling	(142,063)	112,392	18,723	1,573	9,375	

28. Mental Health and Wellbeing (£2.500m): A report will be presented to Cabinet in October 2020 and be considered in the context of the Build for Change project. The project is estimated to start in 2021/22 as new working locations are required for staff, some who are customer facing, whilst the new building is being

constructed. A Mental Health Wellbeing Hub in Enfield will serve the community and deliver services in innovative ways.

29. Schools' Capital Programme (+£2.213m): The budget has been brought forward from future years to reflect the requirements set out in Updated School Condition and Fire Safety Programme 2020/21 to 2021/22 Report (KD5082). The report outlines a proposed programme for the year which has been formulated to address the most urgent conditioning works. Projects have been prioritised for inclusion in the Programme based mainly on technical information from condition surveys.
30. Electric Quarter (£4.923m): The budget is being reprofiled following an examination of all outstanding compulsory purchase order (CPO) claims. However, the specification for the library fit-out and surplus space are yet to be finalised and formally costed, therefore there may be further reprofiling next quarter.
31. Meridian Water (£47.016m): This relates mainly to the reprofiling of £45.7m Housing Infrastructure Fund (HIF) in accordance with the spending profile, which was not available when the budget was originally profiled. £2m relates to waste mound clearance work, which is not expected to be procured until next year. £0.700m is also being accelerated from, the future years master planning budget, as the work is expected to be completed in the current year.
32. Montagu Industrial Estate (£8.647m): Evidence to date suggests that potential claimants will wait for the Council's resolution to grant a Compulsory Purchase Order (CPO) and then confirmation of the CPO Order, before engaging in meaningful dialogue on either acquisition by agreement or settlement through the CPO code. Although offers have been made, a significant number have declined or not yet accepted; negotiations are ongoing. There is a possibility of further slippage as the CPOs may not be confirmed until the end March 2021.
33. Town Centre Regeneration (£2.166m): The total budget is being reviewed and presently attributed to two main schemes: The Liveable Neighbourhoods programme in Enfield Town and the Good Growth Fund in Angel Edmonton. These are at the very early stages, hence the reprofiling.
34. Vehicle Replacement Programme (£0.500m): Reprofiled to 2021/22 due to vehicles not being available. The replacement program for small vans, where diesel vans will be replaced by electric variants. However, the new electric models (which were anticipated being release this year) will not be available for purchase until June 2021.
35. Energetik (£12.784m): The loan drawdowns have been reprofiled to ensure the construction of required infrastructure aligns with the completion of Meridian One, Meridian Two and the Housing infrastructure works.
36. Housing Gateway Ltd (£30.216m): HGL had anticipated purchasing 100 properties in 2020/21 pre-COVID19. Lockdown has delayed potential purchases until September 2020 at the earliest, therefore the company has adjusted its loan drawdown forecasts to reflect the adjustment of its acquisition strategy. The current forecast assumes the purchase of 50 properties in 2020/21.

Approved Requested Additions

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

TABLE 3

Approved Requested Additions	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 - 2029/30 £'000	Total £'000	Funding Sources (Approval Report)
Education	4,587						4,587	Grant(TBC)
PEOPLE	4,587	0	0	0	0	0	4,587	
Alley Gating	80	0	0	0	0	0	80	Borrowing (KD5103)
Corporate Condition Programme	2,500	0	0	0	0	0	2,500	Borrowing (KD5004)
Corporate Property Investment Programme	5,910	11,584	0	0	0	0	17,494	Borrowing (KD5006)
Flood Alleviation	130	0	0	0	0	0	130	Borrowing (KD5103) & Grants (EA)
Highways & Street Scene	7,205	0	0	0	0	0	7,205	Borrowing (KD5103)
Housing Adaptations & Assistance (DFG)	2,200	0	0	0	0	0	2,200	Grants - (Better Care Fund: DFG)
Montagu Industrial Estate	3,536	1,925	20,291	7,427	180	0	33,360	Borrowing (KD4876)
Traffic and Transportation	2,826	0	0	0	0	0	2,826	Grants (TfL and DfT)
Vehicle Replacement Programme	2,900	0	0	0	0	0	2,900	Borrowing (KD5057)
PLACE	27,287	13,509	20,291	7,427	180	0	68,694	
Housing Gateway Ltd	5,000	0	0	0	0	0	5,000	Borrowing (KD5099)
COMPANIES	5,000	0	0	0	0	0	5,000	
Place - HRA	0	0	0	0	0	436,651	436,651	Various (KD4969)
TOTAL	36,873	13,509	20,291	7,427	180	436,651	514,932	

Reductions

40. £1,276m removed from the overall Capital Programme since the 2020/21 Strategy Report (KD5026).
41. Table 4 below details those budgets which have been removed from the existing approved capital programme.

TABLE 4

Reductions to the Approved Capital Programme	2020/21 £'000	Total Reduction £'000
Vehicle Replacement Programme	(1,276)	(1,276)
PLACE	(1,276)	(1,276)

42. Historically the Vehicle Replacement Programme (VRP) was funded through revenue contributions to a reserve fund. KD5057 approved a change of treatment to fund VRP through borrowing. The original revenue funded budget is therefore being removed from the Capital Programme and being replaced by the addition of a £2.9m capital budget.
43. Table 5 shows the adjustment to the Capital Programme following changes to Requested Additions.

TABLE 5

Reductions to the Budget Envelope (Requested Additions)	2020/21 £'000	2021/22 £'000	Total Reduction £'000
Town Centre Regeneration	(1,000)	(1,000)	(2,000)
Montagu Industrial Estate	(3,032)	0	(3,032)
PLACE	(4,032)	(1,000)	(5,032)

44. The approved 10 Year Capital Programme included a requested addition of £2m to match fund the Liveable Neighbourhoods projects in Enfield Town and Angel Edmonton. A subsequent review of the existing approved Town Centre Regeneration budget showed that the match funding requirement can be funded from existing approved budgets. The requested addition is therefore not required and has been removed.
45. The requested addition for Montagu in the Strategy Report was £36.392m, but the individual approval for the programme (KD4876) authorised £33.360m. The difference of £3.032m has been removed from the overall Capital Programme.

2020/21 Forecast and Expected Outcomes

46. The 2020/21 revised Capital Programme budget (i.e. forecast) is £336m, as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe expected outcomes for the significant programmes.

