

## London Borough of Enfield

### Cabinet

11 November 2020

---

**Subject:** Capital Programme Monitor Second Quarter (September) 2020

**Cabinet Member:** Councillor Maguire

**Executive Director:** Fay Hammond, Executive Director - Resources

**Key Decision:** KD5201

---

### Purpose of Report

1. The purpose of this report is to inform Members on the current position (as at the end of September 2020) of the Council's 10 Year Capital Programme 2020/21 to 2029/30, considering the latest information available for all capital schemes including the funding arrangements.
2. The report shows the 2020/21 forecast year end expenditure for the approved programme is projected to be £253m: £128m General Fund, £89m HRA and £35m for Enfield Companies.
3. The report sets out the estimated capital spending plans for 2020/21 to 2029/30 including the proposed arrangements for funding and confirms that the revenue capital financing costs for the programme are provided for in the budget.
4. In February 2020, Council approved the 2020/21 Capital Budget and noted the 2020/21-2029/30 10-Year Programme (KD5026). This included approval for the HRA 10-Year Capital Programme of £1,173m.
5. The 2020/21 capital budgets include new programmes, which were approved as part of the budget setting process. These new programmes were described as 'Requested Additions'.
6. Each 'Requested Addition' is subject to a separate individual report, which grants the approval to spend from the budget envelope approved by Council. Table 3 paragraph 43, details those projects which have obtained the relevant approval to spend and are now included in the approved Capital Programme, as well as new grant funding received in year.
7. Appendix B lists the projects where individual delegated approvals are still required.

### Proposal(s)

8. It is recommended that Cabinet notes the inclusion of the following capital programmes which have been granted approval to spend and updated grant funding in the Council's 10-Year Capital Programme:

- IT Investment: Place Asset Management System
  - Community Safety
  - Flood Alleviation
  - Tennis Courts Works at Broomfield Park
  - Town Centre Regeneration: Good Growth Fund-Fore Street, Angel Edmonton
  - Reardon Court
  - Extension to Foster Carer's homes
  - COVID19 Rough Sleepers Homelessness Grant
9. Appendix A details the revised 10 Year Capital Programme including all programmes with approval to spend. The total budget is £1,760bn.
  10. Appendix B details Requested Additions, that are subject to further approval.
  11. Appendix C details the total revised 10 Year Capital Programme. The total budget is £2,296bn.

### **Relevance to the Council's Plan**

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

### **Background**

17. The Council's Capital Programme is regularly reviewed, and monitoring reports are submitted to Cabinet on a quarterly basis. The Council continually strives to maximise external grants and contributions and attract new income streams to fund projects wherever possible and minimise the need to borrow.
18. This is the second report on the Capital Strategy (2020/21) and 10 Year Capital Programme (2020/21 to 2029/30). The report is at the end of the second quarter.
19. Impact of COVID19
20. The main impact of COVID19 on the Capital Programme has been reduced expenditure in the first 6 months of the financial year.

21. Prior to the Q1 Monitor, it was estimated that at least 25% of current year budgets would be reprofiled into 2021/22. The actual reprofiling of £142m at Q1, represented 32% of the total programme. A further £95.6m has been reprofiled at Q2, bring total reprofiling to £238m, i.e. 54% of the 2020/21 revised budget.
22. A separate review of the Capital Programme was undertaken by the Capital Finance Board to ascertain if there are any programmes which can be delayed to future financial years. The main driver of that exercise was to reduce the revenue budget requirement in the current financial year. This arises from the requirement to set aside revenue budgets to fund loan and interest payments. This exercise has been the catalyst for some of the budget reprofiling.

### Main Considerations for the Council

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

TABLE 1

Current Year Approved Capital Programme	2020/21 Budget (Q1)	Reprofil-ing	Additions	Reduct-ions	2020/21 (Q2) Forecast	*Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	£'000	%
Resources	6,266	(2,090)	1,500	0	5,676	538	9%
People	31,100	(27,000)	450	0	4,550	2,070	45%
Place	60,232	(18,174)	4,534	(654)	45,938	12,985	28%
Place - Meridian Water	90,621	(18,498)	0	0	72,124	17,545	24%
Chief Executive	57	0	0	0	57	0	0%
<b>General Fund</b>	<b>188,277</b>	<b>(65,762)</b>	<b>6,484</b>	<b>(654)</b>	<b>128,345</b>	<b>33,138</b>	<b>26%</b>
Energetik	6,942	0	0	0	6,942	1,655	24%
Housing Gateway Ltd	21,500	250	6,800	0	28,550	1,712	6%
<b>Total General Fund</b>	<b>216,719</b>	<b>(65,512)</b>	<b>13,284</b>	<b>(654)</b>	<b>163,837</b>	<b>36,505</b>	<b>22%</b>
Place - HRA	119,283	(30,109)	0	0	89,174	14,128	16%
<b>Total Capital Programme</b>	<b>336,002</b>	<b>(95,621)</b>	<b>13,284</b>	<b>(654)</b>	<b>253,010</b>	<b>50,633</b>	<b>20%</b>

