

London Borough of Enfield

Cabinet

11 November 2020

Subject: Revenue Monitoring 2020/21: Quarter 2 (Sept. 2020)
Cabinet Member: Cllr. Maguire
Executive Director: Fay Hammond

Key Decision: 5200

Purpose of Report

1. This Report sets out the Council's revenue budget monitoring position based on information to the end of September 2020. The report sets out the position with, and without, the impact of Covid-19 which will demonstrate that the Council was progressing on the journey of establishing a robust and resilient financial position prior to the outset of the pandemic.
2. The revenue budget forecast including the impact of Covid-19, Government support and the Council's response is an £0.4m overspend, compared to the £10.6m overspend reported at Quarter 1. If the impact of Covid-19 is set aside, the underlying budget position at Quarter 2 is a £0.345m underspend which continues to demonstrate the progress the Council is making on establishing a robust budget. This is set out in Appendix B; the report is set out as follows:
 - i. Paragraphs 31 to 91 provide the underlying position in the General Fund as at Quarter 2 of £0.345m underspend after the flexible use of capital receipts are applied.
 - ii. Paragraphs 92 to 127 provides an update on the Covid-19 financial impact of £64.6m. The Government's response in terms of additional funding is highlighted in paragraph 21 and 22. It should be noted that this includes a further £9.6m that the Council will receive as its allocation of the additional £1bn that was announced by Government to support Local authorities, which has contributed to the improved financial forecast of £0.4m.
 - iii. Paragraphs 128 to 131 describes the Council's response to the pandemic, savings, income proposals of £9.269m.
 - iv. Paragraphs 25 and 125 discuss the option to run a Collection Fund deficit and the implications of doing so on this year's finances and the ongoing impact.
3. The impact of Covid-19 has been assessed by forecasting the additional expenditure, loss of income and impact on the savings programme, the total forecast is £64.6m.

4. The Government has provided much needed funding of £30.9m to support the Council's response. At the same time the Government also introduced further support to help manage the loss of sales and fees and charges income, an estimate of circa £4m has been allowed for in the current financial position and this remains the position following submission of the first of three claims this financial year.
5. In year savings of £6.3m have been identified and will contribute towards the series of mitigations that are being put in place to manage the financial pressure. The budget includes a contingency of £3.0m which was set to manage unforeseen circumstances, and this will be planned to be used to help mitigate the Covid-19 pressure.
6. The report includes the outcome of the mid year review of fees and charges that if agreed will go on to Council for approval. It should be noted that the outcome of implementing these fees and charges proposals are not reflected in the current forecasts. Once the impact of Covid-19 and the in year savings have been considered within the departmental forecasts, the revenue forecast overspend is £1.4m and after the application of capital receipts for transformation purposes of £1.8m, the net underspend is £0.4m.
7. The Government announced that the Council could run a Collection Fund deficit which will provide a benefit this financial year of £19.2m but it should be noted that this is only a short to medium term mitigation.
8. The overall impact on the Council's General Fund is an overspend of £0.4m which will have to be funded from the Council's reserves. This means that the forecast drawdown on the Council's reserves is reduced, preserving the level of reserves for future years.
9. The Dedicated Schools Grant is forecasting an outturn position of a deficit of £2.661m. With the £4.482m deficit brought forward from 2019/20, the cumulative forecast deficit at year end is £7.142m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
10. The Housing Revenue Account is forecasting a £0.7m overspend which is a result of the pandemic, without which the HRA would have been forecasting a neutral position.
11. The report provides an update on the forecast position for the level of reserves as at the end of 2020/21.
12. The Council remains in a financially challenging position with £30.872m of forecast expenditure and funding pressures in 2021/22. Despite £10.065m of savings being agreed by Cabinet in October and £2.690m under development for the December Cabinet there remains the estimated budget gap for 2021/22 is £18.117m. Excluding the impact of Covid-19 the budget gap for 2021/22 would be £1.715m.

Proposals

13. It is recommended that the Cabinet notes the General Fund, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) forecast revenue outturn position for 2020/21.
14. It is recommended that Cabinet note the Covid-19 impact of £64.63m and Council's response to mitigating this pressure.

It is also recommended that Cabinet note that without the pandemic the forecast underspend would have been £0.345m for the General Fund and further note the progress made on the journey to setting a robust and resilient budget.

15. It is recommended that Cabinet agrees the outcomes of the mid year fees and charges review and recommends onto Council for approval.
16. It is recommended that Executive Directors will continue to work with Cabinet Members to implement action plans to reduce the forecast overspend in 2020/21 and implement savings, whilst managing, mitigating and minimising the Covid-19 financial impact.
17. It is recommended that Cabinet Members note the forecast level of reserves and implications for 2020/21 and over the life of the MTFP.
18. Note the forecast pressures of £30.872m for 2021/22 and a budget gap of £18.117m.

Reason for Proposals

19. To ensure that members are aware of the forecast outturn position, including the level of reserves for the authority, including all major variances which are contributing to the outturn position and the mitigating actions being taken and proposed to manage the financial position for 2020/21.

Relevance to the Council's Plan

20. The General Fund, HRA and DSG Outturn Report sets out how the Council has best used its limited resources to deliver the Council's objectives in 2020/21. These objectives are:
 - i. Good homes in well-connected neighbourhoods
 - ii. Sustain strong and healthy communities
 - iii. Build our local economy to create a thriving place

Background

21. On 26 February 2020, the 2020/21 budget was set by Council. New savings of £9.2m and new income generation plans of £2.7m were agreed for 2020/21. Savings and income proposals agreed from previous years to be delivered in 2020/21 totalled £3.3m. As part of the aim to place the budget in a more resilient position, in 2020/21 £30.1m of growth was included to reflect the demographic, inflationary, investment, capital financing needs, partly offset by a £3.6m benefit from the Pensions Actuarial Review to give a net growth figure of £26.5m.
22. The Council responded rapidly to the Covid-19 crisis ensuring that it supported the community as effectively as possible in very challenging circumstances. This continues to have a significant financial impact as first reported to Cabinet in May. At the time the pressures were £68.1m and whilst this has been under continual review and refined, the latest forecast at £64.6m is still the most significant challenge the Council has faced.
23. The Government has provided much needed funding of £30.9m to support the Council's response. This has been in the form of four tranches of Covid-19 support funding i.e. the authority's allocation from the national allocations of £3.2bn, the £0.5bn and the recently announced further £1bn. At the same time the Government also introduced further support to help manage the loss of sales and fees and charges income which will be administered through three claims to be submitted this financial year. The first claim was submitted at the end of September 2020 to cover the period April to July 2020 and is in line with the original total forecast of circa £4m.
24. Other funding announcements were also made in late October such as further Business Support packages, Contain Outbreak Management Fund and GLA funding for Rough Sleeping Accommodation Programme, the implications and the extent that they could impact on the current pressures are all currently being worked through at the time of this report.
25. Recent Government announcement will mean that the Council could run a Collection Fund deficit which will provide a benefit this financial year of £19.2m but it should be noted that this is only a short to medium term mitigation. There has been an indication, via the Secretary of State for Housing, Communities and Local Government, that this position maybe reviewed to provide some support for this lost income. This would be welcomed; however, the details are not currently clear and therefore the Council is prudently continuing to review budget options.
26. As set out in the Cabinet report of 15th July, the Medium Term Financial Strategy (MTFS) sets out the approach for meeting the Covid-19 financial pressures by seeking in year savings. These in year savings are an essential part of the Council's response in order to be in long term sustainable budget position. After this action and the use of contingency the shortfall is still £19.984m. Taking into consideration the Quarter 2 forecast of a £0.3m underspend and if the Government's option to run a Collection Fund deficit is implemented this will reduce the shortfall to £0.4m.

27. The 2020/21 budget relied on a one-off use of reserves of £1.56m from the Risk Reserve. The forecast as at Quarter 2 means that there will no longer be a forecast call on the Risk Reserve due to Covid-19, however with the uncertainty around the future impact on the Councils finances as the pandemic continues, a review of the Reserves continues to identify service specific reserves that can be transferred to the Risk Reserve, as set out in the Reserves Section (paragraph 204).
28. The £64.6m financial pressures the Council is facing as a result of the Covid-19 pandemic have been reported collectively and are not included in the department forecast positions. These pressures are covered in paragraphs 92 to 127 and detailed in [Appendix G](#).
29. Whilst paragraphs 132 to 143 provide detail of the mid year review of fees and charges that has been undertaken in response to the pandemic financial pressures. The resulting increase in income if these are agreed have not yet been included in the forecasts and will improve the if implemented. Details of the fees and charges are in [Appendix H](#).
30. This report also provides information on the main budget variances and their causes that are affecting the Council across all departments that are not as a result of Covid-19 and these are covered in paragraphs 28 to 87. Although a full budget monitor is carried out each month, variations in this report are limited to variances of at least £50,000 whether adverse or favourable, to provide a greater strategic focus. This report sets out the overall General Fund Revenue; Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) forecast outturn for 2020/21, with details of variations provided in [Appendices C](#) to F (General Fund) and [Appendix L](#) (HRA) and [Appendix M](#) (DSG). The variances detailed in each department are those which the Council would be experiencing without the pandemic, any variances resulting from Covid-19 are detailed in [Appendix G](#). The report also provides a monitor of reserves and balances, which are set out in detail in [Appendix N](#). Use of capital receipts to fund transformation expenditure is summarised in [Appendix I](#).

Main Considerations for the Council

31. **General Fund Quarter 2 Forecast Outturn**
32. Each of the departments has generated a list of the key variances which are contributing to the projected outturn figures and are not resulting from the pandemic. 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 Medium Term Financial Plan (MTFP).
33. The forecast budget position is set out in Table 1 below. It provides a comparison between the latest budget and the forecast position. This is the total forecast position for the Council, including the effects of Covid-19.

34. Table 2 sets out the Covid-19 associated pressures the Council is experiencing by department.

35. Table 1: General Fund Quarter 2 Projected Departmental Outturn Variances 2020/21

Department	Net Budget	Total Gross Forecast Outturn	Flexible use of Capital Receipts	Total Net Forecast Variance incl. Covid-19 & In Year Savings	Net Variance excl. Covid-19 & In year savings	For information		
						Covid-19 Total Impact (see Table 2)	Covid-19 Funding / Collection Fund	In Year savings
Chief Exec	11.385	12.314	(0.765)	0.164	0.271	0.327		(0.434)
People	125.741	136.175	(0.045)	10.389	0.000	11.609		(1.220)
Place	35.221	46.675	(0.086)	11.368	(0.674)	14.057		(2.015)
Resources	38.394	46.031	(0.875)	6.762	0.058	7.104		(0.400)
Service Net Costs	210.741	241.195	(1.771)	28.683	(0.345)	33.097		(4.069)
Corporate Expenses	30.095	33.013	0.000	2.918	0.000	5.118		(2.200)
Bad Debt Provisions	0.791	7.996	0.000	7.205	0.000	9.805	(2.600)	0.000
Contingency	3.000	0.000	0.000	(3.000)	0.000	0.000		(3.000)
Net Expenditure	244.627	282.204	(1.771)	35.806	(0.345)	48.020	(2.600)	(9.269)
Expenditure financed by:								
Business Rates	(98.666)	(98.666)	0.000	0.000	0.000	5.565	(5.565)	0.000
Council Tax	(134.051)	(134.051)	0.000	0.000	0.000	11.042	(11.042)	0.000
Other non-ring-fenced Government Grants	(10.345)	(45.719)	0.000	(35.374)	0.000	0.000		0.000
Reserves	(1.565)	(1.565)	0.000	0.000	0.000	0.000		0.000
General Fund Corporate Financing	(0.000)	2.203	(1.771)	0.432	(0.345)	64.627	(19.207)	(9.269)

*These figures total £19.207m which represents the Collection Fund deficit that the Council could run based on the recent Government announcement. Though this benefits the finances for 2020/21, this will need to be recovered over the next three financial years, hence increasing future budget gap in the Medium Term Financial Plan.