Resources

47. IT Investment (£6.016m): This budget is currently allocated across a total of 23 projects delivered by Transformation, ICT and Knowledge & Insights teams.
48. £2.1m is assigned to the Customer Platform Replacement (CRM) project which will provide IT software & hardware to create and manage cases for Enfield residents. The Infrastructure Programme forecasts to spend £0.975m for implementing the Mobile Phone contract and completing the installation of networks and moving away from the data centre.
49. Other IT Investment projects include £0.303m - Build the Change (New Device Rollout); £0.180m - Payments Programme phase 2 (PayPoint/ replacing cashiers & kiosks, e-billing, direct debit & VAT compliance); £0.120m - Libraries Management System; £0.1363m – Liquid Logic and Synergy (Children’s & Schools’ Transformation); £0.055m - Build the Change (SharePoint); £0.044m - Bulk Mail and Transactional Printing; £0.033m - Corporate Intelligence; and £0.032m – Commercial Service Microsite.
50. The balance of approximately £2m is currently unallocated. A review of organisational ICT priorities is underway, following which this will be allocated.
51. Libraries-Access Centre (£0.250m): This project has been developed into a wider Community Hub project concept, which will explore and develop opportunities to promote the LBE prevention and intervention agenda; with a view to harnessing the diversity of resources and assets currently deployed towards tackling, financial hardship, homelessness, mental and public health, deprivation, social housing, education and other allied socio-economic challenges faced by residents. The project has been split into 2 main phases.
52. Phase-1: Re-opening two main Libraries, with Customer Service provision (Access centres) co-locating within the Libraries, as a response to the COVID19, and easing of lockdown.
53. Phase-2: Develop and implement the Community Hub concept that builds on the foundation of Access Centres, with the main objectives to:
 - a. Resolve issues early by connecting and streamlining services;
 - b. Reduce demand for services by empowering residents to self-service;
 - c. Respond to the needs of vulnerable customers and customers with complex service needs, using a range of light touch to ongoing casework methods;
 - d. Build individual and community resilience by providing activities, support, advice, information and guidance on a wide range of topics.

People

54. Reardon Court Extra Care Housing (£7.224m): The project is to deliver a 91-bed extra care facility. A project report is scheduled to be presented to Council in September, which will include an update on the forecast outputs and timescales.
55. Schools Capital Programme (£31.100m): This programme is continually reviewed on a project-by-project basis . The strategy of expansion of school places for SEND children include the following: ongoing expansion of West Lea Special School, Winchmore 6th Form and Autistic Unit and continuing with the programme to rebuild Fern House and Waverley at Honilands.

56. The key maintenance projects involve roofing, heating and domestic hot water systems in various schools including Oakthorpe, as well as fire alarm and protection services at various schools. The forecast spend also includes professional fees and retention amounts.

Place

57. Southgate Cemetery (£0.799m): This project will deliver 363 chambers and 24 mausolea (as well as the drainage scheme) for the whole site (i.e. including phase-1 of 95 burial chambers and 24 mausolea). Work is progressing and currently its anticipated that works will be completed within the current financial year.
58. Flood Alleviation (£1.280m): £0.792m is estimated for works on Turkey Brook, £0.168m on Haselbury Neighbourhood, £0.150m on Enfield Chase, £0.150m on Four Hills Public Realm and £0.020m spend on Enfield Town Alleviation. Works on these projects will reduce the risk of flooding to homes in the borough, enhance underutilised green spaces and improve the public realm. These include construction of rain gardens, and other features to reduce surface water runoff, wildflower swales, creation of 60 hectares of woodland and a path linking Trent Park and Hilly Fields.
59. LED Street Lighting (£5.137m): This project will replace the borough's street lights with LED units. The installation programme was held up for approximately 2 months due to COVID19, but the contractor has now re-commenced installation. The programme completion is still due before the end of this financial year. Project outputs achieve significant reductions in electricity consumption with associated reductions in revenue costs and carbon emissions as set out in the Climate Action Plan recently agreed by Cabinet. Completion of installations due by December 2020.
60. Highways & Street Scene (£7.037m): £4.376m relates to estimated works on carriageways, £1.257m on Footways and £0.848m on structures, bridges and watercourses. Various other works on parks and streetscene, including works on trees, street nameplates etc. Contractors will be carrying out planned works to carriageways and footways as identified by inspectors throughout the year. There will also be the removal of deteriorating tree stock and the replacement with young healthy trees. This work is seasonal and will be carried out between November and February. All of these works will improve carriageways, footways and the general streetscene within the borough.
61. Tennis Courts Works at Broomfield Park (£0.514m): This involves the refurbishment of the courts at Broomfield Park. Approval from the planning committee was granted on the 7th of July, with a start date of August 2020. Highways are currently in discussions with contractors.
62. Vehicle Replacement Programme (£2.400m): This will allow for the continuation of the fleet replacement program, as well as the additional requirements, should the proposal to return the contract back in-house be agreed.
63. Traffic and Transportation (£3.506m) – This is an indicative budget and work is ongoing with the service to update this. Discussions are ongoing with TfL to agree

revised budget allocations and deliverables. A full update will be provided in the Q2 Report.

64. Meridian Water (£90.621m) .The following milestones are forecast to be delivered in 2020/21:
 - Delivery of a revised masterplan incorporating the Council's vision and strategies for Meridian Water;
 - Purchasing the land required to deliver the non-rail strategic infrastructure funded by the Housing Infrastructure Fund (HIF) grant;
 - Completing the planning and design for the rail and non-rail strategic infrastructure funded by the HIF grant;
 - Relocation of the gas Pressure Reduction Station (PRS) on Willoughby Lane to enable development of Meridian One and future development of Phase 4;
 - Delivery of the meanwhile strategy for Meridian Water to maximise revenue income and place-making;
 - Delivery of the Building BLoQs meanwhile scheme;
 - Complete purchase of London affordable rent units at Meridian One from Vistry and;
 - The delivering of an employment strategy for Meridian Water and a Skills Academy.
65. Corporate Condition Programme (£3.269m): The programme will deliver works on various sites including St Andrew's Court, Church St. Recreation, Edmonton Cemetery Chapel and others. Works on Civic Centre are estimated to be circa £1.4m and £0.382m for Beech Barn Farm.
66. Corporate Property Investment Programme-CPIP (£7.168m): The programme specifically aims to support the delivery of the Council's Strategic Asset Management Plan (SAMP) in the management of operational and commercial investment buildings. Expected outputs for CPIP include the start of improvements to General Fund residential properties, rural farms and park assets.
67. CPIP works have commenced on the renovation of the Enfield Highway Library Building which will enable the relocation of the Independent Learning Disabilities Services (ILDS) from St Andrew's Court, resulting in a better working environment, improved service delivery and savings on rental expenditure.
68. CPIP will also be focussed on the Civic Centre; expectations for 2020/21 include the toilet refurbishment for B-Block and alteration works to the Civic Reception area. There will be data gathering and feasibility costs for further developments at the Civic Centre, including proposals for the Civic Centre Business Hub.
69. Electric Quarter (£1.830m): This will deliver the fit-out of the library and surplus space. There may be extra costs for the decentralised energy network which is currently being investigated.
70. Genotin Road -Metaswitch (£10.472m): The fit-out works are being finalised and due to complete in December 2020. Metaswitch (now owned by Microsoft) will be in occupation in January 2021.