*\*There is an additional £1.4m HRA and £1.2m General Fund expenditure yet to be processed, or that has currently been charged to revenue cost centres, which is attributable to the Capital Programme.*

25. Reprofiling
26. Budget reprofiling reflects changes regarding the forecast timing of expenditure of programmes, between financial years, with no reported increase or decrease in the overall budget requirement.
27. At Q2, £95.6m of the total programme budget is to be reprofiled from 2020/21 to future years.

28. Table 2 below analyses the budget reprofiling; with explanations below the table for the significant items within the General Fund programme.

TABLE 2

Budget Reprofiling to Approved Programmes	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Future Years £'000	Funding Source
IT Investment	(2,090)	2,090	0	0	0	0	Borrowing
<b>RESOURCES</b>	<b>(2,090)</b>	<b>2,090</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Extra Care Housing: Reardon Court	(7,835)	7,835	0	0	0	0	Borrowing & Grant
Schools' Capital Programme	(27,000)	27,000	0	0	0	0	Grant (ESFA)
<b>PEOPLE</b>	<b>(34,835)</b>	<b>34,835</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Changes to Waste & Recycling Collections	(121)	121	0	0	0	0	Borrowing
Corporate Condition Programme	(891)	891	0	0	0	0	Borrowing
Corporate Property Investment Programme	(4,337)	4,337	0	0	0	0	Borrowing
Healthy Streets	(2,000)	2,000	0	0	0	0	Borrowing
Meridian Water	(18,498)	18,498	0	0	0	0	Borrowing
Montagu Industrial Estate	(3,000)	3,000	0	0	0	0	Borrowing
Town Centre Regeneration	810	(810)	0	0	0	0	Borrowing
Vehicle Replacement Programme	(800)	800	0	0	0	0	Borrowing
<b>PLACE</b>	<b>(28,837)</b>	<b>28,837</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Energetik	0	0	0	0	0	0	Borrowing
Housing Gateway Ltd	250	(250)	0	0	0	0	Borrowing
<b>COMPANIES</b>	<b>250</b>	<b>(250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Place - HRA	(30,109)	35,582	(1,386)	(1,386)	(1,235)	(1,466)	Various
<b>HRA</b>	<b>(30,109)</b>	<b>35,582</b>	<b>(1,386)</b>	<b>(1,386)</b>	<b>(1,235)</b>	<b>(1,466)</b>	
<b>TOTAL Budget Reprofiling</b>	<b>(95,621)</b>	<b>101,094</b>	<b>(1,386)</b>	<b>(1,386)</b>	<b>(1,235)</b>	<b>(1,466)</b>	

29. IT Investment (-£2,090k): £2m of the ICT budget is currently unallocated, of which £1m is being reprofiled to 2021/22. There are a number of priority projects that are yet to be fully costed. Work is ongoing to complete the business digital portfolio report, which will provide clarity on the intended use of the ICT fund balance. It is however anticipated, at this stage the full £2m will not be required. The key projects that may require funding from the fund relate ICT Infrastructure, Windows 10 and Cyber Security projects.

30. The total budget for the Asset Management System Replacement is £2.89m, of which £1.5m was indicatively profiled into 2020/21. Actual delivery profiles are being developed and it is anticipated that £410k will be required for 2020/21, the balance of £1.09m reprofiled to future years.

31. Reardon Court (-£7,835k): In September 2020, Council approved a budget of £30.1m which included an uplift of £2.6m. Based on current project cashflows, the spend to March 2021 is forecast to be circa £2m, which includes demolition and consultant fees. This revised forecast reflects a more realistic programme and has been verified by the project's technical team. The demolition contractor was appointed this year and will commence works in November.