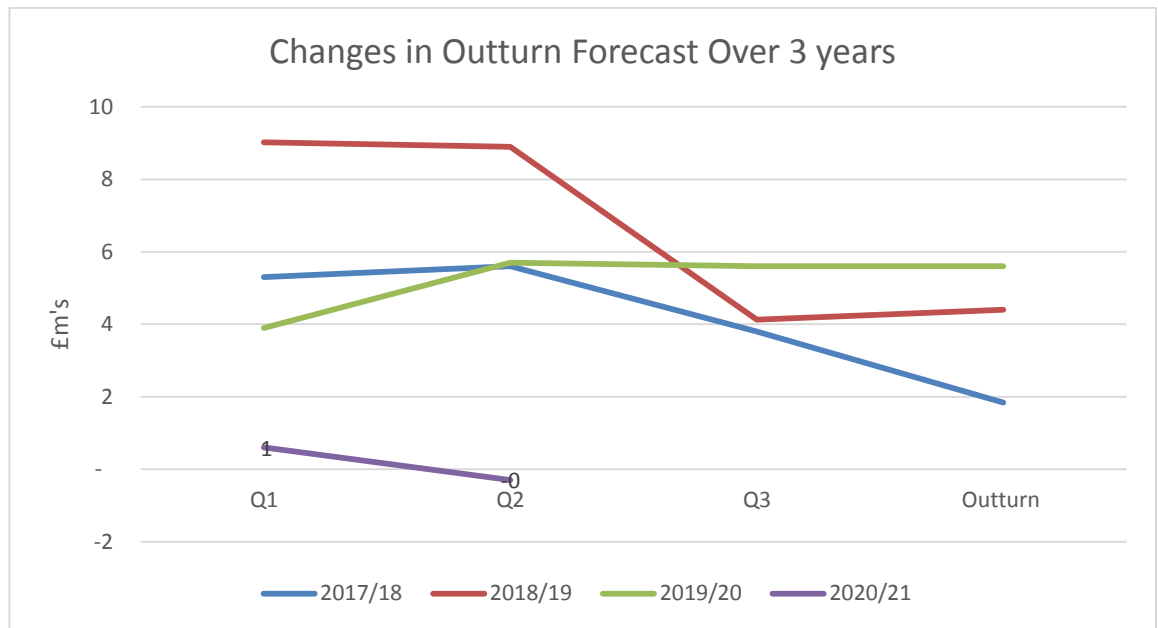
Table 2: Summary of Covid-19 Impact by Department

Department	Net Budget	Covid-19 Additional Expenditure	Covid-19 Loss of Income	Covid-19 Impact on Savings Programme	Covid-19 Total Impact
		£m	£m	£m	£m
Chief Exec	11.385	0.028	0.299	0.000	0.327
People	125.741	11.247	0.362	0.000	11.609
Place	35.221	5.032	7.175	1.850	14.057
Resources	38.394	2.094	4.010	1.000	7.104
Service Net Costs	210.741	18.401	11.846	2.850	33.097
Corporate Expenses	30.095	5.118	0.000	0.000	5.118
Bad Debt Provisions	0.791	9.805	0.000	0.000	9.805
Contingency	3.000	0.000	0.000	0.000	0.000
Net Expenditure	244.627	33.324	11.846	2.850	48.020
Expenditure financed by:					
Business Rates	(98.666)	0.000	5.565	0.000	5.565
Council Tax	(134.051)	0.000	11.042	0.000	11.042
Other non-ring-fenced Government Grants	(10.345)	0.000	0.000	0.000	0.000
Reserves	(1.565)	0.000	0.000	0.000	0.000
General Fund Corporate Financing	(0.000)	33.324	28.453	2.850	64.627

Budgets shown in Tables 1 and 2 are controllable departmental budgets excluding capital and asset impairment charges, which are not directly controlled by departments.

36. Management actions are ongoing to continue to address all budget pressures, including those related to Covid-19. Management action taken to reduce costs includes reconvening the Pressures Challenge Board to review the most significant pressures being reported. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2020/21 but also to identify whether there will be an ongoing pressure that will need to be considered in the 2021/22 budget setting process.
37. There has been a trend of improvements in budget setting and monitoring at Enfield Council over the past three years to improve the robustness and resilience of the council's finances. As a result of strong financial management and financial leadership, there has been less variation in forecast outturn between quarters in year and these are more accurate forecasts of actual outturn. The outturn position for 2019/20 was an overspend of £5.6m and this was after the flexibility of applying £2.7m of capital receipts had been applied.
38. The above tables show that, had the Covid-19 crisis not occurred, the Council would be continuing that journey of increasing the robustness and resilience of its financial management and forecasting.

39. Chart 1: Trends in outturn forecasting since 2017/18



40. This report provides further information on the budget position as follows:
- Summary narrative for each service area and supported by [Appendices C to F](#) providing additional data and analysis
 - Monitoring information on the progress towards meeting agreed savings and income generation
 - Update on DSG and HRA
 - The financial management key performance indicators set out in [Appendix A](#).
41. **Departmental Monitoring Information – Budget Pressures and Mitigating Actions (net variance, excluding Covid19)**
42. **Chief Executive's ([Appendix C](#))**
43. The Chief Executive's department is forecasting a net adverse variance of £0.271m against a budget of £11.4m after the department has contributed £0.434m to the in year savings to mitigate the financial pressure relating to Covid-19.
44. There is a forecast overspend in Human Resources of £0.126m resulting from a forecast shortfall in recharge income together with increased staffing expenditure required to support the increased workload including the agency reduction strategy.
45. The Organisational Development service are forecasting a £68k underspend which is mainly due to a salary budget underspends, however the service is also experiencing an income shortfall because the service is unable to deliver face to face training.
46. Legal services are forecasting to be £0.200m overspent which is predominantly due to an increase in the number of children's social care cases and associated legal costs. These alongside forecast shortfall in

recharges and difficulty in achieving structure savings form the basis of the £0.200m overspend.

47. Use of Capital Receipts:

48. The flexible use of capital receipts is forecast as planned and detailed in the 2020/21 Budget Report to fund the Procurement and Commissioning co-managed contract, which is forecast to cost £0.765m for 2020/21.

49. Further details of the Chief Executive department's outturn variations are provided in [Appendix C](#).

50. People ([Appendix D](#))

51. The department's outturn is a neutral position against the budget of £125.7m. This is an improved position on the Quarter 1 forecast £0.345m overspend. The main variations are as follows:

52. Adult Social Care (ASC)

53. Adult Social Care services are forecasting an overspend of £0.5m across all services, which reflects significant improvement on the £3.2m overspend reported in 2019/20.

54. Key assumptions within the forecast are based on projected activity and year to year trends. However, with the continuation of the effects of Covid-19, use of NHSE funding for hospital discharge cases and increasing use of family and community support, additional activity and spend projections have been added to take account of an anticipated spike in demand and costs in the winter period. There is built into the forecast a £1.6m cost of potential additional client costs of placements that are currently within the NHS for which the Council may become responsible. This has made trend analysis extremely challenging in year. Additional provider costs due to Covid-19, demographic and inflationary pressures mean the projected outturn, whilst containing an element of risk, may be subject to change in the run up to Winter.

55. The £0.5m forecast overspend is mainly focused in the Learning Disability Service, where continuing demographic pressures are being experienced, alongside increasingly complex cases.

56. Public Health

57. The forecast is a neutral position for Public Health services, though it should be noted that due to the better than forecast outturn position, £0.25m that was transferred to earmarked reserves will contribute to the Covid-19 pressures as part of the department's in year savings.

58. Education, Children's and Families

59. There are only a few General Fund services in Education and the cost of former employees on enhanced pension is forecast to be £0.127m underspend at the year end.

60. Children's and Families services are forecasting a favourable variance of £0.363m. There are favourable variances reported across the service. A £0.123m underspend is forecast due to delays in recruitment and the Looked After Children social work team and Heart (Virtual School) are both reporting a 70k underspend each due to vacancies in the services.

61. The former Unaccompanied Asylum Seeking Children costs are forecasting an underspend due to benefit maximisation and clients moving to their own accommodation. Whilst Community Safety is forecasting £63k underspend resulting from vacancies in the service and Young Londoners Funding covering project costs.

62. The main overspends are reported in In House Fostering where court delays in granting Special Guardianship Orders (SGOs) and new placements have resulted in increased costs of £0.170m. However, this has led to a forecast underspend in the SGO budget of £0.200m. Increased demand for overnight breaks and Direct payments are forecast to result in a 67k pressure and there has been an increase to £0.143m for legal disbursements incurred. This last pressure was identified in the 2019/20 outturn and will need to be included in the 2021/22 MTFP if it can not be contained within existing resources.

63. Whilst the forecast outturn has improved and remained positive it should be noted that the number of referrals has been lower than usual but now that the schools have returned this could increase demand for services which could then unfavourably impact on the financial position.

64. Use of Capital Receipts:

65. The planned use of capital receipts included £45k to fund a pilot scheme for 1 year to evaluate the use of Virtual Reality to improve Social Worker practice and increase recruitment and retention of Foster Carers. This project was delayed as a result of the pandemic but is now being progressed and forecast to require the £45k as planned.

66. Housing Related Support

67. For the first time in several years, the service continues to forecast a neutral position. This is as a result of the significant savings programme that has delivered £8m of savings and the recognition in the MTFP that the pace of delivery of further savings could not match the expected targets, resulting in circa £0.3m being added to the budget in 2020/21.

68. Further details of People outturn variations are provided in [Appendix D](#).

69. **Place** ([Appendix E](#))

70. The Place department is reporting a forecast £0.674m underspend once the impact of Covid-19 and offering in year savings of £2.2m have been considered, which is an improved position of £0.586m on the £88k underspend reported at Quarter 1.
71. Favourable variances and improvements are being forecast in services across the department. Traffic & Transportation services has seen an improved position now with £0.138m due to additional Traffic Order income,
72. Parking Enforcement of £0.374m as a result of putting in place additional traffic enforcement and parking control measures;
73. Waste services are forecasting a favourable variance of £0.100m due to an increased take up in the number of garden waste subscriptions.
74. Parks Operations and Activities & Engagement of £0.102m due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments.
75. Strategic Property Services which is forecasting a £0.387m underspends in the services salary budget due to vacancies and the Morson Depot rent review.
76. And whilst the Homelessness Service continues to manage challenging demand pressures, the service is currently forecasting to maintain these within existing resources, however, the service is seeing a reduction in the number of No Recourse to Public Funds cases leading to a forecast underspend of £0.100m.
77. Overspends continue to be forecast in Passenger Transport Service and Culture services which are reporting £0.120m and £0.589m respectively and these are continuations of previous year's budget pressures. The service is actively seeking additional funding for Culture Services with bids submitted to the Department of Culture, Media and Sport and if successful these could help mitigate the financial pressure in the service.
78. Planning is forecasting a £0.121m overspend resulting from a £0.209m forecast overspend in Local Plan making/Local Plan, partially offset by favourable variance in reported in Planning of £88k, predominantly due to an increase in Proceeds of Crime Act income.
79. Highways is forecasting a £50k overspends due to parks tree health and safety works.
80. **Use of Capital Receipts:**
81. The planned use of capital receipts included £60k for the mobilisation costs associated with the implementation of the waste service changes, these

have progressed despite the pandemic and the forecast cost is now £86k for 2020/21.

82. Further details are provided in [Appendix E](#).

83. **Resources ([Appendix F](#))**

84. The Resources Department is reporting a net variance of £58k after the application of capital receipts against a net budget of £38.394m. This overspend is after £0.400m of in year savings have been identified and excluding the impact of Covid-19, which is discussed later in the report.

85. The Knowledge & Insights Team and Libraries Services continue to forecast a favourable variance due to vacant posts within each service.

86. Whilst overspends on the 2020/21 budget are forecast in Customer Operations due to contract costs relating to 2019/20 have been incurred in this financial year and Exchequer Services are forecasting pressures in the employee budget.

87. It should be noted that the pressure in the Court costs income are all reported against Covid-19 and that there was an underlying pressure pre Covid-19 which will be quantified for future reports and will need to be considered in the budget setting process for 2021/22.

88. **Use of Capital Receipts:**

89. There is a forecast pressure within IT of £0.470m which reflects the part year impact from implementing the new IT structure, which will reduce the current pressure and is transformational in nature.

90. The forecast net cost of the Transformation Team is by its nature transformation project costs and are planned as described in the Budget Report 2020/21 to be funded by the flexible use of capital receipts.

91. Further details of Resources outturn variations are provided in Appendix F.

92. **Covid-19 Pressures ([Appendix G](#))**

93. **Chief Executive's: net Resources budget is £11.385m; the total estimated additional costs of £0.327m (2.8%)**

94. The impact in the Chief Executive's department continues to predominantly focus on the effect on the income and future income generation proposals in the 2020/21 budget. The likelihood of achieving budgeted levels of income and future delivery is low because of a reduction in demand being experienced across services.

95. **People: Adult Social Care (ASC) and Public Health ([Appendix D](#)) – net budget is £77.484m; the total estimated additional costs of £7.8m (10.1%)**

96. The impact on Adult Social Care (ASC) continues to be mainly related to additional cost. The current forecasted pressure is £7.4m. The most significant cost pressures are judged to be additional staffing required at Bridgewood House to enable taking patients direct from hospital at £0.500m, additional payments to care providers for additional staffing and equipment plus increased care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community of £1.426m and £0.750m additional long term care purchasing costs as a result of the cancelation of routine operations e.g. hip, knee etc. Further costs are still expected to be incurred because of the need for additional staffing across all teams at £0.961m and the closure of both Learning Disabilities and Older People's day centres meaning that increased cost of individuals being cared for at home at £0.300m, an estimated £0.540m for Learning Disabilities placement breakdown and £1.075m on Personal Protective Equipment for staff and providers.
97. In addition, Covid-19 has also impacted on the departments income through delays in completing financial assessments, with the impact forecasted to be approximately £0.3m.
98. There are some expected additional costs in the Public Health services specifically the closure of Silver Point Clinic, which could drive additional costs for testing for STI's in out of borough clinics.
99. **People: Education – net budget is £5.200m; the total estimated additional costs are £0.238m (4.6%)**
100. The forecast pressure relates to the Government proposal to remove free travel for U18's. Analysis has been undertaken using the London Council's calculator tool which reflect that the Council could incur charges of circa £0.900m for journeys and the administration of the assessment process dependent on the final decision made by the Government. The £0.238m is based on a part year effect if this is implemented this financial year and is included in the latest return to the MHCLG.
101. **People: Children's & Families – net budget is £43.057m; the total estimated additional costs of £3.539m (8.2%)**
102. The additional cost forecast is £3.539m in total, with the most significant costs forecast at £0.497m being due to delays in court days impacting on the length of secure remand placements. Care placements and support packages into homes to safeguard children particularly but not exclusively children with SEND and/or severe emotional and mental health needs e.g. could cost up to £0.250m to support 1 child to stay at home with 3 carers 24 hours a day at the most complex end of the scale or it could cost £25k. At an average the forecast is that this will cost an additional £0.642m and the increase in the numbers of children looked after where parents fall very ill could cost £1.408m based on an estimate of 20 children.
103. **Place ([Appendix E](#)) – net budget is £35.221m; the total estimated additional costs of £14.057m (39.9%)**