71. Montagu Industrial Estate (£6.000m): Key outputs to be delivered include obtaining CPO resolution and phase-1 planning approval. Offers to acquire property interests will be made to all freeholders and leaseholders by December.
72. Town Centre Regeneration (£0.500m): Forecast outcomes for 2020/21 includes completing the landscape architect brief for the Liveable Neighbourhoods scheme in Enfield Town and early design work for the Good Growth Fund in Angel Edmonton.
73. Housing Adaptations & Assistance -Disabled Facilities Grant (£2.200m): quarter one has seen 38 approved cases waiting for works to start/complete, with a further 45 cases being processed. Works have resumed back on sites and we expect this to ramp up over the next few weeks. Social Service have a backlog of work waiting to assess and process. An influx of referrals is expected in late summer/early autumn.
74. Energetik (£6.942m): The forecast outputs include a Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter, setting up of a construction site, sewer diversions and commencing build of the Energy Centre at EcoPark, as well as Meridian Water heat network pipe installation.
75. Housing Gateway Ltd (£21.500m): HGL continues to assist Enfield residents through providing a further avenue to obtain suitable housing. It also helps to reduce the time that service users may spend in temporary accommodation. HGL is on target to acquire 50 properties in 2020/21.
76. Refer to paragraph 93 onwards for the HRA expected outcomes.

Actuals

77. The actual spend as at Q1 was £26.5m (including accrued recharges of circa £3m).
78. The actuals at quarter one also includes outstanding accruals estimated at £2.01m, of which £1.23m, relates to the LED Conversion scheme in Highways.

Financing the Capital Programme

79. Table 6 sets out the current financing position for the 2020/21 to 2029/30 Capital Programme.
80. Overall Financing

TABLE 6

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26-2029/30	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
External Sources- Grants & Contributions	38,380	42,454	41,182	7,698	180	0	132,753
LBE Resources-Reserves & Capital Receipts	1,860	2,660	0	688	0	0	5,208

Borrowing	176,479	248,904	2,078	513	0	0	425,115
Total General Fund	216,719	293,998	43,260	8,899	180	0	563,076
External Sources- Grants & Contributions	14,004	14,450	49,048	6,460	9,464	80,900	174,326
LBE Resources- Reserves & Capital Receipts	21,688	48,912	50,606	72,633	81,696	197,751	473,286
Borrowing	83,591	82,998	101,360	94,101	15,376	158,000	535,426
Total HRA	119,283	146,360	201,014	173,194	106,536	436,651	1,183,038
Total Programme	336,002	440,378	244,274	182,093	106,716	436,651	1,746,114

81. Financing: Capital Grants

TABLE 7

Department	2020/21	Funding Sources
	£'000	
PEOPLE		
Extra Care Housing: Reardon Court	1,000	Greater London Authority (GLA)
Schools' Future Programme	24,010	Education and Skills Funding Agency (ESFA)
Total PEOPLE	25,010	
PLACE		
Flood Alleviation	792	GLA, Thames21 and Environment Agency
Tennis Courts Works	514	Environment Agency (EA)
Meridian Water	9,864	Housing Infrastructure Fund
Housing Adaptations (DFG)	2,200	Disabled Facilities Grant (BCF)
Total PLACE	13,370	
Total GENERAL FUND	38,379	
Housing Revenue Account:		
Development Programme	14,004	Greater London Authority
Total HRA	14,004	
Total Capital Grants	52,384	

82. Table 8 summaries the current S.106 and Community Infrastructure Levy (CIL) receipts and other external contributions as at Q1 2020/21.

TABLE 8

	S106 Balance as at Q1 (£'000)	CIL Balance as at Q1 (£'000)
Opening Balance 2020/21	4,460	4,184
In-Year Receipts 2020/21	136	259
Allocated – Revenue	(27)	0
Allocated – Capital	0	0
TOTAL s106 Balance	4,570	4,443

83. Much of our planned s106 spending will be focused on small-scale improvement works to directly mitigate the impact of development. This includes:

- supporting supply chains, apprenticeships and local employment opportunities (through the Build Enfield programme)
- improvements to cycle lanes and routes
- highway and streetscape improvement schemes as part of the healthy streets' agenda

- school expansion schemes that will serve borough-wide needs including the specialist provision.

84. CIL spending is decided on an annual basis. Spending is allocated to support infrastructure projects that are in line with the priorities set out the capital programme. An update will be provided in the Q2 report.

HRA Capital Programme

85. Table 9 below summarises the HRA 10 Year Capital Programme.

TABLE 9

HRA APPROVED CAPITAL PROGRAMME	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26-2029/30	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset-Led Works	5,607	15,096	3,000	0	0	0	23,703
Demand-Led Works	2,365	2,350	2,550	2,350	0	0	9,615
Fire-Led Projects	10,189	26,750	9,186	4,200	0	0	50,325
Stock-Condition-Led Works	18,468	18,274	29,649	28,957	14,539	71,195	181,082
Development Programme	51,368	65,454	149,538	133,435	89,943	363,831	853,569
Dev. Prog.: Bury Street	6,822	9,071	2,876	778	0	0	19,546
Dev. Prog.: Electric Quarter	5,668	6,683	0	0	0	0	12,351
Estate Regeneration	4,035	1,861	32	0	0	0	5,928
Estate Regen.: Alma Towers	10,771	456	3,730	3,159	1,777	1,515	21,407
Estate Regen.: Ladderswood	189	160	250	110	110	110	929
Estate Regen.: New Avenue	3,405	205	205	205	166	0	4,186
Estate Regen.: Small Sites 1	398	0	0	0	0	0	398
Total HRA	119,283	146,360	201,014	173,194	106,536	436,651	1,183,039