32. Schools Capital Programme (-£27,000k): Following the latest grant allocations from central government; £27m of the schools' capital programme is being reprofiled. £17m to reflect the updated plan as set out in the updated School Condition and Fire Safety Programme 2020/21 to 2021/22 (KD5082). The report, outlined a proposed programme for 2020/21, formulated to address the most urgent condition items. The balance of £10m is being reprofiled due to the impact of COVID19, which has resulted in some projects being reprogrammed to later in this financial year or moved into the next financial year. The programme is continually reviewed on a project-by-project basis which may result in current spend profiles being amended next quarter. Some schemes are still in the design and feasibility stage, and unlikely to incur significant on-site build costs until the beginning of 2021/22.
33. Corporate Condition Programme (-£891k): Delays resulting from the effects of COVID19 have led to a reprofiling of £891k of the CCP 2020/21 capital budget. Within this, is slippage of £627k relating to Civic centre safety works. Other causes of delays include the requirement for further structural investigation for the Palace Gardens Upper Deck works.
34. Corporate Property Investment Programme (-£4,337k): The approved programme included budget allocations to undertake works on the Council's rural, park corporate residential and operational property assets. A number of these programmes are still being developed and it is not anticipated work will commence this financial year
35. Healthy Streets (-£2,000k): This represents the agreed £2m LBE funding from the Town Centre Regeneration programme. It is being reprofiled to 2021/22 to support the development of the Liveable Neighbourhood TfL schemes in Enfield Town and Angel Edmonton.
36. Meridian Water (-£18,498k): Budgets have been realigned to match updated spending profiles as follows, £3.2m HIF (Rail and Road), £4m Meridian Four £0.7m Employment Strategy and £2.3m land development.
37. Other budgets which have been reprofiled are £4m of the land acquisition budget, to reflect the current status of negotiations with the landowners, £3.1m of Meridian One HRA payments, as they will not be incurred until next financial year and £1.1m related to the relocation of the Pressure Reduction System.
38. Montagu Industrial Estate (-£3,000k): As highlighted in Q1, potential claimants wait for the Council's resolution to grant a Compulsory Purchase Orders (CPOs) before engaging in meaningful dialogue on acquisitions. Although offers have been made, a significant number have declined or not yet accepted; negotiations are still ongoing. There is a possibility of further slippage as the CPOs may not be confirmed until the end March 2021.
39. Town Centre Regeneration (+£810k): The total budget is being reviewed and presently attributed to two main schemes: The Liveable Neighbourhoods programme in Enfield Town and the GLA funded Good Growth project in Angel Edmonton. The funding reprofiled into 2020/21 will support the early stages of the Angel Edmonton project. This consists of the design services and development to at least Stage-2 RIBA, for the various project elements. There may also be some small-scale public realm interventions. The remainder of the

Town Centre Regeneration budget will be allocated against Palmers Green, Southgate and Edmonton Green projects in future years.

40. Vehicle Replacement Programme (-£800k): Delivery date of replacement Refuse Collection Vehicle's moved to July 2021 due to COVID19 related production delays from the manufacturer. Also, there are COVID19 delays on additional vehicle orders relating to services being insourced, with orders expected in February or March 2021.
41. Housing Gateway Ltd (+£250k): HGL is required to create an ethical lettings agency to assist with the pressures on Temporary Accommodation and make the private rented market more accessible to residents on low incomes. Enfield Lets was launched on the 1<sup>st</sup> of October 2020 and is now operational. As part of the financial modelling; a cash flow pressure was identified where landlords are paid in advance, whilst tenants pay rent in arrears (aligned with benefit payments). As a result, HGL will be drawing down an equity injection of £250k, specifically to assist with the Enfield Let business model.
42. For HRA, refer to paragraph 89.
43. Approved Additions to the Capital Programme

TABLE 3

<b>Additions to the Approved Capital Programme</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>Total Growth £'000</b>	<b>Funding Sources (Approval Report)</b>
IT Investment: Place- Property Asset Management System	1,500	1,390	<b>2,890</b>	<i>Borrowing (KD5011)</i>
<b>Resources</b>	<b>1,500</b>	<b>1,390</b>	<b>2,890</b>	
Extra Care Housing: Reardon Court	2,611	0	<b>2,611</b>	<i>GLA Grant and Borrowing</i>
Extension of Foster Carers: one-off contribution to HRA Accommodation	150	0	<b>150</b>	<i>Borrowing</i>
Community Safety	300	0	<b>300</b>	<i>Borrowing</i>
<b>PEOPLE</b>	<b>3,061</b>	<b>0</b>	<b>3,061</b>	
Flood Alleviation	798	0	<b>798</b>	<i>GLA Grant and s106 (KD4980)</i>
Tennis Courts Works at Broomfield Park	25	0	<b>25</b>	<i>Sports England Grant</i>
Town Centre Regeneration: Angel Edmonton (Fore Street)	1,100	0	<b>1,100</b>	<i>Good Growth Fund - GLA Grant (KD5080)</i>
<b>PLACE</b>	<b>1,923</b>	<b>0</b>	<b>1,923</b>	
Housing Gateway Ltd	6,800	0	<b>6,800</b>	<i>COVID19 - Homelessness GLA Grant</i>
<b>COMPANIES</b>	<b>6,800</b>	<b>0</b>	<b>6,800</b>	
<b>TOTAL Growth</b>	<b>13,284</b>	<b>1,390</b>	<b>14,674</b>	