104. A 3 month rent holiday, covering the period 25th March 2020 to the 23rd June 2020 was agreed for all registered local based charities; community groups; sports clubs and social enterprises, all locally based small and medium sized retail, hospitality and light industrial businesses who occupy Council owned buildings. The lost income from this was originally estimated to be £1.2 to £1.5m. However, as previously stated the Rent relief or support for any business or organisation beyond this will be on a case by case basis and the current forecast is £0.6m. The Government has provided short term security to tenants and as a result it is expected income to drop further, some of which may not be recoverable in this year.
105. There are several trading services across Place that have been impacted by a loss of demand for services and therefore experience a loss in income e.g. planning, scaffolding and Culture Services. The most substantial loss of income has been experienced in the decline in Parking income, though there has been a slight improvement on the Quarter 1 forecast, with there being less travel undertaken and less use of car parks throughout the lockdown period, this alone has created a £3.2m forecast loss of receipts.
106. The current forecast net loss of income for Culture Services is £0.711m, however as mentioned in paragraph 73 the Council has bid for additional funding from the Department for Culture, Media and Sport and if successful this funding could help contribute towards mitigating this forecast cost to the Council.
107. The Mortality Planning Group was mobilised under the London Resilience Strategic Coordination Group and it expanded mortuary capacity across London. The initial estimate of this was around £10m-£12m for the whole of London where the cost of coroner and mortuary provision are allocated based on population size. The original estimated impact was a cost of circa £0.5m, however the actual cost has been received of £0.8m. A further cost of £0.6m has been incurred to manage and prepare for future provision of mortuary capacity.
108. Operational services such as Waste, fleet, Street Cleaning and Parks have all had to incur additional expenditure during the pandemic, these were originally forecast to decline in the 1st quarter but this is forecast to be a gradual removal of additional resources required by the end of 2020 with a total forecast cost of £2.6m. Alongside this a forecast increase in the amount of waste tonnages produced in the borough has increased the financial pressure by £0.9m though this is reported in the corporate section because the impact will be seen in the levy charges from the North London Waste Authority.
109. The net loss arising from the Temporary Accommodation service is still forecast to increase. An Emergency Housing protocol was introduced in line with Government guidance to take a broader responsibility towards meeting crisis, emergency housing needs, which created increased short term pressures, but this will not necessarily translate into a longer term statutory duty for housing beyond the pandemic. There is, however, an

assumption of between 350-700 additional homes being required for the year.

110. There is also an impact on the services strategic plans to decrease the amount of Temporary Accommodation for the following reasons:
111. Reduced ability to move residents on into the private rented sector.
112. Restraint on actions to cease the Council's duty. There is a backlog of circa 600 cases where decisions are awaited. It is anticipated for 25% the Council may not have a duty. However, it would be inappropriate to issue these decisions at this time other by consensus without alternative more suitable accommodation to move to.
113. The budget for 2020/21 was predicated on certain initiatives such as Enfield Let, Capital Letters and growth in the HGL portfolio increasing the amount of Private Rented Sector (PRS) accommodation to avoid the need for Temporary Accommodation.
114. Total unbudgeted exposure based on attached assumptions for the above remains at £3-5m in addition to the agreed net budget. This is on the basis that the operating costs associated with a higher portfolio will be managed from the move-on team that will be redirected to this purpose.
115. The landscape on homelessness has shifted since the pandemic with the rise of the LHA rate to 30% of the housing market making more private rented sector homes affordable and boroughs having been aiming to accommodate vulnerable people in borough to ensure the provision of support services. Both these factors and the impact they may have on the Council's ability to prevent homelessness and therefore maintain the strategy of reducing the need for TA need to be kept under review over the coming months.
116. Additional investment into the Homelessness Service has been made through increased MHCLG grant. The service will aim to manage costs within the existing staffing budget. This is subject to understanding the impact of the ending of forbearance measures e.g. suspension of eviction notices and the impact on demand. The service will accelerate the introduction of parts of the new Housing Advisory service to work upstream to attempt to prevent and mitigate the costs arising from this situation.
117. The Council is incurring additional costs for rough sleepers which the Council is attempting to seek additional funding for via MHCLG:
 - i. Additional agency staff to cover for workers that may become ill or are self-isolating: 2 x Rough Sleeper Outreach Workers / Navigators this will cost £40k for 6 months.
 - ii. Self isolation accommodation is likely to be required all year rather than for the 3 weeks of agreed funding. 40 units of self contained accommodation for rough sleepers will be an additional cost of £325k for 6 months.
 - iii. Using Edmonton Travel Lodge as emergency accommodation at a cost of £0.570m

- iv. Additional costs of deep cleaning, food for self isolating rough sleepers cost will be £20k for 3 months.

118. Since the Quarter 1 report, the service has bid for and successfully been awarded £1.181m for interim accommodation for Rough Sleepers. Discussions regarding the exact grant conditions are still on going however, the forecast prudently assumes that £0.900m could be used to mitigate the costs detailed above, whilst the balance would be required for any additional future costs.

119. **Resources: net Resources budget is £38.394m; the total estimated additional costs of £7.104m (18.5%)**

120. The most significant impacts identified in Resources services relate to additional costs and these are an increase in the number of Discretionary Housing Payments which is estimated at £0.500m, reverting IT work packages to deal with the systems, operations, network/infrastructure programme etc. at a cost of £0.900m. Other areas of additional expenditure incurred relate to managing the demand for Customer operations and income collection, whilst the later has also had to administer the support grants to local businesses. There is an estimated loss of income across services in the department of £4.010m with the most significant being the collection of Housing Benefit overpayments, libraries, the schools catering service, music services and recovery of court costs. The closure of the libraries will impact on the delivery of income generating projects that were agreed for the 2020/21 budget.

121. **Corporate**

122. A Community Resilience Hub was established to make emergency payments for rents, provision of food and medical supplies. The forecast cost of these operations is £2m.

123. Personal Protective Equipment has been purchased for use across all Council services excluding Adult Social Care where this is recorded separately for the purposes of the MHCLG return.

124. The Bad Debt provisions for Sundry, Housing Benefit overpayments and Court costs are all reflected as corporate cost and are forecasted to be an additional £6.3m. The impact on the Council Tax and Business Rates Bad Debt Provisions is included in the Collection Fund impact below.

125. **Collection Fund**

126. The total impact on the Collection Fund is currently forecast to be £19.207m. This can be further broken down by:

	£m
Council Tax collection	11.042
Business Rates collection	5.565
Collection Fund Bad Debt Provisions	2.600
Total	19.207

127. The Government has recently announced that Local Authorities could run a Collection Fund deficit for the next 3 years, and this is reflected in the Council's forecasting and current gap. However, whilst this reduces the financial impact in 2020/21 it will have a detrimental impact on future years and increases the budget for 2021/22 by £6.4m as the deficit will need to be recovered.

128. Council's response to Covid-19 pressures

129. In response to the financial pressure, departments have sought in year savings totalling £6.269m and the detail of which is laid out in the "in Year Savings" report KD 5204, which was published on the 10th August 2020. It is also proposed to use the £3.0m contingency budget set for 2020/21 to mitigate the Covid-19 pressures. This position remains unchanged since quarter 1 and totals £9.269m for the Council's response.

130. Another part of the Council's response is to conduct a mid year review of fees and charges which is currently ongoing.

131. Further details of Covid-19 variances are provided in [Appendix G](#).

132. Mid-Year Review of Fees and Charges ([Appendix H](#))

133. As part of the package of measures under consideration by the Council to reduce the financial pressures caused by the Covid-19 pandemic a mid-year review of the Council's fees & charges has been undertaken. It is projected that the above increases will equate to an additional income of £0.100m during the second half of the financial year.

134. The objective of the review was to identify those services where there was an opportunity or rationale to increase fees for the final months of the financial year. It has provided the opportunity to review all fees and changes and ensure these are aligned to the wider market.

135. The cost of the pandemic to the Council has been significant, both in terms of additional expenditure and lost income from the authority's traded services. The proposed mid-year increase will help alleviate some of the lost income and the financial pressures facing the Council.

136. The services have not sought to simply apply a blanket inflationary uplift to all services, but to conduct an intelligence-led review, with services looking for opportunities for fee increases in line with market prices and the quality of our services in relation to the broader market. Opportunities include price increases introduced by the Council's competitors, or an understanding that the Council has traditionally been cheap within a specific market and there is scope to increase in line with competition.

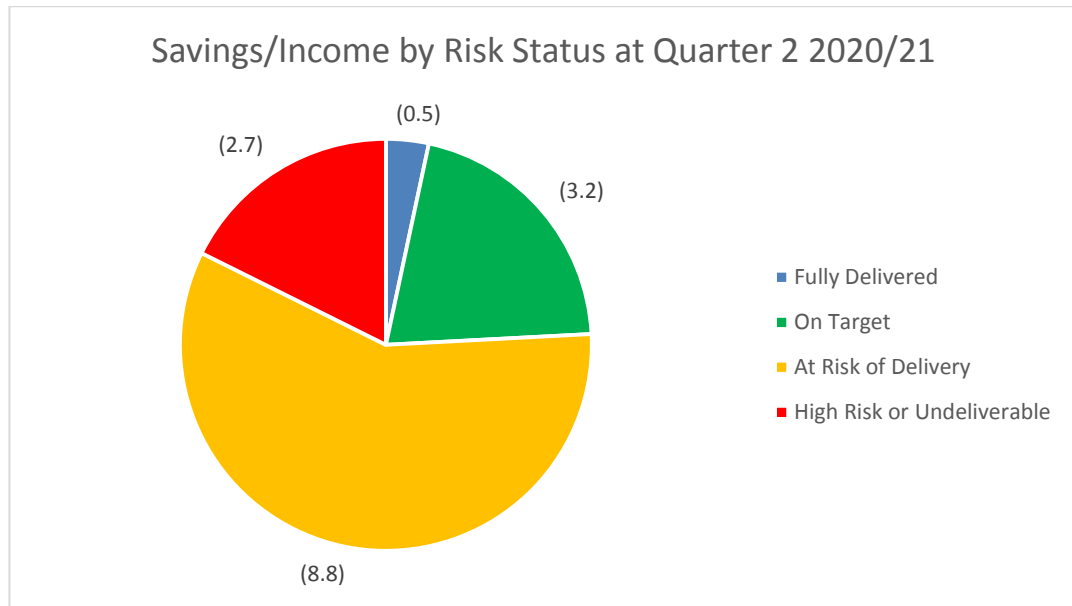
137. Using a pragmatic, intelligence led approach, officers have identified several services where it is not appropriate to increase prices. This includes services where the Council is already priced towards the higher end of the market and a further increase at the mid-year point could result

in a loss a business and end up costing the council money. An example is the commercial waste service, which is primarily a price led service, with the Council's offer already in line with the leading commercial operators in terms of both price and quality.

138. Given the timing of this review, there are some services where a mid-year fee increase would have no impact on income. This includes services that invoice all customers at the start of the financial year, e.g. the allotment service; seasonal services such as the summer park events, seasonal sports, and low volume low value services where an increase would have little or no effect.
139. A further reason for holding fees at current levels is where a price increase would lead to more breaches of Council policy and lead to higher costs elsewhere in the authority. An example is vehicle crossovers where the Highways Service deemed that a price increase could result in a greater number of residents installing their own illegal crossovers leading to higher enforcement costs and more damaged pavements that require replacing.
140. The Place Department has the greatest number of services listed within the fees & charges schedule, and consequently there have been several services that have identified an opportunity to increase fees. This includes Temporary Traffic Orders, several of the highway licences, the lorry park at Crown Road, some of the pre-purchased premium cemetery plots (all others to be held at current prices), Pest Control, and fees for pay-and-play at Whitewebbs Park Golf Course. Work is ongoing to determine whether there is scope to increase prices within Planning for the pre-application scheme and the planning performance agreements, but this is for future consideration given the anticipated sweeping central government changes to the local planning system. It is proposed that fees would be held for all other services.
141. The services within both the Chief Executives and Resources Departments have not identified any opportunities for price increases. The Registrars and Library Services have both been subject to strategic service reviews by the Commercial Services Team within the last six months. The outcome of both reviews has been significant price increases in line with their markets (up to 40% for some areas of Registrars), which the services feel does not warrant further increase at the present time. The School Catering Service and Enfield Music Service are currently both focussing on retaining customers and building market share given they operate in extremely price sensitive markets. Finally, the Print & Design service predominately has internal customers, with some work from external organisations such as schools. The service is looking to build market share with external customers and consequently is looking to hold their fees at current levels.
142. The Schools Traded Service Team are currently reviewing all service charges and delivery costs. Services are traded on an annual basis with contracts running April – March. Consequently, any prices changes will be made in line with the standard annual fees and charges review.