HRA Budget Reprofiting

86. Table 10 analyses the HRA budget reprofiling, with explanations below the table for the significant items.

TABLE 10

HRA Budget Reprofiting	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Asset Led Works	(8,072)	13,996	3,000	0	0	8,924
Demand Led Works	0	27	227	27	(3,323)	(3,042)
Fire Led Projects	(3,832)	16,934	(1,063)	(250)	0	11,789
Stock Condition Led Works	(9,323)	(10,259)	615	324	3,323	(15,320)
Development Programme	(1,360)	(7,074)	(817)	(2,540)	8,471	(3,320)
Development Prog.: Bury Street	(12,746)	9,071	2,876	778	0	(22)
Estate Regeneration	0	(139)	32	0	0	(107)
Estate Regeneration: Alma Towers	0	(3,623)	1,791	1,812	627	607
Estate Regeneration: Ladderswood	0	160	250	110	110	630
Estate Regeneration: New Avenue	0	(960)	(50)	(160)	167	(139)
Total HRA Reprofiting	(35,333)	18,997	6,859	101	9,375	0

Asset Led Works

87. A revised planning application was submitted for the external works in Upper Edmonton, which has delayed the start date. The budget has been re-profiled to reflect this.
88. The Cambridge Road West project has experienced delays in the tendering process due to COVID19 factors. The tender period was extended to reflect amendments to the quality questions and bidders were experiencing difficulties in completing site surveys for their submissions. The project is due to start on site before the end of the financial year and the budget has been re-profiled to reflect this.

Fire Led Projects

89. The procurement duration has been extended to make provision for changes to scope of works, these works will be within recommended standards.

Stock Condition Led Works

90. The boroughwide decent homes programme was due to start in 2019/20, however, due to the detailed procurement process required to ensure service and contract delivery, these projects have been delayed. The programme including, electrical works, heating and insulation works, replacement kitchen and bathrooms, did not commence until the end of the financial year. Term contracts have now been procured to deliver a three-year programme of decency led works, however COVID19 restrictions have meant that these works have experienced further delays.

Development Programme

91. The 2020/21 pipeline included Upton and Raynham and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start on site has been delayed and the budget re-profiled.
92. The Bury Street West development has seen delays of 12 weeks due to COVID19 restrictions. There has also been a delay in the applications for payment, the budget has been reprofiled to reflect the latest payment plan.

HRA Capital Programme: Expected Outcomes for 2020/21

Council Housing Investment Programme

93. In line with the Better Council Homes programme, investment in the Council's housing stock is a priority to bring it up to the Decent Homes Standard, address building safety risks and to reduce the need for responsive repairs. This has resulted in programmes that fundamentally aim to tackle the aging infrastructure in the stock and address at a root cause level the persistent problems such as leaks and lift failures.
94. Major and Minor Works have now been reclassified into: Demand-Led Works, Stock-Condition Works, Asset & Fire-Led projects, to reflect their scope and purpose.

Asset-Led Works

95. This year's programme, is focused on replacing external elements of the building fabric that have reached the end of their functional life, ensuring homes are weather tight and free from damp before winter.
96. Programmes include the replacement of flats roofs; rainwater goods; external brickwork and concrete repairs; replacement windows and doors and the redecoration of timber elements, to protect them from deterioration and extend their life span.
97. Works will benefit circa 600 homes across three Estates: Enfield North, Cambridge Road West and Upper Edmonton.
98. A standalone project is being undertaken at Churchbury Road to address structural and latent defects in the wall construction and window installation . This scheme will also incorporate improvements to the thermal performance (Standard Assessment Performance (SAP) ratings) and fire integrity, as a result of the opening of the wall structure.
99. The aged communal boiler plant at Pruden Close Sheltered block, is being replaced with a new ground source heat pump (GSHP) in line with the Councils Carbon reduction strategy, which will also deliver more efficient, reliable and cost-effective heating and hot water for residents.

Demand-Led Works

100. A new term contractor has been engaged to enable the delivery of in-flat aids and adaptations works, although access to undertake works, has been impacted by COVID19. Delivery is being monitored and the programme re-prioritised where we are unable to access homes.
101. £500k has been allocated to address failing water infrastructure at the four Exeter Road blocks, enabling the Council to bring forward the replacement of water supply and waste pipework, to mitigate the impact of re-occurring leaks on residents, benefitting 340 households.
102. In addition, at the request of residents, a budget of £20k has been allocated to the Exeter Road blocks to seal the existing internal bin chutes and make external bin storage provision to address noise and foul odours.
103. The above works will be delivered via the planned building safety programme, currently being scoped, with works due to commence on site in January.
104. We are currently awaiting the results of a stock wide structural survey programme, to allocate this year's structural remediation budget.
105. A proportion of the annual environmental improvements budget has been allocated to several schemes nominated by colleagues across the housing department, to address a variety of concerns raised by residents regarding:
 - Potholes in vehicle routes
 - Resurfacing of roads and pedestrian pathways
 - Paving replacement
 - Provision of external bin stores

106. Survey works are currently underway across several estates, including Joyce and Snells, Oswalds & Newdales and others, to identify priority works that need to be undertaken.

Fire-Led Projects

107. Walbrook House - As one of our High-Rise pilots, the scheme will encompass a full deep retrofit of the block, encompassing cladding and thermal improvements; replacement windows; new heating source; lateral main upgrades and active and passive fire safety system improvements.
108. The building will be the first of our high-rise residential buildings to achieve our EPC B target and be carbon neutral, delivering warmer, safer and more cost-efficient homes to 123 households.
109. Design team appointments have now been made up to RIBA stage 3 and a number of preliminary enabling work packages are currently being tendered.
110. Several meetings have taken place with Energetik to explore connecting the block to the heating network, as a cost and time effective alternative to the installation of a Ground Source Heat Pumps. A full options appraisal is awaited.
111. In order to speed up delivery and ensure the block is re-clad in the shortest possible timescales and mitigate potential health impacts to residents as we enter the winter months, a Rule 16 exemption has been secured.
112. Bliss & Purcell Houses: External works to re-clad the blocks were successfully delivered last year, this second package of works, looks to improve internal active and passive systems; replace aged expired water supply and waste services and improve building security. Works are due to commence on site next month.
113. Planned lift replacement works will be delivered in accordance with residents' preferences.
114. Channel Islands (4 blocks – 200 homes): As above, this package of works looks to replace the age expired water and service infrastructure, whilst upgrading existing active and passive fire precautions. Tenders have been returned and the project is at pre-award stage.
115. Brittany House (Sheltered scheme – 89 homes): Brittany as the Council's tallest sheltered scheme is being retrofitted with sprinklers to ensure the safety of residents, in line with current best practice. A number of internal active and passive fire safety works are also being completed.
116. The project has been delayed, as residents are still being shielded in line with Government advice. The package has now gone to tender, and we expect to commence on site (subject to Government guidance re shielding) in the new year.
117. Building Safety Works packages (five packages – 1,000 homes): This year sees the start of our main programme of building safety works across our high-rise residential buildings, to ensure that we meet our existing and future statutory duties under the forthcoming Building Safety Bill and residents are safe in their homes.