44. Appendix B details the Requested Additions, where the approval to spend the budget envelope has not been achieved.
45. Reductions
46. Table 4 below shows the removal of budgets from projects which have had prior approval to spend.

TABLE 4

<b>Reductions</b>	<b>2020/21 £'000</b>	<b>Total Reduction £'000</b>
Healthy Streets	(654)	<b>(654)</b>
<b>PLACE</b>	<b>(654)</b>	<b>(654)</b>
<b>TOTAL Growth</b>	<b>(654)</b>	<b>(654)</b>

47. Transport for London (TfL) funding processes have changed following COVID19 and are regularly reviewed as part of the Department for Transport (DfT) bail out arrangements. LBE staff maintain regular contact with senior sponsors at TfL to ensure a full understanding of the current and potential future situations.
48. Following the most recent consultations with Transport for London, funding has been readjusted to reflect delays on the A1010N caused by COVID19, including impact on speed of work and delivery of materials. Further adjustments are expected throughout the year.
49. 2020/21 Forecast and Expected Outcomes
50. The 2020/21 revised Capital Programme budget (i.e. forecast) is £253m, as detailed in Table 1 above. Appendix A provides a breakdown by programme and department. The following paragraphs describe expected outcomes for the significant programmes.
51. Resources
52. IT Investment (£5,426k): This budget is currently allocated across a total of 23 projects delivered by Transformation, ICT and Knowledge & Insights teams.
53. £2m is assigned to the Customer Platform Replacement (CRM) project which will provide IT software & hardware to create and manage cases for Enfield residents. The Infrastructure Programme is forecasted to spend £975k for implementing the Mobile Phone contract and completing the installation of networks and moving away from the data centre.
54. Other IT Investment projects include £303k - Build the Change (New Device Rollout); £191k - Methods and Modes (Payment Programme); £120k - Libraries Management System; £103k – Liquid Logic and Synergy (Children’s and Schools’ Transformation); £55k - Build the Change (SharePoint); £33k - Corporate Intelligence; and £32k - Commercial Service Microsite.
55. Asset Management System Replacement (£410k). The procurement of supplier to complete the 1<sup>st</sup> phase of the asset drawings and data cleanse as well as the recruitment of key project staff, to commence the project will be delivered this financial year
56. Libraries-Access Centre (£250k): The project is now split into 2 stages. Stage 1 is the reopening of 4 flagship libraries: Enfield Town, Edmonton Green, Palmers Green Library and Ordnance Unity Centre. This is in response to COVID19

ease of lockdown and the project team has worked to spend as little as possible as this will not be the permanent design solution for the libraries.