143. Subject to any changes to the Planning fees, as stated above it is projected that the above increases will equate to an additional income of £0.100m during the second half of the financial year. The full list of proposed fees changes is available to view in Appendix H. All other fees not included will be held at the level agreed by Council within the February 2020 Budget Report.
144. **Flexible Use of Capital Receipts ([Appendix](#))**
145. 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 or demand for services in future years for any of the public sector delivery partners. In the Provisional Local Government Financial Settlement of December 2017, the Government extended this flexibility for a further three financial years, from 2019/20 to 2021/22.
146. The Council is mindful of over reliance on, and the sustainability of, this one-off funding. In the medium to long term, alternative funding will need to be identified to fund any further projects, as capital receipts may not be available, and this flexibility will no longer be available after 2021/22. As set out in earmarked reserves below, it should be noted that the “Invest to Save” transformation reserve remains for future projects.
147. The impact of using capital receipts to fund revenue transformation projects is that these receipts are not available to fund the council’s capital programme and, therefore, increase the council’s borrowing requirements.
148. The Budget Report 2020/21 set out the plan for use of capital receipts this financial year. The forecast is broadly in line with the agreed plan and no new requirements have been identified in this Quarter 2 report. The total forecasted call on capital receipts is £1.771m as described in [Appendix H](#).
149. **Achievement of Savings ([Appendix](#) and [Appendix K](#))**
150. 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 to 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 - Saving/ income has been fully delivered
 - Green - Saving/ income is on target for delivery
 - Amber - Saving/ income is at risk of delivery
 - Red - Saving/ income is high risk or undeliverable
151. The savings include those that are new for 2020/21 plus the full year effect of previous decisions.

152. Of the £15.1m departmental savings, £3.7m is expected to be fully delivered at this stage. This consists of £0.5m which have been fully achieved and a further £3.2m which are on track for delivery.
153. However, £8.8m and £2.7m are amber or red risk status. These risk ratings are reflected in the forecast outturns for each department and predominantly relate to pressures and delays caused by the pandemic.
154. Chart 2: Savings/Income Risk Status 2020/21



155. Further details for each department are summarised in the charts and tables in [Appendix J](#) and [Appendix K](#).
156. **Housing Revenue Account (HRA) ([Appendix L](#))**
157. The current HRA forecast for Quarter 2 is a balanced position, however, due to additional pressures as a result of Covid-19 the additional costs and loss of income are estimated to be £0.668m, a slight increase from the Quarter 1 position of £0.643m. This pressure will be maintained within the overall HRA budget.
158. **Communal Services**
159. Covid-19 related spend in this area is c. £0.180m to date. It is estimated that the full year costs be £0.225m due to the following:
160. **Agency & Overtime**
161. Through April to July, 10 extra agency staff were added to the current 5 (5 ongoing agency staff within budget) agency staff within the service. Although agency numbers were high, the need for these were essential to maintaining the service.
162. The additional agency staff were used to backfill full time employees who were quarantining due to underlying health conditions as well as attending emergency requests.

163. Overtime had increased to ensure all communal spaces were cleaned to a safe standard through the peak of the pandemic. This has recently started to decrease as a result of the recent revision of rotations. This will decrease again in September due to overtime hours being reduced.

164. **Equipment and Supplies**

165. Vital spend to ensure the Government's guidance on cleaning and hygiene is adhered to. This included purchasing of new machines, chemicals and equipment meaning the correct level of cleaning could take place in the communal areas.

166. **PPE**

167. At the beginning of lock down, PPE was at its highest market cost due to the national shortage. This spend is based on bulk purchasing to supply Housing and the wider council. This will be an ongoing spend however, it will be reduced to market prices coming down and other teams having access to purchasing PPE. As a precaution to a potential local lock down, additional stock has been purchased to ensure the safety of our staff when operating near our customers.

168. **ASB Weekend Patrols**

169. In line with operation 'LAKENVELDER', the weekend patrols will likely continue until government advice changes on 'social distancing'. Since the commencement in July 2020, the weekend teams have been slightly reduced from the originally capacity.

170. **Dwellings Rent**

171. Due to restrictions on letting properties, there will be additional void costs. The estimated void rate for this year was 1%, data up to week 21 now shows that the average void rate over this period has increased to 1.83%. The table below shows the total rent loss per month for general needs and sheltered properties, these are now let:

Month	No. Properties Let	Rent loss in period £
May	5	9,140
June	34	51,545
July	34	38,854
August	49	53,819
September	42	41,539
Total void loss Q2	164	194,897

172. The table shows the total rent loss to date of £0.195m.

173. **Community Halls**

174. There has been no bookings or usage of the community halls in the first two quarters of the year. The amount of £12.5k has been refunded for the bookings that did not go ahead.

175. Since September one Nursery has secured a lease with Guaranteed income and Boundary Hall is let to the Regeneration team. Two additional Nurseries are being signed up with commencement date circa November.

176. Last year, the average income for this period was £31k per month. It is hard to predict whether that capacity will be reached with the winter approaching and possible 2nd wave of Covid-19 and government restriction on social gatherings. In addition, the service will be looking at how it can make best use of all the councils community assets so this may involve some rationalisation.

177. At this point of time, the service assumes that there will be a deficit of £0.247m from the current budget of £0.374m for 2020/21.

178. Day to day Service Charge and Major Work Income Collection

179. Income Collection Commentary

180. As indicated below the service has seen a significant reduction in income collected for both Service Charges and Major Works. Following discussions with the income team this has been attributed to several factors:

- i. The service encountered more leaseholders advising that they are unable to make payment due to financial pressures. As the service was only making phone calls as part of a “soft approach” it could not follow up with enforcement options; and
- ii. In order to deal with the incoming enquiries for service charge actuals, income officers were taken off their usual call duties to deal with incoming calls and handle initial requests. This lasted for just over a week. As a result, there was a reduction in the number of calls that could be made in the month of September.

181. Enforcement procedures have started from 1 October. Income officers will continue with making regular contact with residents to encourage payment on the spot.

Service Charge amount -	April	May	June	July	Aug	Sept
Collected (£):	335,847	341,490	344,722	342,892	369,337	232,108
Outstanding Balance (£):	179,557	233,804	284,268	336,564	363,829	534,580
Invoiced (£):	395,226	395,738	395,186	395,187	395,602	397,351

182. Major Works

183. Major works collections have been decreasing in line with our predictions.

Major Works amount	April	May	June	July	Aug	Sept

Collected (£):	242,098	156,263	109,289	82,126	184,591	90,322
Outstanding Balance (£):	4,366,212	4,214,406	4,124,163	4,040,659	3,922,530	3,833,673
Invoiced (£):	-26,515	-6,038	20,348	-2,087	-5,271	17,831

184. **Repairs service**

185. As of the 1st of May, Enfield Repairs Direct (ERD) successfully took responsibility as the primary service provider for general building repairs across Council Housing. Whilst being restricted to only delivering essential repairs at the time, ERD have worked alongside its support contractors to ensure it was able to sustain a full essential repair service, delivering all emergency and urgent repairs required throughout the period and subsequent to restrictions being lifted, have and continued to work across the borough to address the backlog of non-essential repairs that have arisen during the period of lockdown.

186. In relation to savings post Covid-19 the service has worked to identify revenue savings from the 2020/21 budget, these have included:

- i. The deferral of an £0.800m external house painting programme
- ii. A targeted reduction in void repair costs within the year delivering an anticipated £0.550m saving on the void budget
- iii. Deferred the recruitment of several posts enabling an increase in the vacancy factor from 2.7% to 5%
- iv. Provisions for income from additional chargeable works that can be undertaken by Enfield Repairs Direct.

187. The above delivers a £1.5m saving in the HRA to date. The service continues to work hard to identify and deliver additional in year savings however there has been a significant increase in demand for the repairs service since the service has been able to schedule non-essential repairs again and this coupled with increased costs associated with PPE, materials and deferrals in the planned programme due to the impact of Covid-19 means it is not in a position to reforecast down the revenue spend further at this point in the year.

188. **Bad debt provision**

189. A review of the bad debt provision has been calculated and the current provision and contribution levels are considered sufficient. A 25% Covid-19 impact was applied to the bad debt provision when setting the budget. The current arrears levels have seen a small increase of 0.7% up to week 21.

190. **Efficiency savings**

191. The HRA Business Plan has an efficiency target of £1.4m to be achieved in this financial year. The following table represents the savings and pressures forecast to ensure the efficiency saving is achieved:

Savings	£000's
Vacancy factor from 2.9% to 5%	(264)
Repairs - various	(1,500)
Garages - voids - removal from system - backdate void loss	tbc
Total Savings	(1,764)
Pressures	
Community hub GF recharge	250
Total	250
Covid-19 pressures	668
Net Savings	(846)

192. Further work is in progress to achieve the full target and incorporate the Covid-19 pressures that have been identified.
193. Further details of HRA variances are provided in [Appendix L](#).
194. **Dedicated Schools Grant (DSG) ([Appendix M](#))**
195. For 2020/21 Enfield received a total Dedicated Schools Grant allocation of £351.26m and the funding is allocated across four blocks; £267.87m for the Schools Block, £2.68m for the Central Schools Services Block, £25.80m for Early Years and £54.90m for the High Needs Block.
196. In 2019/20 there was a bought forward DSG surplus of £0.38m but due to ongoing High Needs pressures there was an in year overspend of £4.862m resulting in a cumulative outturn deficit of £4.482m which was bought forward to 2020/21. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are placed in borough. There is a SEN expansion programme in place which continues to increase in borough provision through expansion of current provision and the development of additional units and satellite provisions. Over time this will enable more pupils to be placed in borough and reduce the number of pupils placed out of borough in costly independent provision.
197. The in-year forecast outturn position is a deficit of £2.661m. This is due to a net projected overspend in the High Needs Block. The main pressures in the High Needs Block relate to the development of additional in borough provision and the increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools.
198. Therefore, the cumulative forecast deficit at year end is £7.142m and will be the first call on the 2021/22 grant allocation and therefore reduce the funding available for next year's allocation.
199. The authority's ongoing and increasing DSG deficit position is a general London and national issue resulting from additional demand for high needs

provision which is increasing at a higher rate than the additional funding being provided by Government. The Department for Education are carrying out a review of SEND services and it is hoped that the outcome of this will address the shortfall in high needs funding.

200. Earmarked Reserves ([Appendix N](#))

201. As reported in the Quarter 1 report the level of Reserves is £129.5m and this is the total for the General Fund, HRA and Schools related balances.

202. It is important to recognise that the reserves overall are limited, especially against a backdrop of challenging savings targets for 2021/22 and 2022/23. The importance of maintaining a tight control on spend, delivering on existing savings plans and recovering lost income positions due to Covid-19 cannot be understated.

203. The Risk reserve has significantly reduced over the past couple of years and had been forecast to be in deficit by end 2020/21 based on the Quarter 1 overall financial position. The current balance of the Risk reserve is currently £8.3m and now with the current 2020/21 Covid-19 currently forecast to be balanced (after applying the specific Covid-19 reserve to the £0.4m forecast overspend), the forecast outturn for the Risk Reserve is a £6.8m positive balance. This is after allowing for the planned £1.6m use of reserves set out in the 2020/21 budget.

204. A review is underway to see if any of the £10.6m Service Specific and earmarked reserves can be transferred to replenish the risk reserve and though the forecast has improved, this remains an important and prudent action given the on going financial uncertainty created as the pandemic continues.

205. The General Fund Balances are forecast to be held at £13.950m (on a net budget of £231m, i.e. 6%; and borrowing of £1bn). The minimum level of unallocated reserve balances is a decision reserved for the Section 151 Officer, in order to ensure operational efficacy and sustainability of the Council's financial position. The appropriate level of General Fund balances will need to be reviewed over the course of 2020/21 considering the new risks and uncertainty brought about by Covid-19.

206. The £13m Risk/Smoothing Reserves relating to Council Tax (£133m) /Business Rates (£90m) and Housing Benefits (£290m claim per year) are currently forecast to remain stable over the course of 2020/21.

207. The £24m of Capital and Minimum Revenue Provision reserves are committed for the next five years to smooth any increased budget requirement.

208. The chart in [Appendix O](#) demonstrates the risk associated with the level of reserves held. If the Council does not deliver savings, even under the best case scenario it will run into a deficit on its Reserves during 2022/23. This will be pushed back to 2023/24 if 50% of the savings required are delivered.

209. Medium Term Financial Impact

210. The Council remains in a financially challenging position and the estimated budget gap for 2021/22 is £18.117m. Excluding the impact of Covid-19 and after the identification of £7.313m savings and income generation plus a further £2.690m to be considered in December the budget gap for 2021/22 would be £1.715m.

211. Full details of the revised budget gap and current assumptions can be found in the Medium Term Financial Plan 2021-22 to 2025-26 Update and Early Savings report (KD5215) which went to Cabinet on the 14th October 2020.

212. Safeguarding Implications

213. Section to be completed

214. Public Health Implications

215. The Council moved swiftly to safeguard the health of its residents and staff during a period of threat unprecedented in living memory. As previously reported the financial implications of this have been harsh and have reached into every department in the Council. As the council is fundamental to the health of Enfield residents it needs to achieve financial balance.

216. This report notes the work that the Council is and has already undertaken and therefore in and of itself does not have public health implications. However, both the Office for Budget Responsibility (OBR) and the Institute for Financial Services (IFS) have both reported on the negative health effects of the 2008 financial crisis. In order to mitigate the effects of this current crisis the council will need to attain financial balance, consider what the 'new normal' might be and how this might be achieved whilst optimising resident's health.

217. Equalities Impact of the Proposal

218. 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.

219. Financial reporting and planning are important in ensuring resources are used to deliver equitable services to all members of the community.

220. Environmental and Climate Change Considerations

221. None in the context of this report.

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

223. None in the context of this report.

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

225. The budget risks during 2020/21 will be managed through detailed revenue monitoring reports provided regularly to Cabinet. Departments will take action to minimise budget pressures and align departmental spend to budgets. Action plans have been drawn up to manage controllable pressures in 2020/21.