118. Works at 20 tower blocks, which equates to 1,000 homes has been prioritised within this year's programme;
- Jackson & Swinson Houses
 - Gainsborough, Bonnington & Constable Houses
 - Brookbank House
 - Shropshire, Cheshire, Hereford & Leicester Houses
 - Scott & Bridport Houses
 - Kettering & Exeter Roadblocks (8no)
119. Whilst the extent of works varies from block to block, all blocks will receive; new third party certified flat entrance fire doors sets; new communal certified fire doors; fire compartmentation improvements; in-flat detection, signage and decorations. Two blocks will also have small scale cladding remediation undertaken in line with Government guidance, whilst others will have life expired window and spandrel replacements.
120. Whilst we have included the retrofitting of sprinklers in scope of the work packages, progression of this element will be subject to central government funding being made available.
121. The above work packages are currently at technical design stage and we expect works to be on site in the new year.
122. A small budget has also been made available to address works at Cormorant, Curlew and Shepcot Houses', pre-demolition. These works are being procured separately.
123. A borough wide flat fire door replacement programme has now been procured and launches next month. It will deliver replacement fire doors across circa 8,000 homes over the next three years, ensuring that residents benefit from the highest level of fire safety, but also enhanced security. Leasehold owners will have the opportunity to buy into the programme and attain a new fire door set, at below market rate. The Council is also waiving landlord alterations costs and building control charges, for those leaseholders who wish to purchase a door via this programme.
124. A programme of compartmentation and communal fire door replacements is also being delivered by our building safety team, across the mid and low-rise stock.

Stock-Condition-Led Works

125. External flat and house programmes: These are similar in scope to the asset led programme detailed above, four programmes of works totalling circa £3.4m are currently being procured to address the condition of external fabric to mid-rise flat blocks and houses, including replacement and repair to roofs; rainwater goods; external wall repairs and window replacements. This programme will assist in reducing damp, cold and water ingress and improving thermal performance across the stock. The programme will deliver:
- New roofs - 735 homes
 - New Windows - 506 homes
 - New external doors - 1029 homes.

126. Domestic heating programme (1,250 homes): In 2020/21 £1.4m will be invested in replacing central heating boilers to 1250 homes which have reached the end of their life, with new energy efficient boilers, improving performance and delivering more efficient and cost effective, heating and hot water for residents.
127. Kitchen bathroom and electrical upgrade works (3,700 homes): As of the 31st March 2020, we had identified via the last year stock condition survey, that 3306 homes were identified as non-decent. As such we have awarded two new term contracts to deliver a programme of decency led works over a three-year term, which will deliver improvements to all those homes whilst also addressing additional homes, where we believe improvements will become due over the term of the contract.
128. Additional homes may be added to this programme where identified, during the course of our ongoing stock condition survey programme.
129. Brimsdown modular bathroom scheme (207 homes): this year's programme incorporates the replacement of modular bathroom units to 207 homes, to replace age expired extensions, installed to provide internal bathrooms in the 1970s. The modular units will provide a modern and well insulated bathroom, reducing cold damp and mould and improving decency standards across the housing stock. New energy efficient boilers will also be fitted, improving overall energy performance and reducing heating bills for residents.
130. Specialised housing: warden call systems and communal AFD upgrades. As part of an enabling package, ahead of planned works in future years to enhance fire safety, this year we will be replacing the warden call systems and communal fire alarm systems across 9 schemes, to replace life expired hardware and enable digital data transfer. The project is currently at pre-tender stage, awaiting confirmation that the ARC upgrade has been completed.
131. Lift replacement programmes (7 blocks): a programme of lift replacements will be delivered this year to replace lifts which have now reached their end of life and address increasing service outages, which are have a detrimental impact on residents. Lifts will be replaced at:
- Burgundy; Normandy & Picardy houses
 - Dover House
 - Walmer House
 - Jackson & Swinson Houses
132. Dry riser installations (12 blocks): works to retrofit dry riser installations at 12 high rise blocks, has been completed.
133. Communal boiler replacement (Buckfast House & Chaddlewood): tender documents to replace the communal boiler plant at the above two sheltered schemes are currently being finalised, we expect works to commence on site in September.
134. Water tank replacement works delivery has been delayed due to COVID19, as the contractor shut down. The M&E team have taken the opportunity to review the project scope, with a view to converting homes to mains fed water and removing stored water. The impact of this change in approach, has not as yet

been quantified, but it is likely to result in an underspend, as we remove units from scope.

Development Programme

135. The 10-Year Development Programme is targeted to deliver approximately 3,500 new affordable homes by 2029/30 funded through a mix of GLA grant, Right to Buy (RTB) receipts, HRA borrowing and cross subsidy from sales. The programme aims to bring forward a number of Council owned sites to develop housing and generate a long-term revenue stream to support the provision of wider Council services included in the HRA 30-year Business Plan. Although a variety of tenures will be created, the focus will be on Council homes for residents on the waiting list. To increase pace of delivery, the Council is exploring construction of modular homes which will help to meet GLA targets and bring in rental income earlier.
136. In 2019/20, starts on site were achieved on 5 sites (Electric Quarter, Bury Street West, Gatward Green, Newstead House and Maldon Road) and 50% of the GLA grant allocation for the sites was claimed.
137. The investment this year will deliver:
 - Accelerated feasibility design for 5 Council owned sites and facilitate the delivery of good quality homes which are well designed, aligned to resident needs.
 - Demolition of Newstead House for the construction of new homes.
 - Construction of homes at Bury Street West, Gatward Green and Maldon Car park. The completed homes will create an additional revenue stream over the 30-year business plan, primarily from rents.
 - Acquisition of newbuild units at Electric Quarter which will deliver £17.6m in rental income over the 30-year business plan.
 - Bringing Beck House, at Upton and Raynham, into 100% Council ownership, thereby reducing cost of third-party temporary accommodation, reducing anti-social behaviour and preparing the site for demolition and redevelopment.
138. In addition to the projects which have started on site, the 10-Year Development Programme includes, rooftop conversions and future estate regeneration , opportunities to bring vacant land back into use, including improvements to public realm.
139. The direct delivery schemes attract grant of £100k for every new build rented unit which offsets the cost of borrowing £250k/unit.
140. A review of the development programme is underway in response to the impact of COVID19 (such as programme delays and increased build cost due to labour and supply chain insecurities). Other potential impacts are a downturn in sales projections due to forecasted contractions in market demand, uncertainty about future funding from both the GLA and MHCLG, proposed changes to planning policy and pressures on the capital programme budget.
141. Achieving start on site for the 2020/21 GLA programme possesses significant challenges and conversations are underway with the GLA to mitigate against the risk of losing grant funding.