57. Stage 2 is the redesign of Enfield Town and Edmonton Green libraries to accommodate the Community Hub Concept, where most of the project budget will be spent. As of 14th September 2020, all 4 libraries have been reopened, so the project is now on track to refocus on the permanent design solution for Enfield Town and Edmonton Green libraries.
58. People
59. Schools' Capital Programme (£4,100k): The strategy of providing additional school places for SEND children is continuing and include the following: ongoing expansion of West Lea Special School, Winchmore Secondary 6th Form and Autistic Unit, rebuild of Fern House and an expansion of Oaktree Special School is also planned. Officers are continuing to investigate opportunities to provide additional SEND places with the associated savings.
60. There are several key maintenance projects to keep schools open and safe, which include roofing, heating and domestic hot water systems and fire alarm systems at various schools. An example is Oakthorpe school's heating system and distribution which was included as an urgent project to prevent school closure, budgeted at £700k. The forecast spend also includes professional fees and retention commitments.
61. Place
62. Southgate Cemetery (£799k): This project will deliver 363 chambers and 24 mausolea (as well as the drainage scheme) for the whole site (i.e. including phase-1 of 95 burial chambers and 24 mausolea). Work is progressing and currently its anticipated that works will be completed by December 2020. Sales of £125k have been achieved during this quarter while construction continues.
63. Flood Alleviation (£2,078k): This programme comprises of several high-profile schemes which will reduce the risk of flooding to homes within the Borough. It will enhance underutilised green spaces and improve the public realm. Schemes include the Enfield Chase Restoration Project (£748k growth from GLA), due to commence in November 2020 to create 60 hectares of woodland. The Turkey Brook Flood Alleviation Scheme which involves realigning a section of the watercourse in Albany Park and creating flood water storage is due to be completed on site in January 2021. Other schemes include the construction of rain gardens and other features to reduce flood risk at the Four Hills Estate; a 13-week construction programme will be on site this Autumn/Winter and Haselbury Neighbourhood Improvements, almost complete on site. Funding will also allow for detailed design of flood alleviation proposals in Enfield Town to be progressed this financial year.
64. LED Street Lighting (£5,137k): Following a slight delay due to COVID19 the contractor is installing LEDs to a revised programme with completion of installations due by end of December 2020. Project outputs achieve significant reductions in electricity consumption with associated reductions in revenue costs and carbon emissions.



65. Highways & Street Scene (£6,837k): The programme has seen progress on the following schemes:
- Planned Defects - The contractor will be carrying out planned works to carriageways and footways as identified by inspectors throughout the year.
  - Carriageway Resurfacing Programme - Following early commencement of works in May, 28 of the 33 schemes in the main programme and 7 of 16 schemes in the partial resurfacing programme have been completed with the remainder programmed for Q3 & Q4.
  - Footway Renewal Programme - Works have continued in Q2. 19 schemes have been completed to date with 1 scheme on site now. Remaining 10 schemes have been programmed to be completed by end of financial year.
  - Highway Trees Removal & Replacement - There will be removal of deteriorating tree stock and replacement with young healthy trees. This work is seasonal and will be carried out between November and February.
  - Minor Highway Improvements - The first two quarters of the year has mainly been design. Works are due to start on site in October with one scheme and other schemes continuing through to Q4.
  - Street Nameplates Renewal - Orders have been raised for the supply, manufacture and installation of Street Name Plates at various locations in the Borough.
  - Verge & Shrub Bed Renewal - 10 projects have had orders raised for works which included, improving shrub bed areas with new planting, verge protection improvements and planting rain gardens. Most of these projects have been completed within Q1 and Q2.
  - Structures - Bridges & Culverts - Approximately 40% of works is completed in Q2. Works expected on site in Q3 and Q4 include high priority structural repairs to highway structures (bridges, culverts, footbridges & retaining wall) and parks footbridges.
  - Bridge Renewal - Circa 50% of feasibility studies have started and the remainder are due to start in Q3. All feasibility studies' reports are expected to be delivered in Q3 and Q4.
  - Playground and Parks Infrastructure - Parks Infrastructure & Play Area planned & prioritised reactive works continuing through Q2, with a planned increase in spending through Q3, following receipt of Annual Inspections.
66. Tennis Courts Works at Broomfield Park (£539k): £25k increase (as funded by Sports England) to Tennis Court works at Broomfield Park; following engagement of technical engineers, development of accurate specifications, and the inclusion of floodlights, the overall cost of the project has risen significantly. Works have commenced on site with progress and programme being monitored regularly through contract management meetings with contractor.
67. Vehicle Replacement Programme (£1,600k): This will allow for the continuation of the fleet replacement program, as well as the additional requirements, should the proposal to return the contract back in-house be agreed.
68. TfL Supported Schemes (£3,052k): The programme has seen progress on the following schemes:
- A1010 North - Resurfacing due for substantial completion in October 2020;