226. Financial Implications

227. Financial implications are implicit in the body of the report. The variances and risks identified through the closure of accounts will be considered in the financial monitoring process for 2020/21.

228. Legal Implications

229. The Council has duties within an existing legal framework to arrange for the proper administration of its financial affairs. The recommendations in this report will support the Council in meeting its statutory obligations.

230. Workforce Implications

231. None in the context of this report.

232. Property Implications

233. None in the context of this report.

234. Other Implications

235. None in the context of this report.

236. Options Considered

237. Not relevant in the context of this report.

238. Conclusions

239. The Council is continuing to face its most significant financial challenge and the response to the crisis as laid out in the report and the work undertaken in previous years to create a robust and sustainable budget has at least put the Council in a strong position. Whilst the position since Quarter 1 has improved due to further Government funding and reduction in variances across Departments, there is of course the uncertainty around the impact of a second wave and this would obviously have a significant adverse impact on the additional costs and income losses currently forecast. The end of the current Furloughing scheme will undoubtedly see a further rise in unemployment in the Borough with further cost pressure on Council Tax

Support and Council services. This is of major concern with the number of working age adults in the Borough claiming unemployment benefits having already increased 164% between January and August this year (from 7,285 to 19,255). When taken into consideration with the levels of reserves this will need continual careful and prudent financial management to ensure the long term sustainability of the Council's finances.

240. However, what has become clear through the first two Quarters of this financial year is the impact of the progress the Council was making pre pandemic and the £0.3m underspend once Covid-19 is removed from the figures, clearly demonstrates the progress made.

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Date of report: 23rd October 2020

Appendices

[Appendix A: Financial Resilience Key Performance Indicators](#)

[Appendix B: Forecasted Financial Position as at Quarter 1](#)

[Appendix C: Chief Executive's Variances](#)

[Appendix D: People Variances](#)

[Appendix E: Place Variances](#)

[Appendix F: Resources Variances](#)

[Appendix G: Covid-19 Variances](#)

[Appendix H: Mid Year Fees & Charges review](#)

[Appendix I: Flexible Use of Capital Receipts](#)

[Appendix J: Achievement of Savings](#)

[Appendix K: Savings & Income Monitor](#)

[Appendix L: Housing Revenue Account Variances](#)

[Appendix M: Designated Schools' Grant Variances](#)

[Appendix N: Reserves and Balances](#)

[Appendix O: Reserves usage over 5 year MTFP](#)

Background Papers

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

- Revenue Outturn 2019/20 – KD5151
- Initial Assessment Report of the Financial Impact of Covid-19 – KD
- In year savings 2020/21 - KD 5204







- Revenue Monitoring 2020/21: Quarter 1 (June 2020) – KD5198
- Medium Term Financial Plan 2021-22 to 2025-26 Update and Early Savings report - (KD5215)

Financial Resilience Key Performance Indicators

A summary overview of financial performance is outlined below in Table 4. This dashboard summary captures the key messages across the Council's main financial areas:

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	Key Highlights
Income & Expenditure Position – General Fund year end forecast variances		Year-end variances of £0.4m overspend in relation to General Fund net controllable expenditure. However, it should be noted that if the impact of Covid-19 and the Council's response is removed the variance would be a Net underspend of £0.3m.
Progress to Achieving Savings MTFP (current year)		Savings monitoring has identified a total of £2.7m considered a high risk rated/ undeliverable and a further £8.8m that are at risk of delivery. These are reflected in the reported overspend for Quarter 2 2020/21.
Income & Expenditure Position – HRA		The HRA is projecting a £0.7m overspend, which is all related to the impact of the pandemic.
Income & Expenditure Position – DSG		The DSG forecast is a £2.7m overspend at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £7.1m and will be the first call on the 2021/22 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 for General Fund balances will meet the Council's Medium Term Financial Plan target based on the use of uncommitted reserves to meet one-off overspends in 2020/21.

Forecasted Financial Position as at Quarter 2

	£m	£m	Commentary
Covid-19 Pressure		64.627	
Funding			
Share of £3.2bn	(17.919)		Adult Social Care formula for first tranche and population for second
Share of £0.5bn	(3.357)		New Relative Needs Formula
Estimated Share of £1.0bn	(9.618)		Announced 22/10/20
Sales, Fees & Charges support (estimate)	(4.054)		75p in the £ support for losses over 5% against budget. Commercial income excluded. First claim submitted and continue to forecast at £4.0m
Emergency Assistance Grant – Food & Essential Supplies	(0.426)	(35.374)	Grant directed through DEFRA
Gap After Funding		29.253	
Contingency	(3.000)		
In year Savings	(6.269)		
		(9.269)	
Gap after Council Response		19.984	
Q2 Revenue Pressure	1.426		
Applying Flexible Use of Capital Receipts	(1.771)		
Q2 Net pressure		(0.345)	
Gap		19.639	
Funded by:			
Collection Fund Deficit		(19.207)	As per Government option
Gap		0.432	
Covid-19 Reserve		(0.432)	Total reserve is £3.0m
Remaining shortfall		(0.000)	

Appendix C

Chief Executive	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Human Resources The overspends relates to anticipated shortfall on recharge income together with increased staffing expenditure to support increased workload including the Agency reduction strategy.	1.274	0.126	0.000	0.126	0.091
Organisational Development There is an expected shortfall in income as the service is unable to deliver face to face training but this is offset by underspends in the services salary budget.	0.722	(0.068)	0.000	(0.068)	(0.067)
Legal Service The forecast overspend remains predominantly due to an increase in the number of Children's Social care cases and associated legal costs.	2.361	0.200	0.000	0.200	0.200
Shareholder Strategy Procurement and Commissioning co-managed contract costs funded by capital flexibilities as planned.	0.010	0.765	(0.765)	0.000	0.000
Other variances	7.018	0.013	0.000	0.013	0.028
Chief Executive Total	11.385	1.036	(0.765)	0.271	0.252

[Return to Chief Executive Narrative](#)

Appendix D

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Adult Social Care					
Strategy & Resources These services include, grants to voluntary organisations, service development Safeguarding Adults and Safeguarding Adults, deprivation of liberty safeguards (dols) as well as brokerage, contract monitoring and Safe & Connected. With an increasing number of dols year on year, there is risk costs may increase with more activity.	5.096	0.000	0.000	0.000	0.000
Mental Health The service is currently projecting a zero variance.	6.074	0.000	0.000	0.000	0.000
Learning Disabilities The service is projected an overspend position as a result of managing demand led services. Savings will continue to be made in year however, demand for services continues to rise as a result of demographics, particularly complex and very expensive transition cases.	23.923	0.465	0.000	0.461	0.465
Older People and Physical Disabilities (the Customer Pathway) The service is currently projecting a zero variance, however with the current situation discussed in the paragraph 54, there is a risk that demand will increase in both residential and community based services.	32.545	0.000	0.000	0.000	0.000
Regulated Services This service includes the day centres, wheel chair, and equipment service and the in house residential and nursing home. These services are currently projected a zero variance.	10.259	0.000	0.000	0.000	0.000
Other Minor variances	1.334	0.028	0.000	0.029	0.028

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Additional legal costs incurred and Children's safeguarding.					
Adult Social Care Sub Total	79.231	0.493	0.000	0.490	0.493
Public Health Grant The Departmental forecast also includes the ring fenced Public Health Grant. The Public Health grant in 2020/21 is £17.29m, this reflects an increase in the grant of grant of £0.905m. The increase in funding includes amounts for the NHS Agenda for Change. Additional pension and pay increases for NHS staff is 9%. There is a risk that demand led sexual health services could result in additional pressures.	(4.456)	0.000	0.000	0.000	0.000
Public Health Sub Total	(4.456)	0.000	0.000	0.000	0.000
Housing Related Support The service is reporting a zero variance, after circa £8m of savings have been achieved in this area.	2.709	0.000	0.000	0.000	0.000
Housing Related Support Sub Total	2.709	0.000	0.000	0.000	0.000
Adult Social Care & Public Health	77.484	0.493	0.000	0.490	0.493
Education					
Enhanced Pension costs These are the cost of former employees on enhanced pension and forecasted variance is £0.121m.	2.016	(0.127)	0.000	(0.127)	(0.121)

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Other variances	3.184	0.000	0.000	0.000	0.000
Education Sub Total	5.200	(0.127)	0.000	(0.127)	(0.121)
Children and Families					
Children In Need Predominantly £0.123m underspend forecast in Edge of Care team due to delays in recruitment and other minor overspends within the service.	8.309	(0.089)	0.000	(0.089)	0.014
Looked After Children The £0.322m underspend is a result of 70k underspends in the Social work team and Heart (Virtual school), underspends in Special Guardianship Orders resulting from court delays and these same delays lead to additional cost in the In house fostering service and £0.100m underspend in former unaccompanied asylum seeking children.	24.686	(0.322)	0.000	(0.322)	(0.161)
Young People & Community Safety The underspend is due to the Young Londoners Fund covering projects costs.	3.785	(0.063)	0.000	(0.063)	(0.046)
Joint Service for Disabled Children The overspend is due to an increased demand in overnight breaks, commissioning and Direct Payments.	2.704	0.067	0.000	0.067	0.036

People	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Other Variances This is predominantly the cost of legal disbursements incurred. However, as per the Budget Report a pilot scheme for 1 year to evaluate the use of Virtual Reality to improve Social Worker practice and increase recruitment and retention of Foster Carers will be funded through the flexible use of capital receipts.	3.573	0.099	(0.045)	0.044	0.125
Children's and Families Services Sub Total	43.057	(0.318)	(0.045)	(0.363)	(0.032)
People Department Total	125.741	0.045	(0.045)	0.000	0.345

[Return to People Narrative](#)

Appendix E

Place	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
<p>Planning Planning is forecasting a £0.121m overspend resulting from a £0.209m forecast overspend in Local Plan making/Local Plan, partially offset by favourable variance in reported in Planning of £88k, predominantly due to an increase in Proceeds of Crime Act income.</p>	0.943	0.121	0.000	0.121	0.000
<p>Highways The forecast overspend is due to Health and Safety works required on trees in parks.</p>	1.701	0.050	0.000	0.050	0.000
<p>Traffic & Transportation The forecast variance is due to additional Traffic Order income.</p>	(0.076)	(0.138)	0.000	(0.138)	(0.072)
<p>Parking Enforcement The forecasted variance is a result of putting in place additional traffic enforcement and parking control measures.</p>	(5.037)	(0.374)	0.000	(0.374)	(0.200)
<p>Waste Services The underspend is due to an increased take up in the numbers of garden waste subscriptions whilst the mobilisation costs of implementing waste service change are as planned funded from the flexible use of capital receipts.</p>	8.475	(0.014)	(0.086)	(0.100)	0.000
<p>Parks Operations/Activities & Engagement This is due to underspends in salary costs and other operational expenditure plus forecasted improved income from allotments.</p>	2.057	(0.102)	0.000	(0.102)	(0.073)

Place	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
Passenger Transport Service The £0.120m relates to the Brokerage Team and is the continuation of the historic pressure as reported in the 2019/20 outturn.	8.457	0.120	0.000	0.120	0.120
Strategic Property Services The £0.387m is from underspends in the services salary budget and Morson Rd rent review.	(1.432)	(0.387)	0.000	(0.387)	(0.232)
Sustainability Team Underspends due to vacant posts and operational budgets.	0.553	(0.085)	0.000	(0.085)	(0.065)
Culture Services The overspend is continuation of previous year's budget pressure.	0.006	0.589	0.000	0.589	0.500
Housing Whilst the service continues to manage challenging demand levels it is currently forecasting to contain these within existing budget. The underspend reported is in the No Recourse to Public Funds budget where the service is seeing a reduction in the number of cases.	5.323	(0.100)	0.000	(0.100)	0.000
Other variances	14.251	(0.268)	0.000	(0.268)	(0.254)
Place Department Total	35.221	(0.588)	(0.086)	(0.674)	(0.088)

[Return to Place Narrative](#)

Appendix F

Resources	Current Budget	Gross Forecast Variance	Flexible Use of Capital Receipts	Net Forecast Variance Q2	Net Forecast Variance Q1
	(£m)	(£m)	(£m)	(£m)	(£m)
IT The £0.460m reflects the part year impact from implementing the new IT structure, which will reduce the current pressure.	11.400	0.470	(0.470)	0.000	0.000
Knowledge & Insights Team The forecasted favourable variance is due to vacant posts in the team.	1.519	(0.107)	0.000	(0.107)	(0.091)
Customer Operations An overspend on the 2020/21 budget is forecast as contract costs relating to 2019/20 have been incurred in this financial year.	1.909	0.047	0.000	0.047	0.150
Libraries Vacant posts within the service are contributing towards the favourable variance forecast.	2.440	(0.114)	0.000	(0.114)	(0.102)
Transformation The forecast overspend is transformation project costs and are planned as described in the Budget Report 2020/21 to be funded by the Flexible use of capital receipts.	0.283	0.405	(0.405)	0.000	0.000
Other variances	22.203	0.232	(0.000)	0.232	0.100
	38.394	0.933	(0.875)	0.058	0.057

[Return to Resources Narrative](#)