142. The 2020/21 pipeline included Upton and Raynham and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start for these sites have been re-profiled into the 2021/22.

Development Programme: Bury Street West

143. Bury Street West development will deliver 50 new homes of which 25 will be affordable. Start on site was achieved on 13 March 2020 and 50% of the GLA grant has been claimed.
144. The contractor, Hill Partnership Ltd, was able to complete tree felling before downing tools during the lockdown. They have returned to site and are observing safe operational practices, which has meant a reduction in capacity and resulted in approximately 12 weeks programme slippage, but they are adjusting the programme to achieve delivery of the first tranche of units as scheduled.
145. Due to delays in application for payment, the budget has been reprofiled to reflect the latest payment plan.

Development Programme: Electric Quarter

146. Electric Quarter is a 167 unit scheme being delivered by Lovell in Ponders End. The Council entered into an agreement to acquire 75 of the homes for social tenants and key workers, bringing the level of affordable homes on the scheme to over 47%. 50% of the GLA funding for the purchase has been claimed and 11 homes have been completed and let to Enfield tenants.
147. Lovell downed tools during the lockdown and have returned to site at 75% of their previous capacity. This has resulted in slippage of about 2 months, which they are working towards recovering. No variations are projected.

Estate Regeneration

148. The estate regeneration programme includes the Alma Estate, New Avenue and Ladderswood. These schemes are investing in large scale phased regeneration projects which are delivering much needed affordable housing and unlocking new homes for low cost home ownership for Enfield residents. As a result of COVID19, sites stalled for a period of three months during the lockdown from March to June. Additionally, in line with social distancing, the capacity on site has reduced by 30% in most cases, which will impact on construction activity. This is being closely monitored and forecasting will continue to reflect changes to spend if pace does slow down on site.
149. The changes to building regulations, specifically requirements for sprinklers, will increase build costs. We are requiring developers to deliver compliant homes, but this is likely to be a point of negotiation. Currently there are discussions underway to increase the number of units across the projects, which are subject to planning and will, if approved, fall into the new regulatory requirements. Over the 30-year business plan, the estate regeneration schemes will deliver rental income for the Council and help to rebalance the age/investment profile of the stock.
150. The investment this year will deliver:
- 177 newbuild completions, of which 78 will be Council owned rented homes, 46 shared ownership and 53 open market sale homes.

- 583 starts on site
- New community centres
- New Youth centre
- New Commercial units and revenue stream for the Council
- New Nursery
- Open space play area for families
- Construction jobs with over 30% local labour workforce
- Activity sustaining local high street economy
- 36 new homes adapted to meet the enduring needs of tenants
- Private sector investment

Alma

151. The investment will unlock 340 starts on sites (all tenures) and enable vacant possession of existing commercial units and leaseholder buybacks. Demolition of two of the three remaining towers (Cormorant and Merlin) has commenced to maintain construction while the intensification planning strategy is progressed. A new Youth Centre will be delivered by the end of the year for estate residents. A new energy centre is planned to complete this year, which supports the wider corporate priorities to increase future capacity for Ponders End and income for Energetik. Fit Out is due to commence on a new medical centre and construction set to start on a new community centre, to replace the existing facility and unlock the site for residential redevelopment.
152. The main risk on Alma relates to the need to secure a successful planning application that meets housing needs and our financial requirements. The housing mix and phasing are to be negotiated with the CPOK which will need to be resolved by the end of quarter two to maintain progress on site. If not resolved satisfactorily in line with the Development Agreement(DA) expectations in the HRA, there may be financial implications for the business plan. Although values have improved, the overage forecasts in the HRA are unsecured, as the income is linked to market sales. An assessment of the DA obligations and likelihood of a return in the current market has been undertaken and will continue to be monitored.

Ladderswood

153. The scheme will deliver a new Community centre (to be owned and managed by One Housing Group) and 6 new commercial units (with income going to LBE) this year alongside the hotel and 135 residential units of which 21 were affordable (owned by One Housing Group) that completed in Q4 last year. Works are scheduled to commence on site for Phase 4 in February 2021, but the LLP have indicated there may be delays whilst they amend design work in response to the latest fire regulations. The residents will be decanted into the new build properties owned by One Housing Group, which offer a better quality of accommodation. Due to changes to the GLA grant offer, the optimised scheme (which would have intensified the scheme from 517 homes to c.1000 homes) is no longer being progressed as a viable option.
154. The main risk relates to the planning timetable for the commercial units. The Council has applied liquidated damages as the units should have been ready last year for occupation. In terms of income, the business plan assumes £22m in 2022/23, but this will need to be re-profiled to reflect the latest estimates. Negotiations with the developer are seeking to de-risk any income loss and

maintain construction as per the current phasing. At present there is a planning requirement to offer the units at their current use class (light industrial) for 12 months before an application can be made for a change of use (to retail), the units have now been marketed for 6 months so there is a remaining six month period to go. However, this may be reduced in response to the impact of COVID19 and/or the recently announced changes to national planning policy.

New Avenue

155. The project is on track to deliver 78 affordable housing completions this year, which will enable all remaining 57 tenants and leaseholders to be re-housed in newbuild accommodation in Phase 1. The housing offer is a like-for-like replacement but better designed to meet the needs of the residents. 18 units have been adapted at additional cost to the scheme, to improve the quality of living for the residents. These adaptations range from minor adaptations to through-floor lifts and wet rooms. The remaining 21 units on Phase 1 will provide additional affordable housing for those in housing need. By accelerating the affordable housing in Phase 1, the decant will unlock Phase 2 and 3 for development. Currently a S73 application is being developed.
156. The main risks on New Avenue are viability which may impact on the projected income for the project. Due to significant site wide infrastructure and flood attenuation, Phase 1 has resulted in increased costs and borrowing for Countryside Properties UK (CPUK). Over the project lifetime, the HRA is forecasting income of £14.5m in receipts, based on land receipts and leaseholder buyback reimbursements from the Developer. The Council is working with CPUK to achieve our commercial and housing requirements whilst ensuring delivery and forecast receipts are as planned. We are currently reviewing the use and phasing of GLA grant on this scheme which may require reprofiling of capital budgets.
157. Small Sites – The development of this project is complete; the remaining budget will cover the retention payment and any outstanding project costs.