- Liveable Neighbourhood - phase-2 engagement with public underway and landscape architects appointed to engage in co-design. Traffic modelling in progress.
  - Quieter Neighbourhoods - public consultations on Bowes experiment now open and substantial completion on Fox Lane;
  - Mini Holland - completion on A105 and A1010S with minor corrective items outstanding
  - Local Implementation Plans - substantial completion on Little Park Gardens with some minor landscaping elements and electrical work remaining. Awaiting feasibility for On-Street Bikes scheme report for docked/dockless bikes. Design underway for cycle route for New Southgate to Palmers Green.
69. Meridian Water (£72,124k): The following milestones are forecast to be delivered in 2020/21:
- Delivery of a revised masterplan incorporating the Council's vision and strategies for Meridian Water;
  - Purchasing the land required to deliver the non-rail strategic infrastructure funded by the HIF grant;
  - Completing the planning and design for the rail and non-rail strategic infrastructure funded by the HIF grant;
  - Relocation of the gas Pressure Reduction Station (PRS) on Willoughby Lane to enable development of Meridian One and future development of Phase 4;
  - Delivery of the meanwhile strategy for Meridian Water to maximise revenue income and place-making, including £3.3m investment in the Troubadour film studios;
  - Delivery of the Building BLoQs meanwhile scheme;
  - Complete purchase of London affordable rent units at Meridian One from Vistry and;
  - The delivering of an employment strategy for Meridian Water and a Skills Academy.
70. Corporate Condition Programme (£2,127k): The programme will deliver works on various sites including St Andrew's Court, Church St. Recreation, Edmonton Cemetery Chapel and others. Works on Civic Centre are estimated to be circa £1.4m and £382k for Beech Barn Farm.
71. Corporate Property Investment Programme - CPIP (£3,081k): The programme specifically aims to support the delivery of the Council's Strategic Asset Management Plan (SAMP) in management of operational and commercial investment buildings.
72. CPIP works have commenced on the renovation of the Enfield Highway Library Building which will enable the relocation of the Independent Learning Disabilities Services (ILDS) from St Andrew's Court, resulting in a better working environment, improved service delivery and savings on rental expenditure.
73. CPIP will also be focussed on the Civic Centre; expectations for 2020/21 include the toilet refurbishment for B-Block and alteration works to the Civic Reception area. There will be data gathering and feasibility costs for further

developments at the Civic Centre, including proposals for the Civic Centre Business Hub.

74. Electric Quarter (£1,830k): This will deliver the fit-out of the library and surplus space. There may be extra costs for the decentralised energy network which is currently being investigated.
75. Genotin Road - Metaswitch (£10,472k): The fit-out works are being finalised and due to complete in December 2020. Metaswitch (now owned by Microsoft) will be in occupation in January 2021.
76. Montagu Industrial Estate (£3,000k): Key outputs to be delivered include obtaining CPO resolution and phase-1 planning approval. Offers to acquire property interests will be made to all freeholders and leaseholders by December.
77. Town Centre Regeneration (£410k): Forecast outcomes for 2020/21 includes the second phase of community engagement for Enfield Town, including delivery of public space concept designs and traffic modelling work.
78. Extra Care Housing: Reardon Court (£2,000k): The demolition contractor was appointed this year and will commence works in November. Once these works have completed, further ground condition surveys and design work will commence with the main construction and spend due to commence in 2021/2022.
79. Housing Adaptations & Assistance - Disabled Facilities Grant (£2,200k): The number of enquires, approvals and completions are lower than previous years, this is a direct effect of COVID19. Referrals from Social Services have started to increase and so have approvals. Now that contractors are back on-site, there is a steady flow of completed DFGs.
80. Energetik (£6,942k): Energetik has completed the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter, and by the end of 2020/21 will have set up the construction site at the EcoPark for its Meridian Water heat network energy centre, commenced sewer diversions at the EcoPark, but the commencement of the build of the Energy Centre at EcoPark and the Meridian Water heat network pipe will not commence until March/April 2021 which will trigger the draw down profile provided below. Completion of the Meridian Water Heat Network remains on programme to be completed to suit the requirements of Meridian One and Meridian Two.
81. In terms of construction, there has been little impact due to COVID19 on the company with the exception that it was able to accelerate completion of the Ponders End Heat Network (PEHN) extension from Alma to Electric Quarter due to there being less traffic on the normally busy South Street road.
82. In terms of operations and customer service there has been a small impact due to COVID19 in that planned service visits to properties that were connected in 2017 were delayed between March – July 2020 to prevent unnecessary visits to residents' properties. Planned service visits were recommenced in August 2020 as the lock down was relaxed but is forecast to be stopped in November 2020

due to a second wave of COVID19. This has had no impact on service levels to date and responses to heating failures has continued as normal.