Appendix G

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Chief Executive			
Loss of income in Legal services		0.100	
Loss of income in Registrars services		0.111	
Schools Personnel service loss of income		0.005	
Design and Print service loss of income resulting from school closures and Council partners not placing orders during pandemic.		0.083	
Additional expenditure incurred in Electoral services	0.028		
Chief Executive Total	0.028	0.299	0.000
People			
Adult Social Care			
Additional Social Workers/agency staff-MH	0.100		
Additional agency AMHP SWs	0.041		
Additional Social Workers/agency staff-OP/PD Social workers and OTs	0.285		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Additional Social Workers/agency staff-Enablement staff DTA	0.025		
Additional Social Workers/agency staff-LD	0.150		
IWE costs – Enablement staffing costs	0.200		
IWE costs – additional equipment from the stores i.e. beds/PPE, equipment to support more rapid hospital discharges. Also, the stores staff are now open for extended hours and providing a service at the weekend.	0.450		
20% additional staff at Bridgewood in preparation for taking patients direct from hospital.	0.500		
Safe and connected equipment and software	0.075		
Safe and connected and Brokerage- 7 FTE	0.115		
Increased costs of Enablement staff and Discharge to Assess staff in MH	0.045		
Expenditure on P-cards: food, supplies, care of pets, transport.	0.413		
Additional payments to providers, for additional staffing and equipment OP/PD plus increase care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community.	1.376		
Additional payments to providers, for additional staffing and equipment MH plus increase care cost for those being discharged from hospital. i.e. rapid admission to residential and nursing home for clients who otherwise would have been diverted to community.	0.050		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
ASC PPE including that for providers (OP/PD)	0.800		
ASC PPE including that for providers (MH)	0.025		
Older People – Closure of day centres and additional costs of providing individual care at home.	0.150		
One off payment to Social Care providers at £1,000 each for Personal Protective Equipment	0.250		
Additional long term care purchasing costs as a result of cancelation of routine operations, hip, knee etc	0.750		
Double running of care costs where carers go are off sick-LD	0.283		
Learning Disability Service – closure of day centres and additional costs of providing individual care at home. School and college closures and increased costs to keep people safe	0.150		
Learning Disability Service – Placement breakdown	0.540		
Risk of rejected costs of Hospital Discharge Programme (ASC & CF)	0.548		
Additional respite to support family/carers in the community to prevent hospital admission/carer breakdown	0.045		
Employment support and counselling service expanded to cover the whole social care provider network	0.050		
Loss of income in Adult Social Care		0.362	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Public Health			
Closure of Silver point clinic, additional costs of out of borough STIs	0.050		
Additional use of the e-service for STIs	0.004		
Health & Adult Social Care Total	7.470	0.362	0.000
Children's & Families			
Impact on Secure remand placements as a result of the delay in court dates for long trials	0.497		
Care placements, support packages into homes to safeguard children particularly but not exclusively children with SEND and/or severe emotional and mental health needs e.g. it could cost up to £250k to support 1 child to stay at home with 3 carers 24 hours a day at the most complex end of the scale or it could cost 25k.	0.642		
Increase numbers of children to look after where parents are very ill. Estimate 20 children ranging in cost from 45k per year to 100k.	1.408		
Extra staffing and overtime	0.200		
24 hour support line for foster carers and providers to stabilise placements	0.012		
Increase numbers of agency staff	0.490		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Block booking placements	0.140		
PPE for Children's Services (including Leaving care)	0.020		
Other Children's related expenditure.	0.030		
Increased support for care leavers, increased allowances and cost of accommodation.	0.100		
Children's & Families Total	3.539	0.000	0.000
Education			
Administration of U18s travel	0.238		
Loss of service income		0.000	
Education Total	0.238	0.000	0.000
People Total	11.247	0.362	0.000
Place			
Homelessness Demand & Price modelling (expenditure)	1.850		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
44 emergency bed spaces for rough sleepers	0.350		
Homelessness Demand & Price modelling (savings)			1.800
Additional agency staff to cover for workers that may become ill or are self-isolating: 2 x Rough Sleeper Outreach Workers / Navigators this will cost £40k for 6 months.	0.030		
Additional costs of deep cleaning, food for self isolating rough sleepers cost will be £20k for 3 months	0.020		
Edmonton Travelodge	0.570		
In reach support officers	0.070		
Deposits/rent in advance for rough sleepers	0.052		
Rough Sleeping Government Grant	(0.900)		
Fleet operatives Covid-19 cover and additional work	0.150		
Additional waste management fleet hire	0.235		
Additional waste management communications	0.061		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Additional duties in Parks & Additional cemetery work	0.083		
Additional duties in Parks (Additional Litter Clearance)	0.064		
Parks Toilets additional clean	0.051		
Additional duties (Additional cemetery work burials)	0.064		
Enforcement of Covid-19 restrictions in parks	0.271		
Mortuary and funerals (Haringey shared service)	0.059		
Additional waste management/fleet hire/street cleaning in order to ensure that all waste is collected during Covid-19 crisis	0.011		
Sanitiser, Cleaning Materials and Cleaning (Non-FM)	0.000		
Social Distancing Signs etc (Parking)	0.002		
Additional street cleaning only	0.391		
Temporary highway interventions to assist social distancing.	0.050		
Additional staffing cover for refuse/streetscene employees due to age of workforce.	0.422		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Waste Op (Waste Collections additional costs - Extra Waste produced due to Covid19)	0.732		
Reopening Barrowell Green	0.078		
Allotments cleaning	0.008		
SEN Transport - additional staffing resources	0.013		
Economic Development (assisting local businesses)	0.083		
Additional cleaning, hand sanitisers and materials in council buildings (FM)	0.161		
Temporary building arrangements	0.003		
Delays to the delivery of street lighting savings.			0.050
Development Management loss of income across Building control, planning fees		0.341	
Land charges loss of income		0.087	
Loss of CIL income in strategic planning and design		0.050	
Loss of Design Panel income		0.039	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Highways service loss of income across advertising, skip licences, crossovers, suspension of scaffolding works and staff diverted to non fee earning work.		0.372	
The estimated pressure in Traffic & Transportation is due to the reduction of salary recharges to LIP funded schemes, net of employee costs and NRWA loss of income.		0.152	
Loss of income in from the boroughs Car parks and Pay & Display		0.589	
Loss of income from Parking Enforcement		2.631	
Loss of income across Regulatory Services including Trading Standards, licensing, food hygiene courses and Pest Control services.		0.176	
An increase in income is forecast resulting from an increase in demand during the pandemic.		(0.323)	
Net loss of income from commercial and schedule 2 waste services.		0.277	
Parks operations loss of income.		0.000	
Income loss across Parks activities and engagement which includes sports pitches and events held in parks.		0.285	
Estimated loss of income resulting from the contract with the Councils Leisure centre provider and the sports activity programme.		0.469	
Loss of income from sports activities		0.040	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Loss of income from the provision of the Passenger Transport service.		0.100	
Loss of income across Strategic Property Services which includes commercial rents, filming income, staff car parking and youth services.		0.779	
Reduction in recharges to the Capital programme.		0.200	
Net loss of income in Culture services.		0.711	
Loss of meanwhile use income at Meridian Water.		0.200	
Place Total	5.032	7.175	1.850
Resources			
Financial Assessments staff overtime	0.075		
Civica on Demand Extra staff - Benefits	0.060		
Civica on Demand Extra Staff - Telephony	0.044		
Discretionary Housing Payments (DHP) - additional over government allocation	0.500		
Additional Resources in Income Collection due to increased demand relating to Covid-19 and administering Business grants scheme	0.464		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Delays to payments programme savings			0.100
Converting to an out of hours service	0.008		
Additional Kit: Purchased/purchasing – Keyboards/Mice, Jabra’s Wi-Fi dongles including usage etc	0.174		
Contingency cost: additional out of hours support, licence increases, capacity and security	0.242		
Estimated £0.900m, although some of this would have been to deliver projects that are delayed – but mainly that all plans now have to be changed to accommodate Covid-19.			0.900
Staff time in Resources teams spent on Shielding	0.037		
Customer service overtime and backfill of posts through use of agency staff	0.384		
Transformation Service redirected to support Covid-19 work	0.102		
Net loss of income due to library closures		0.268	
Net loss of income in schools catering due to school closures		0.717	
Music service net loss of income		0.040	
Loss of income from Court cost		1.027	

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Housing Benefit overpayment income collection		1.657	
Other Resources services loss of income e.g. recharges		0.301	
Resources Total	2.094	4.010	1.000
Corporate			
Share of increase mortuary and coroners' provision across London.	1.458		
Increased residual waste tonnages collected due to extra waste collections and it should be noted that extra Waste has been produced due to the pandemic and lockdown.	0.860		
Community Resilience Hub	2.000		
Contingency for unknown costs	0.500		
Personal Protective Equipment across all Council services	0.275		
Communications with residents, banners, posters and guidance	0.025		
Collection Fund Bad Debt Provisions	2.600		
Bad Debt Provisions for Sundry, Housing Benefit overpayments and Court cost income	7.205		

Covid-19 Impact	Additional Expenditure (£m)	Loss of income (£m)	Impact on Savings (£m)
Council Tax Collection		11.042	
Business Rate Collection		5.565	
Corporate Total	14.923	16.607	0.000
Covid-19 Total	33.224	28.453	2.850

[Return to Covid-19 Narrative](#)

Mid Year Fees & Charges Review

Appendix H

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		£	£	£	£	£	£
Place Department							
ADOPTED ROAD ENQUIRIES							
Single Property		46.20	0.00	46.20	48.50	0.00	48.50
Site comprising multiple properties		92.40	0.00	92.40	97.00	0.00	97.00
TEMPORARY TRAFFIC ORDERS							
TTO / Notice Standard Charge		2,445.00	0.00	2,445.00	2,610.00	0.00	2,610.00
Road Closure for Filming (Notice & Order)		880.00	0.00	880.00	900.00	0.00	900.00
A Special Event Orders - (excluding community street parties)		880.00	0.00	880.00	900.00	0.00	900.00
TRANSPORTATION PLANNING							
S115E Licence - single site		590.00	0.00	590.00	900.00	0.00	900.00
TRANSPORTATION SERVICES							
S247 Stopping-Up Order - Relating to Minor Planning Application		3,000.00	0.00	3,000.00	3,915.00	0.00	3,915.00
S247 Stopping-Up Order - Relating to Major Planning Application		5,000.00	0.00	5,000.00	6,525.00	0.00	6,525.00
LICENCE FOR THE ISSUE OF A STREET WORKS LICENCE UNDER S50 OF THE NEW ROADS & STREET WORKS ACT 1991							

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Collaborative planning & installation of services assistance (multi-services applications only)		NEW	NEW	NEW	1,100.00
LICENCE FOR SKIPS							
Inspection fee for skip placed off highway		60.00	0.00	60.00	75.00	0.00	75.00
Skip Licence - 14 days		60.00	0.00	60.00	75.00	0.00	75.00
Continuation Licence - 14 days		60.00	0.00	60.00	75.00	0.00	75.00
LICENCE FOR HOARDING/SCAFFOLDING							
Licence Fee for 30 days per square metre of highway occupied by scaffold/hoarding (minimum cost to be £250, max to be £2,500)		23.50	0.00	23.50	25.00	0.00	25.00
Licence Extension Fee for each 30-day period per square metre of highway occupied by scaffold/hoarding UP TO 180 DAYS (minimum cost to be £250, max to be £2,500) £25.00psqm		23.50	0.00	23.50	25.00	0.00	25.00
LICENCE FOR CRANES/OVERSAILING							
Application Fee for Cranes/Oversailing (Non-refundable)		173.00	0.00	173.00	200.00	0.00	200.00
Licence for Cranes on the highway – per day		173.00	0.00	173.00	200.00	0.00	200.00
ENFORCEMENT OF TEMPORARY TRAFFIC ORDERS - RESIDENT & BUSINESS BAYS, WAITING AND LOADING:							
Admin fee		101.60	0.00	101.60	104.65	0.00	104.65
Cancellation charge		50.30	0.00	50.30	51.81	0.00	51.81
Enforcement by Civil Enforcement Officer per day		72.60	0.00	72.60	74.78	0.00	74.78

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Cost of an Enforcement notice	V	30.83	6.17	37.00	31.76
Use of removal vehicle (per removal)		200.00	0.00	200.00	206.00	0.00	206.00
Please note the charges for Enforcement detailed above are separate and in addition to any charges which the applicant may incur in obtaining a Temporary Traffic Order or Street Works permits							
<u>Lorry parking prices</u>							
Rigid vehicles							
1 day	V	15.58	3.12	18.70	16.05	3.21	19.26
2 days	V	31.08	6.22	37.30	32.02	6.40	38.42
3 days	V	46.83	9.37	56.20	48.24	9.65	57.89
4 days	V	62.42	12.48	74.90	64.29	12.86	77.15
5 days	V	78.00	15.60	93.60	80.34	16.07	96.41
6 days	V	93.50	18.70	112.20	96.31	19.26	115.57
1 week	V	100.83	20.17	121.00	103.86	20.77	124.63
1 month	V	403.42	80.68	484.10	415.52	83.10	498.62
3 months	V	1,210.17	242.03	1,452.20	1,246.48	249.30	1,495.78
Articulated vehicles							
1 day	V	18.42	3.68	22.10	18.97	3.79	22.76
2 days	V	36.58	7.32	43.90	37.68	7.54	45.22
3 days	V	55.08	11.02	66.10	56.73	11.35	68.08
4 days	V	73.42	14.68	88.10	75.62	15.12	90.74
5 days	V	91.67	18.33	110.00	94.42	18.88	113.30
6 days	V	110.00	22.00	132.00	113.30	22.66	135.96
1 week	V	119.17	23.83	143.00	122.74	24.55	147.29