Social Value

158. Year to date contracts awarded in the first quarter will deliver the following social value outcomes:
 - 4 Apprenticeships
 - 12 school placement/ work experience placements, with 4 targeted at BME and disabled school leavers
 - DIY skills workshops (2 per year) for residents
 - 2 greening projects
 - A commitment that 40% of all contract labour will be from Enfield residents
 - A 3-tonne reduction in carbon generated from the council
 - 100% recyclable waste target
 - Resident energy awareness programme to address energy consumption and fuel poverty.

Joyce and Snell's Estates

159. The ballot was postponed from June 2020 due to COVID19. Work is underway to develop a viable masterplan that reflects the needs of the existing residents and future housing requirements. The current spend profile relates to the cost of design development, financial modelling and the ballot. Critical to the viability is

the housing offer being made via the Landlord Offer, as this forms the basis of the Council's financial requirement in the HRA.

160. The main risk is if the ballot is unsuccessful then the costs incurred to date will revert to revenue, which will increase pressures on core services.

Risks

161. New and emerging legislation around the Building Safety, Decency standards and the Climate Action agenda, are placing significant financial pressures on the Housing Revenue Account and it is acknowledged that the Council will need to explore external funding and continue to lobby Central Government, for additional financial support, to enable it to deliver this strategy.

Development Programme

162. The main risks relate to planning timescales and cost of development. In the current climate, the contractor market is likely to amend pricing to include the risk of reduced supply and material chains which will impact on the Council's ability to deliver within hurdle rates. Based on tender prices for the schemes on site and initial feasibility for sites in this year's programme, increasing the unit build cost to £350k (including professional services for design development) will de-risk the programme in the next two years.
163. Also, the ability to extend the HRA Business Plan to 35 or 40 years would enable schemes to perform better without impacting on delivery and risking grant into the schemes. The current 10-year development strategy will be reprofiled to accelerate housing sites with minimal site constraints, identify a package of sites for disposal and increase private for sale homes to cross-subsidise homes. For sites which present affordability challenges to the business plan, the Council will explore joint ventures with Registered providers and contractors to ensure the most value is created from the direct delivery schemes.
164. Small Sites Risk – reviewing current tenure mix of units with a view to changing shared equity units to London affordable rent (LAR). This will lead to loss of initial capital receipts, but the Business Plan will benefit from the long-term rental income.
165. These potential changes will be modelled as scenarios, by Finance in the next Business plan refresh.
166. The overall programme risk is the availability of grant for future years which is likely to have a stringent set of restrictions. In the short term, it is important to develop processes and a flexible approach to planning and hurdle rates to maintain grant levels currently allocated for this financial year. Current grant conditions require the Council to deliver by 19 March 2020, which if achieved will put us in a good position for any new funding.
167. However, if the Council is unable to deliver its full Building Council Homes for Londoners programme, the assumptions for HRA capital and income will need further review. The GLA has recognised that the level of grant is insufficient to provide the necessary subsidy to ensure delivery in the light of the pressures we and other Councils face. It is lobbying Government for increased funding to

increase the scale of the programme and to address the cost/subsidy pressures. This is key to the long-term success of our Development programme.

Public Health Implications

168. 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.