83. Housing Gateway Ltd (£28,550k): HGL continues to assist Enfield residents by providing an alternative to expensive temporary accommodation and delivering savings to the Council as a result. COVID19 slowed property purchases between April to July, but HGL was able to complete on properties which were already in the pipeline. HGL has purchased 10 properties so far this year, 4 of which were during September. The property market has become more favourable in recent weeks and therefore it is anticipated that a further 40 units can be purchased before year end, meeting the target of 50 units this year.
84. In addition, HGL has partnered with the Council to bid for grant funding to acquire units for rough sleepers (approx. 28 properties), which has now been approved. These properties will be purchased using HGL's current financial toolkit and the GLA grant applied on top of HGL's capital contribution, so the asking price can be reached. Therefore, the forecast loan capital requirement will remain the same, regardless of the GLA grant. The rough sleeper units must be delivered by 31st March and are a pressing priority for the Council.
85. Refer to paragraph 107 onwards for the HRA expected outcomes.
86. Financing the Capital Programme
87. Table 5 sets out the current financing position for the 2020/21 to 2029/30 Approved Capital Programme.

TABLE 5

Financing	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 - 2029/30 £'000	TOTAL £'000
External Sources - Grants & External Contributions	26,428	38,105	3,078	0	0	0	67,611
LBE Resources - Reserves & Capital Receipts	0	3,348	0	0	0	0	3,348
Borrowing	137,409	319,467	40,181	8,899	180	0	506,136
<b>Total General Fund</b>	<b>163,837</b>	<b>360,920</b>	<b>43,259</b>	<b>8,899</b>	<b>180</b>	<b>0</b>	<b>577,095</b>
External Sources - Grants & External Contributions	3,450	22,544	49,000	42,301	9,464	0	126,759
LBE Resources - Reserves & Capital Receipts	45,723	86,398	56,128	35,507	89,837	277,184	590,777
Borrowing	40,000	73,000	94,500	94,000	6,000	158,000	465,500
<b>Total HRA</b>	<b>89,173</b>	<b>181,942</b>	<b>199,628</b>	<b>171,808</b>	<b>105,301</b>	<b>435,184</b>	<b>1,183,036</b>
<b>Total Programme</b>	<b>253,010</b>	<b>542,862</b>	<b>242,887</b>	<b>180,707</b>	<b>105,481</b>	<b>435,184</b>	<b>1,760,131</b>

88. Financing: Capital Grants

TABLE 6

Department	2020/21 £'000	Funding Sources

<b>PEOPLE</b>		
Schools' Future Programme	4,100	Education and Skills Funding Agency (ESFA)
<b>Total PEOPLE</b>	<b>4,100</b>	
<b>PLACE</b>		
Flood Alleviation	1,691	GLA, Thames21 and Environment Agency
Extra Care Housing: Reardon Court	1,000	Greater London Authority (GLA)
Angel Edmonton (Fore Street)	260	Good Growth Grant
Tennis Courts Works	514	Environment Agency (EA)
Meridian Water	9,863	Housing Infrastructure Fund
Housing Adaptations (DFG)	2,200	Disabled Facilities Grant (BCF)
<b>Total PLACE</b>	<b>15,528</b>	
<b>COMPANIES</b>		
Housing Gateway Ltd – COVID19 Grant	6,800	GLA Homelessness Grant
<b>Total GENERAL FUND inc Companies</b>	<b>26,428</b>	
<b>Housing Revenue Account:</b>		
Development Programme: Bury Street	1,250	Greater London Authority
Estate Regeneration: Alma Towers	2,200	Greater London Authority
<b>Total HRA</b>	<b>3,450</b>	
<b>Total Capital Grants</b>	<b>29,878</b>	

89. HRA Capital Programme

90. The HRA capital budget for the current financial year is summarised in Table 7 below.

91. Table 7

Current Year Approved Capital Programme	2020/21 Budget (Q1)	Reprofil- ing	Virement s	2020/21 (Q2) Forecast	Actuals	Spend
	£'000	£'000	£'000	£'000	£'000	%
Asset-Led Works	2,207	(500)	250	1,957	936	48%
Asset-Led Works: Cambridge Road West	1,400	0	112	1,512	14	1%
Asset-Led Works: Upper Edmonton	2,000	0	0	2,000	36	2%
Demand-Led Works	345	0	(112)	233	93	40%
Demand-Led Works: Aids & Adaptations	1,800	(400)	0	1,400	348	25%
Demand-Led Works: Structural Repairs	220	0	0	220	2	1%
Development Programme	53,433	(27,654)	(6,288)	19,491	3,772	19%
Development Programme: Bury Street	6,822	0	1,237	8,059	722	9%
Development Programme: Electric Quarter	5,668	3,166	0	8,835	0	0%
Estate Regeneration	1,970	(344)	499	2,124	272	13%
Estate Regeneration: Alma Towers	10,771	1,153	0	11,923	3,238	27%
Estate Regeneration: Ladderswood	189	0	0	189	29	15%
Estate Regeneration: New Avenue	3,405	0	7,783	11,188	253	2%
Estate Regeneration: Small Sites	398	0	0	398	12	3%
Fire-Led Works	10,189	(2,000)	(2,977)	5,212	779	15%
Stock-Condition-Led Works	14,474	(3,230)	431	11,675	3,418	29%
Stock-Condition-Led Works: Boroughwide	3,994	(300)	(935)	2,759	204	7%
<b>Total Capital Programme</b>	<b>119,283</b>	<b>(30,109)</b>	<b>0</b>	<b>89,174</b>	<b>14,128</b>	<b>16%</b>