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		<i>CURRENT FEES & CHARGES</i> <i>2020/21</i>			<i>PROPOSED FEES & CHARGES 2020/21</i> <i>(FROM OCTOBER 2020)</i>		
		<i>Basic</i>	<i>VAT@ 20%</i>	<i>Total</i>	<i>Basic</i>	<i>VAT@ 20%</i>	<i>Total</i>
1 month	V	476.67	95.33	572.00	490.97	98.19	589.16
3 months	V	1,430.08	286.02	1,716.10	1,472.98	294.60	1,767.58
PARKS AND OUTDOOR FACILITIES							
<u>FOOTBALL / GAELIC FOOTBALL / RUGBY</u>							
Casual Matches							
Grade 1 Saturday	V	85.00	17.00	102.00	89.17	17.83	107.00
Grade 1 Sunday	V	92.50	18.50	111.00	96.67	19.33	116.00
<u>GOLF (WHITEWEBBS)</u>							
Green Fees							
Standard weekday (Adults)	V	17.92	3.58	21.50	18.33	3.67	22.00
Standard weekend (Adults)	V	22.92	4.58	27.50	23.33	4.67	28.00
Weekday off peak ticket (variable times through year)	V	11.67	2.33	14.00	12.50	2.50	15.00
Juniors weekday	V	7.08	1.42	8.50	7.50	1.50	9.00
Juniors weekend (variable times throughout year)	V	9.58	1.92	11.50	10.00	2.00	12.00
Twilight ticket (2pm GMT 4pm BST)	V	11.67	2.33	14.00	12.50	2.50	15.00
60+ Monday to Thursday	V	11.67	2.33	14.00	12.50	2.50	15.00
Super Twilight ticket 2 hours before dusk (BST)	V	7.50	1.50	9.00	8.33	1.67	10.00
Golf Lessons							
Juniors (under 16) per hour group lessons only (min 8)	V	7.33	1.47	8.80	8.33	1.67	10.00
Equipment Hire							
Buggy Hire - Peak	V	19.17	3.83	23.00	20.83	4.17	25.00
Buggy Hire 9 holes	V	10.00	2.00	12.00	10.83	2.17	13.00
Trolley hire - 18 holes	V	3.50	0.70	4.20	3.75	0.75	4.50

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Club hire - 18 holes (13 clubs)	V	8.33	1.67	10.00	12.50
Golf Society Days							
Spoon	V	40.33	8.07	48.40	41.67	8.33	50.00
Brassie	V	33.00	6.60	39.60	33.33	6.67	40.00
Mashie	V	31.08	6.22	37.30	33.33	6.67	40.00
Niblick	V	27.50	5.50	33.00	29.17	5.83	35.00
Junior Season Ticket - under 18's	V	91.67	18.33	110.00	104.17	20.83	125.00
CEMETERY CHARGES							
PRIVATE GRAVES (Exclusive Right of Burial 100 years) (Charge includes £51.00 for Grave Deed)							
Reservation fee for Traditional graves [subject to location and availability].		555.00	0.00	555.00	1,000.00	0.00	1,000.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 6' 6" x 2' 6"		3,950.00	0.00	3,950.00	4,000.00	0.00	4,000.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 6' 6" x 2' 6" Premium or Front Row		4,770.00	0.00	4,770.00	5,770.00	0.00	5,770.00
Lawn Grave (Inc. wooden surround except for pre-purchases)		2,750.00	0.00	2,750.00	2,800.00	0.00	2,800.00
Traditional Grave Outer Circle (Inc. wooden surround except for pre-purchases) 9' x 4'		6,000.00	0.00	6,000.00	9,000.00	0.00	9,000.00
Traditional Grave Inner Circle (Inc. wooden surround except for [pre-purchases) 9' x 4'		4,500.00	0.00	4,500.00	7,600.00	0.00	7,600.00
Traditional Grave (Inc. wooden surround except for pre-purchases) 7'x 3' Premium or Front Row		7,400.00	0.00	7,400.00	7,600.00	0.00	7,600.00
Non-Residents (Traditional Premium or Front Row Graves 7' x 3' and 6' 6")		2,400.00	0.00	2,400.00	3,400.00	0.00	3,400.00

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
GARDENS OF REST							
Exclusive Right of Burial site fee [50 years] (DOUBLE for non-residents)		743.90	0.00	743.90	750.00	0.00	750.00
Memorials		145.70	0.00	145.70	150.00	0.00	150.00
Inscription fee		97.50	0.00	97.50	100.00	0.00	100.00
Interment fees		297.50	0.00	297.50	300.00	0.00	300.00
Reservation Fee		225.70	0.00	225.70	230.00	0.00	230.00
Extension of Lease - 5 years		184.70	0.00	184.70	185.00	0.00	185.00
LEISURE - SPORTS							
TERM TIME ACTIVITIES							
Boxing - Adults (block of 14 weeks, £5.50 per session) p.m.		77.00	0.00	77.00	84.00	0.00	84.00
PEST CONTROL							
PEST CONTROL (DOMESTIC)							
Survey charge (non-refundable)	V	Price on application			Price on application		
Rats (For 3 visits)	V	Price on application			Price on application		
Mice (For 3 visits)	V	Price on application			Price on application		
Mice (Per Additional Visit)	V	Price on application			Price on application		
Rats (Per Additional Visit)	V	Price on application			Price on application		
Cockroaches (For 3 visits)	V	Price on application			Price on application		
Cockroaches (Per Additional Visit)	V	Price on application			Price on application		
Fleas	V	Price on application			Price on application		
Squirrels (per 3 visits) - internal only where appropriate	V	Price on application			Price on application		
Pharaohs Ant Treatment (Per complete treatment)	V	Price on application			Price on application		

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		<i>Basic</i>	<i>VAT@ 20%</i>	<i>Total</i>	<i>Basic</i>	<i>VAT@ 20%</i>	<i>Total</i>
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V	Price on application			Price on application		
Bed Bug (ID & pre-visit only)	V	Price on application			Price on application		
Bed Bug (per treatment for bedsit or single room, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 2 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 3 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 4 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Bed bug (per treatment for 5 rooms, comprises the pre-visit and a single treatment)	V	Price on application			Price on application		
Moths (Maximum of 3 visits)	V	Price on application			Price on application		
Household Beetles (Maximum 2 visits inclusive of survey 1 spray and ULV treatment)	V	Price on application			Price on application		
Proofing Treatments etc.	V	Price on application			Price on application		
Wasps (per treatment)	V	Price on application			Price on application		
Wasps (per extra nest)	V	Price on application			Price on application		
Garden Ants	V	Price on application			Price on application		
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V	Price on application			Price on application		
<u>PEST CONTROL (COMMERCIAL)</u>							

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Rats (Per treatment maximum 3 visits)	V	Price on application		Price on application			
Mice (Per treatment maximum 3 visits)	V	Price on application		Price on application			
Cockroach (Per treatment maximum 3 visits)	V	Price on application		Price on application			
Fleas (Per treatment maximum 1 visit)	V	Price on application		Price on application			
Wasps (Per treatment maximum 1 visit)	V	Price on application		Price on application			
Bed bugs (Per treatment maximum 2 visits including pre-visit)	V	Price on application		Price on application			
Bed bug (ID and pre-visit only)	V	Price on application		Price on application			
Bed bug (Per treatment maximum 1 visit. Only if Bed bug ID and pre-visit previously done)	V	Price on application		Price on application			
On-site ID/other/advice/extra visits (Per visit)	V	Price on application		Price on application			
Cancelled/missed appointment visit (where customer/occupant/owner fails to keep specifically arranged appointment or cancelled with less than one working days' notice)	V	Price on application		Price on application			
<u>PEST CONTROL (LARGE OR COMPLEX COMMERCIAL AND CONTRACT WORK)</u>							
Additional charges will be added for actual costs of materials, equipment etc.	V	Price on application		Price on application			
Rats	V	Price on application		Price on application			
Basic charge per hour (minimum 1 hour)	V	Price on application		Price on application			
Mice	V	Price on application		Price on application			
Basic charge per hour (minimum 1 hour)	V	Price on application		Price on application			
Insects	V	Price on application		Price on application			
Basic charge per hour (minimum 1 hour)	V	Price on application		Price on application			
Pigeons, Feral Cats and Squirrels and other treatments and pests	V	Price on application		Price on application			

<i>Description of Fees & Charges</i> <i>Italics denotes statutory fees</i>	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
		CURRENT FEES & CHARGES 2020/21			PROPOSED FEES & CHARGES 2020/21 (FROM OCTOBER 2020)		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
Basic charge per hour (minimum 1 hour)	V	Price on application			Price on application		
Pharaohs Ant Treatment	V	Price on application			Price on application		
Basic charge per hour (minimum 1 hour)	V	Price on application			Price on application		

[Return to Mid Year Fees & Charges Narrative](#)

Use of Capital Receipts in 2020/21

Appendix I

2020/21 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
People		
Children's & Families	0.045	Pilot scheme for 1 year to evaluate the use of Virtual Reality to improve Social Worker practice and increase recruitment and retention of Foster Carers.
Chief Executive		
Procurement and Commissioning co-managed service contract	0.765	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.
Resources		
IT	0.470	The service is continuing to implement changes to the infrastructure contracts aimed at achieving significant cost reductions and transforming how services are delivered.
Transformation	0.405	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. This includes delivery of new operating models, structures, processes and culture driven by user needs and enabled by technology. Capital receipts are used to support the funding of the following programmes: Payments,

2020/21 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		Children's Transformation, Build the Change, Customer Experience.
Place		
Mobilisation costs associated with the implementation of waste service changes	0.086	<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"> • To collect refuse every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for dry recycling) • To collect dry recycling every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for refuse) • To provide a new service of a weekly separate food waste collection • To introduce a £65 per year charge to collect garden waste from households that opt • into the scheme (additional bins per property will be charged at £65 per year) • recruitment of 2 additional Recycling Officers • recruitment of 2 additional Enforcement Officers • To invest £500k in Street Cleaning Services. <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</p>

2020/21 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		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%.
Total to be funded from the Flexible Use of Capital Receipts 2020/21	1.771	

[Return to Capital Receipts Narrative](#)

Achievement of Savings and Income in MTFP

Savings by Department	CEx	People	Place	Resources	Corporate	Grand Total
	£m	£m	£m	£m	£m	£m
FYE	0	(0.157)	(3.291)	(0.200)	0	(3.648)
New 2020/21	(0.300)	(1.842)	(2.465)	(2.409)	(2.250)	(9.266)
Savings Total	(0.300)	(1.999)	(5.756)	(2.609)	(2.250)	(12.914)

Income by Department	CEx	People	Place	Resources	Corporate	Grand Total
	£m	£m	£m	£m	£m	£m
FYE	0	0	0.444	0	(0.075)	0.369
New 2020/21	(0.100)	(0.410)	(1.899)	(0.230)	0	(2.639)
Income Total	(0.100)	(0.410)	(1.455)	(0.230)	(0.075)	(2.270)

Total Savings & Income by Department	CEx	People	Place	Resources	Corporate	Grand Total
	£m	£m	£m	£m	£m	£m
FYE	0	(0.157)	(2.847)	(0.200)	(0.075)	(3.279)
New 2020/21	(0.400)	(2.252)	(4.364)	(2.639)	(2.250)	(11.905)
Total	(0.400)	(2.409)	(7.211)	(2.839)	(2.325)	(15.184)

Total Savings & Income by Department by Risk Status	CEx	People	Place	Resources	Corporate	Grand Total
	£m	£m	£m	£m	£m	£m
Blue	0	(0.107)	(0.402)	0	0	(0.844)
Green	(0.150)	(0.672)	(1.659)	(0.354)	(0.325)	(2.919)
Amber	(0.250)	(1.630)	(4.370)	(0.585)	(2.000)	(7.432)
Red	0	0	(0.780)	(1.900)	0	(3.989)
Total	(0.400)	(2.409)	(7.211)	(2.839)	(2.325)	(15.184)

[Return to Achievement of Savings Narrative](#)