Environmental and Climate Change Considerations

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

Financial Implications

170. Financial implications are implicit in the report.

Legal Implications

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

Property Implications

172. Property implications are implicit in the report.

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

Approved Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	6,016	91	0	0	0	0	0	0	0	0	6,106
Total Digital Data & Technology	6,016	91	0	0	0	0	0	0	0	0	6,106
Customer Experience & Change											
Libraries - Access Centres	250	81	0	0	0	0	0	0	0	0	331
Total Customer Experience & Change	250	81	0	0	0	0	0	0	0	0	331
Total RESOURCES	6,266	172	0	0	0	0	0	0	0	0	6,437
PEOPLE											
Adult Social Care											
Extra Care Housing: Reardon Court	7,224	12,420	6,515	0	0	0	0	0	0	0	26,159
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
Total Adult Social Care	7,224	14,920	6,515	0	0	0	0	0	0	0	28,659
Children & Family Services											
Extensions to Foster Carers' Homes	0	0	0	0	0	0	0	0	0	0	0
Total Children & Family Services	0	0	0	0	0	0	0	0	0	0	0
Education											
School Expansions	1,382	0	0	0	0	0	0	0	0	0	1,382
Schools Maintenance	1,291	0	0	0	0	0	0	0	0	0	1,291
Schools' Future Programme	28,427	7,765	2,578	0	0	0	0	0	0	0	38,770
Total Education	31,100	7,765	2,578	0	0	0	0	0	0	0	41,443
Strategic Commissioning											
Community Safety	0	0	0	0	0	0	0	0	0	0	0
Total Strategic Commissioning	0	0	0	0	0	0	0	0	0	0	0
Total PEOPLE	38,324	22,684	9,093	0	0	0	0	0	0	0	70,102
PLACE											
Environment & Operations											
Alley Gating	81	20	0	0	0	0	0	0	0	0	101
Edmonton Cemetery	374	0	0	0	0	0	0	0	0	0	374
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Crematorium (New Development)	0	0	0	0	0	0	0	0	0	0	0
Highways:											
Flood Alleviation	1,280	0	0	0	0	0	0	0	0	0	1,280
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	7,037	0	0	0	0	0	0	0	0	0	7,037
Public Realm Services:											
Changes to Waste & Recycling Collections	376	0	0	0	0	0	0	0	0	0	376
Workshops for External Commercialisation	0	0	0	0	0	0	0	0	0	0	0
Growth of Trade Waste Service	0	0	0	0	0	0	0	0	0	0	0
Tennis Courts Works at Broomfield Park	514	0	0	0	0	0	0	0	0	0	514
Vehicle Replacement Programme	2,400	500	0	0	0	0	0	0	0	0	2,900
Traffic & Transportation:											
Dft: Healthy Streets	100	0	0	0	0	0	0	0	0	0	100
Highways England: Healthy Streets	75	0	0	0	0	0	0	0	0	0	75
TfL: Extra Investment	268	0	0	0	0	0	0	0	0	0	268
TfL: Healthy Streets: LIP	178	0	0	0	0	0	0	0	0	0	178
TfL: Healthy Streets: Liveable Neighbourhoods	200	0	0	0	0	0	0	0	0	0	200
TfL: Healthy Streets: Mini Holland	90	0	0	0	0	0	0	0	0	0	90
TfL: Healthy Streets: Streetspace	1,990	0	0	0	0	0	0	0	0	0	1,990
TFL: Traffic and Transport: LIP	605	0	0	0	0	0	0	0	0	0	605
Total Environment & Operations	21,502	520	0	0	0	0	0	0	0	0	22,022
Meridian Water											
Meridian Water	90,621	196,483	0	0	0	0	0	0	0	0	287,104
Total Meridian Water	90,621	196,483	0	0	0	0	0	0	0	0	287,104
Property & Economy											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	3,269	0	0	0	0	0	0	0	0	0	3,269
Corporate Property Investment Programme	7,168	11,584	0	0	0	0	0	0	0	0	18,752
Edmonton Cemetery Chapel Conversion	0	0	0	0	0	0	0	0	0	0	0
Electric Quarter	1,830	4,923	0	0	0	0	0	0	0	0	6,753
Forty Hall	38	0	0	0	0	0	0	0	0	0	38
Genotin Road (Metaswitch)	10,472	0	0	0	0	0	0	0	0	0	10,472
Montagu Industrial Estate	6,000	10,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	500	4,166	2,011	0	0	0	0	0	0	0	6,677
Vacant Property Review	0	0	0	0	0	0	0	0	0	0	0
Total Property & Economy	29,306	31,245	22,302	7,427	180	0	0	0	0	0	90,460
Assessment Services											
Housing Adaptations & Assistance (DFG)	2,200	0	0	0	0	0	0	0	0	0	2,200
Total Assessment Services	2,200	0	0	0	0	0	0	0	0	0	2,200
Total PLACE exc. HRA	143,630	228,248	22,302	7,427	180	0	0	0	0	0	401,787
Chief Executive (CEX)											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
Total GENERAL FUND exc. COMPANIES	188,277	251,104	31,396	7,427	180	0	0	0	0	0	478,383
Chief Executive (CEX)											
Companies:											
Energetik	6,942	12,698	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	21,500	30,216	0	0	0	0	0	0	0	0	51,716
Total COMPANIES	28,442	42,914	11,864	1,472	0	0	0	0	0	0	84,692
Total Chief Executive (CEX)	28,499	42,914	11,864	1,472	0	0	0	0	0	0	84,749
Total GENERAL FUND inc. COMPANIES	216,719	294,018	43,260	8,899	180	0	0	0	0	0	563,075
Housing Revenue Account:											
Asset-Led Works	5,607	15,096	3,000	0	0	0	0	0	0	0	23,703
Demand-Led Works	2,365	2,350	2,550	2,350	0	0	0	0	0	0	9,615
Development Programme	63,858	81,208	152,413	134,213	89,943	175,941	90,830	42,708	54,208	144	885,467
Estate Regeneration	18,797	2,682	4,216	3,474	2,053	1,177	448	0	0	0	32,847
Fire-Led Projects	12,814	30,225	13,661	8,275	0	0	0	0	0	0	64,975
Stock-Condition-Led Works	15,843	14,799	25,174	24,882	14,539	14,539	14,539	14,539	14,539	13,039	166,432
Total HRA	119,283	146,360	201,014	173,194	106,536	191,657	105,817	57,247	68,747	13,183	1,183,038
Total PLACE inc. HRA	262,913	374,608	223,317	180,621	106,716	191,657	105,817	57,247	68,747	13,183	1,584,825
APPROVED CAPITAL PROGRAMME	336,002	440,378	244,274	182,093	106,716	191,657	105,817	57,247	68,747	13,183	1,746,114

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

Requested Additions in 10Years Capital Programme (Strategy Report)	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES											
Digital Data & Technology											
IT Investment	3,200	6,790	1,500	2,700	3,200	800	4,700	200	0	0	23,090
Total Digital Data & Technology	3,200	6,790	1,500	2,700	3,200	800	4,700	200	0	0	23,090
Total RESOURCES	3,200	6,790	1,500	2,700	3,200	800	4,700	200	0	0	23,090
PEOPLE											
Children & Family Services											
Extensions to Foster Carers' Homes	105	315	210	210	210	210	210	210	210	0	1,890
Total Children & Family Services	105	315	210	210	210	210	210	210	210	0	1,890
Education											
School Expansions	0	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
Schools Maintenance	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Total Education	0	0	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	56,000
Strategic Commissioning											
Community Safety	300	300	300	150	150	150	150	150	150	150	1,950
Total Strategic Commissioning	300	300	300	150	150	150	150	150	150	150	1,950
Total PEOPLE	405	615	510	8,360	8,360	8,360	8,360	8,360	8,360	8,150	59,840
PLACE											
Environment & Operations											
Alley Gating	0	80	80	80	80	80	80	80	80	80	720
Edmonton Cemetery	450	0	0	0	0	0	0	0	0	0	450
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
Highways:											
Flood Alleviation	0	250	250	250	250	250	250	250	250	0	2,000
Highways & Street Scene	0	7,973	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	69,471
Public Realm Services:											
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Vehicle Replacement Programme	0	2,541	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	22,867
Traffic & Transportation:											
TFL: Healthy Streets	3,600	3,150	10,400	6,750	3,650	0	0	0	0	0	27,550
TFL: Local Implementation Plans	2,584	2,584	2,584	2,584	0	0	0	0	0	0	10,336
Total Environment & Operations	6,634	24,727	25,629	19,494	15,132	16,508	10,979	10,487	13,659	1,745	144,994
Meridian Water											
Meridian Water	0	0	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	244,525
Total Meridian Water	0	0	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	244,525
Property & Economy											
Corporate Condition Programme	0	2,650	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	26,228
Corporate Property Investment Programme	0	0	11,257	3,957	2,500	3,553	2,500	0	0	0	23,767
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0	0
Vacant Property Review	200	200	200	200	200	0	0	0	0	0	1,000
Total Property & Economy	200	2,850	14,266	7,135	5,856	6,899	6,046	3,759	3,985	0	50,995
Assessment Services											
Housing Adaptations & Assistance (DFG)	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total Assessment Services	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
Total PLACE	6,834	29,578	105,430	55,301	48,815	54,350	56,222	51,914	46,333	1,745	456,522
Total (GF) REQUESTED ADDITIONS	10,439	36,983	107,440	66,361	60,375	63,510	69,282	60,474	54,693	9,895	539,452

Report Author:

Matt Bowmer
Director of Finance
Matt.bowmer@enfield.gov.uk

Date of report 7 September 2020

Appendices

As above

Background Papers

None