Savings & Income Monitor

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
CEX	CEX	New 2020/21	Savings	Improve our registration offer to local residents	1.5	0
CEX	CEX	New 2020/21	Savings	Reduce printing	3.0	(50)
CEX	CEX	New 2020/21	Income	Review of recharges	3.0	(100)
CEX	CEX	New 2020/21	Savings	Organisational Review Saving	5.0	(250)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
Corporate	Corporate	New 2020/21	Income	Review HRA recharges, MRP policy and capitalisations and application of grants	0.0	0
Corporate	Corporate	FYE	Income	Tax base Growth	1.5	(75)
Corporate	Corporate	New 2020/21	Savings	Obtain rebates by using Purchase Cards for energy bills and matrix invoicing	1.5	(100)
Corporate	Corporate	New 2020/21	Savings	Tail spend savings. Supplier manages spend for the council. Savings achieved through economies	2.5	(150)
Corporate	Corporate	New 2020/21	Savings	Take system credits as a one-off saving, then assume £500k each year ongoing saving	5.0	(2,000)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
People	ASC	FYE	Savings	Reardon Court - Extra Care	1.5	0
People	ASC	New 2020/21	Savings	Increased use of Assistive Technology and support through the VCS	1.5	(100)
People	ASC	New 2020/21	Savings	Reduction in print costs	1.5	(25)
People	ASC	FYE	Savings	Reduction in management as a result of service re-modelling	2.5	(157)
People	ASC	New 2020/21	Savings	Reduced costs of care through early intervention	2.5	(110)
People	ASC	New 2020/21	Savings	Maximisation of IWE resource for day services	3.0	(90)
People	ASC	New 2020/21	Savings	More efficient processing of DoLs and care of Pets	3.0	(40)
People	ASC	New 2020/21	Savings	Review of residential placements to secure appropriate supported living	5.0	(200)
People	ASC	New 2020/21	Income	Increased income through fees and charges for chargeable Adult Social Care Services	7.0	(320)
People	C&F	New 2020/21	Savings	Reduction in business support (vacant post)	0.0	(39)
People	C&F	New 2020/21	Savings	Block booking semi-independent accommodation	4.5	(60)
People	C&F	New 2020/21	Savings	Reducing placement cost	7.5	(140)
People	C&F	New 2020/21	Savings	Reduction in early retirement pension budget	0.0	(58)
People	C&F	New 2020/21	Savings	Reduction in reparation due to Police contribution	0.0	(10)
People	Education	New 2020/21	Income	DSG Funding and capital recharges	1.5	(90)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
People	PH	New 2020/21	Savings	PH Restructure 1FTE in PH Commissioning Team (part of 970k in MTFP)	3.0	(60)
People	PH	New 2020/21	Savings	Reducing Out of borough Sexual Health spend (part of 970k in MTFP)	4.5	(100)
People	PH	Previous Years	Savings	Public Health Restructure	5.0	0
People	PH	New 2020/21	Savings	Review of commissioning contracts 0-19 Contract (part of 970k in MTFP)	7.0	(810)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
Place	All	FYE	Savings	Management actions to contain pressure	0.0	(379)
Place	All	FYE	Income	Increase income across R&E	0.0	(250)
Place	All	FYE	Savings	Organisational Review Savings	0.0	(198)
Place	Env & Ops	New 2020/21	Income	Southgate Cemetery Cemeteries Mausoleum and Vaulted graves sales	0.0	156
Place	Env & Ops	FYE	Income	Additional T&T income from recharges to capital	0.0	0
Place	Meridian	FYE	Income	Meridian Water Meanwhile Use income	0.0	1,190

Place	Property	New 2020/21	Income	Genotin Road Car Park Redevelopment	0.0	93
Place	Property	New 2020/21	Savings	Vacating St Andrews Court	0.0	158
Place	Property	New 2020/21	Savings	lease termination of 59 Church Street retail shop	0.0	(40)
Place	Property	New 2020/21	Income	Claverings: close Ark, rent it out	0.0	128
Place	Env & Ops	New 2020/21	Income	Traffic order income	0.0	(160)
Place	Env & Ops	New 2020/21	Savings	Vehicle Fleet Replacement – through borrowing instead of leasing	0.0	(1,200)
Place	Env & Ops	New 2020/21	Savings	In house Parks/Cemeteries contracts efficiency	0.0	(50)
Place	Property	FYE	Savings	Energy Saving Initiatives	0.0	150
Place	Env & Ops	FYE	Savings	Stop School Crossing Patrols	1.5	(34)
Place	Planning	New 2020/21	Income	Increase in fee income from Design Review Panel	1.5	(50)
Place	Property	New 2020/21	Savings	Montagu Industrial Estate Redevelopment	1.5	0
Place	Property	New 2020/21	Savings	FM Contracts and resourcing (Security contract saving)	1.5	(78)
Place	Property	New 2020/21	Income	Reardon Court Development Rental Income	1.5	0
Place	Property	New 2020/21	Savings	Terminate Triangle House Lease	1.5	0
Place	Property	New 2020/21	Savings	Close John Wilkes House (sale to HRA?)	1.5	(20)
Place	Property	New 2020/21	Savings	Insource Cleaning Contract ongoing efficiencies	1.5	0
Place	Property	New 2020/21	Income	Sub-stations rent reviews	1.5	0
Place	Property	New 2020/21	Savings	Lease vacant space at Centre 14, Claverings	1.5	(20)
Place	Meridian	New 2020/21	Income	MW retail income (MW Non Residential Rental Income	1.5	0
Place	Env & Ops	New 2020/21	Savings	Additional LED street light savings	1.5	0
Place	All	New 2020/21	Income	Inflation uplift on external clients and receipts income	1.5	0
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (iv): 1% increase on the TA rent roll	1.5	(20)
Place	Env & Ops	New 2020/21	Income	Commercialisation of the Fleet Workshop	1.5	(50)

Place	Meridian	New 2020/21	Income	Staff capitalisation to MW, due to increased staffing levels to meet the revised MW scope	1.5	(70)
Place	Env & Ops	FYE	Savings	LED Street Lighting	2.5	(250)
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (i): TA void loss	2.5	(180)
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (iii): Additional Decants	2.5	(200)
Place	Planning	New 2020/21	Income	CIL and S106 Admin Fee Income to Strategic Planning and Design Team	3.0	(50)
Place	Planning	New 2020/21	Income	Fee income from Urban Design / Heritage / Planning consultancy services	3.0	(50)
Place	Planning	New 2020/21	Income	Building Control Plan Drawing Service	3.0	0
Place	Property	New 2020/21	Savings	Close Alan Pullinger Centre	3.0	(50)
Place	Env & Ops	New 2020/21	Income	Crematorium Development	3.0	0
Place	Env & Ops	New 2020/21	Income	Scaffolding Income	3.0	(50)
Place	Property	New 2020/21	Income	Reprofiled Holly Hill Bunding Income	3.5	(487)
Place	Planning	FYE	Income	Building Control Income	4.5	(50)
Place	Property	FYE	Income	Market Rentals for Council Properties	4.5	(50)
Place	Env & Ops	FYE	Savings	Waste Savings	5.0	(1,800)
Place	Meridian	New 2020/21	Income	MW Meanwhile use income	5.0	(1,309)
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (ii): TA Repairs & Maintenance	5.0	(250)
Place	Env & Ops	FYE	Income	Cemeteries Mausoleum and Vaulted graves sales - Southgate Cemetery	7.0	(390)
Place	Env & Ops	FYE	Income	Edmonton Cemetery Expansion - sales of mausolea and vaulted graves	7.0	(6)
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (v): High value debt cases	7.0	(350)
Place	Property	Previous Years	Income	Leisure services	7.0	0
Place	Env & Ops	New 2020/21	Savings	Parking Contract Renewal	7.5	(165)
Place	Housing	New 2020/21	Savings	Homelessness Service Review MTFP £1.0m (iv): Flexible Housing phased over 2 years	7.5	0
Place	Housing	FYE	Savings	Temporary Accommodation - Future Years	10.5	(780)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
Resources	Finance	New 2020/21	Savings	Update of financial systems. Alternative to SAP & BPC.	1.5	0
Resources	Finance	New 2020/21	Income	Review of staff capitalisation across the finance team	1.5	0
Resources	Finance	New 2020/21	Income	Payroll Service expansion to schools	1.5	0
Resources	Finance	New 2020/21	Savings	Staff savings from implementation of a vendor payment portal	1.5	0
Resources	Finance	New 2020/21	Savings	Single view of the customer debt	1.5	0
Resources	Finance	New 2020/21	Savings	Greater automation to reduce staff resources in administering DWP notifications	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Customer Service Centre demand reduction and channel shift	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Reducing costs associated with data storage	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Reducing cost of maintaining staff laptops and devices.	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Application Rationalisation - ongoing reduction of other applications	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Rationalisation of telephony contracts	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Automation of routine processes including the exploration of Artificial Intelligence	1.5	0
Resources	Customer Exp	New 2020/21	Savings	Reduction in the usage of the interpreting contract	1.5	0
Resources	Finance	FYE	Savings	Payments Programme - new system allowing efficiencies in Exchequer	2.5	(200)

Department	Directorate	FYE/New 2020/21	Savings or Income	Title and Short Description	Risk Score	Budget Impact 2020-21 £'000
Resources	Customer Exp	New 2020/21	Savings	Review of out of hours contracting arrangements; early exit termination fees apply.	3.0	(14)
Resources	All	New 2020/21	Savings	Sustainable council: reduction in printing across the council by 15%	3.0	(50)
Resources	Customer Exp	New 2020/21	Income	Community Libraries sundry income	3.0	(25)
Resources	Customer Exp	New 2020/21	Income	Community libraries. Wireless self service printing to generate income	3.0	(25)
Resources	Customer Exp	New 2020/21	Income	Investment in a sensory room for use by individuals, companies and schools	3.0	(20)
Resources	Customer Exp	New 2020/21	Income	Makerspaces. Equipping community rooms to support crafting and other skill development	3.0	(20)
Resources	Finance	New 2020/21	Savings	Automation of processes and the use of online forms to facilitate savings within the financial assessments and income & debt teams	4.5	(20)
Resources	All	New 2020/21	Savings	Organisational Review Saving	5.0	(225)
Resources	Customer Exp	New 2020/21	Savings	Re-procurement of bulk printing and postage contract	5.0	(200)
Resources	Customer Exp	New 2020/21	Income	Digital support to the UK immigration and visa verification service.	5.0	(140)
Resources	Commercial	New 2020/21	Savings	Procurement saving resulting from replacing our digital customer platform	10.5	(600)
sources	Customer Exp	New 2020/21	Savings	New arrangements for hosting ICT applications and mobile phone contract reductions	15.0	(1,300)

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Appendix L

Housing Revenue Account (HRA)	Current Budget (£m)	Forecast Outturn (£m)	Variance inc Covid-19 (£m)	Variance Exc. Covid-19 (£m)
Supervision and Management (General) *Housing Development & Estate Renewals *Director Housing Management *Tenancy and Estate Management *Income Collection *Re-Housing *Home Ownership & RTB's *Communications	14.098	14.324	0.226	0.000
Supervision and Management (Special) *Grounds Maintenance *Energy *Communal Services *Sheltered Housing *Concierge & CCTV	7.531	7.531	0.000	0.000
Repairs Admin *Housing Prof Services *Technical Services	1.342	1.342	0.000	0.000
Repairs Base: Responsive & Planned	13.121	13.121	0.000	0.000
Rates - Council Tax on Estate Renewals	0.630	0.630	0.000	0.000

Housing Revenue Account (HRA)	Current Budget (£m)	Forecast Outturn (£m)	Variance inc Covid-19 (£m)	Variance Exc. Covid-19 (£m)
Rates - Business Rates & Council Tax	0.092	0.092	0.000	0.000
HRA Surplus (to fund Capital)	3.762	3.762	0.000	0.000
Bad Debt Provision	0.710	0.710	0.000	0.000
Capital Financing	24.592	24.592	0.000	0.000
Rents Dwellings	(57.846)	(57.651)	0.195	0.000
Rents Non Dwellings (Shops/Garages/Community Halls)	(3.131)	(2.884)	0.247	0.000
Interest on HRA Balances + RTB mortgages	(0.324)	(0.324)	0.000	0.000
Corporate & Democratic Core	0.367	0.367	0.000	0.000
Leaseholders Service Charges	(4.942)	(4.942)	0.000	0.000
HRA Total	0.000	0.668	0.668	0.000

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Appendix M

Dedicated Schools Grant	Forecast Variance (£m)
<p>High Needs Block</p> <p>The main pressures relate to the development of additional in borough provision and the increase of the number of pupils with Education, Health and Care plans (EHCPs) in mainstream schools which are partly offset in favourable changes in the Out of borough placements.</p>	2.661
DSG Total	2.661

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Appendix N

Reserves	31 March 2020	Forecast Transfers 2020/21 £m's	Forecast Balance 31 March 2021 £m's
	£m's		
General Fund			
Risk Reserve	(8.304)	1.494	(6.810)
Covid-19 Reserve	(3.000)	0.433	(2.567)
Balance Sheet Management	(4.200)	0.000	(4.200)
Collection Fund Equalisation EM reserve	(10.542)	0.000	(10.542)
Housing Benefit Smoothing Reserve	(2.638)	0.000	(2.638)
North London Waste Authority Reserve	(1.349)	0.800	(0.549)
Medium Term Financial Planning Smoothing Reserves	(14.529)	0.800	(13.729)
Salix Fund	(0.726)	0.400	(0.326)
MRP Equalisation	(15.338)	0.000	(15.338)
Interest Rate Fluctuations	(8.190)	0.000	(8.190)
Capital Financing Reserves	(24.254)	0.400	(23.854)
Service Specific Reserves	(14.251)	3.653	(10.598)
Property	(2.125)	0.363	(1.762)
Covid-19 Grant	(8.521)	8.521	(0.000)
Other Grant Reserves	(10.063)	2.593	(7.470)
Grants & Other Contributions	(18.584)	11.114	(7.470)
General Fund Usable Reserves Sub Total	(89.247)	18.257	(70.990)
Insurance	(7.021)	0.000	(7.021)
General Fund Balance	(13.950)	0.000	(13.950)
Total General Fund Reserves and Balances	(110.218)	18.257	(91.961)
HRA			
HRA Repairs Fund	(21.997)	0.500	(21.497)
HRA Insurance	(0.323)	0.000	(0.323)
Total HRA Reserves	(22.320)	0.500	(21.820)
HRA Balance	(4.623)	0.000	(4.623)
Total HRA Reserves and Balances	(26.943)	0.500	(26.443)
Schools			
Schools' Balance	3.193	0.000	3.193
Dedicated Schools' Grant	4.482	2.661	7.143
Total Schools' Reserves and Balances	7.675	2.661	10.336

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Chart 2: Reserves Usage over 5 year MTFP



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