92. Table 8 below summarises the HRA 10-Year Capital Programme.

TABLE 8

HRA Approved Capital Programme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to 2029/30	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset-Led Works	1,957	4,850	3,000	0	0	0	9,807
Asset-Led Works: Cambridge Road West	1,512	4,000	0	0	0	0	5,512
Asset-Led Works: Upper Edmonton	2,000	6,746	0	0	0	0	8,746
Demand-Led Works	233	250	250	250	0	0	983
Demand-Led Works: Aids & Adaptations	1,400	1,900	1,500	1,500	0	0	6,300
Demand-Led Works: Structural Repairs	220	600	800	600	0	0	2,220
Development Programme	19,491	92,863	149,837	133,976	89,943	362,825	848,935
Development Programme: Bury Street	8,059	9,663	2,608	238	0	0	20,567
Development Programme: Electric Quarter	8,835	3,517	0	0	0	0	12,351
Estate Regeneration	2,124	1,859	0	0	0	0	3,983
Estate Regeneration: Alma Towers	11,923	4,776	2,344	1,772	542	1,054	22,412
Estate Regeneration: Ladderswood	189	160	250	110	110	110	929
Estate Regeneration: New Avenue	11,188	205	205	205	166	0	11,969
Estate Regeneration: Small Sites	398	0	0	0	0	0	398
Fire-Led Works	5,212	28,750	9,186	4,200	0	0	47,348
Stock-Condition-Led Works	11,675	21,504	25,649	24,957	0	0	83,785
Stock-Condition-Led Works: Boroughwide	2,759	300	4,000	4,000	14,539	71,195	96,793
<b>Total HRA</b>	<b>89,174</b>	<b>181,942</b>	<b>199,628</b>	<b>171,808</b>	<b>105,301</b>	<b>435,184</b>	<b>1,183,038</b>

### 93. HRA Budget Reprofileing

94. The Table 9 analyses the HRA budget reprofileing, with explanations below the table for the significant items.

TABLE 9

HRA Budget Reprofileing	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Future Years £'000
Asset-Led Works	(500)	500	0	0	0	0
Demand-Led Works: Aids & Adaptations	(400)	400	0	0	0	0
Development Programme	(27,654)	27,062	268	541	0	(1,466)
Development Programme: Bury Street	0	592	(268)	(541)	0	0
Development Programme: Electric Quarter	3,166	(3,166)	0	0	0	0
Estate Regeneration	(344)	344	0	0	0	0
Estate Regeneration: Alma Towers	1,153	4,320	(1,386)	(1,386)	(1,235)	0
Fire-Led Works	(2,000)	2,000	0	0	0	0
Stock-Condition-Led Works	(3,230)	3,230	0	0	0	0
Stock-Condition-Led Works: Boroughwide	(300)	300	0	0	0	0
<b>Total HRA Reprofileing</b>	<b>(30,109)</b>	<b>35,582</b>	<b>(1,386)</b>	<b>(1,386)</b>	<b>(1,235)</b>	<b>(1,466)</b>

### 95. Asset Led Works

96. Contract Award has been delayed at both the Upper Edmonton and Cambridge Road West Schemes, due to the identification of high leasehold bills at Notice of Estimate stage, which has required detailed internal scrutiny, prior to issue. As such, start on site has been delayed by circa 10 weeks and the budget has been re-profiled to reflect this.

97. Development Programme

98. Four schemes (Gatward Green, Newstead House, Maldon Road and Bury Street West) are on site, of which three are making good progress. The 2020/21 pipeline included Upton and Raynham, Exeter and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start on site has been delayed and the budget re-profiled.

99. Capital budgets and spend anticipated for Upton and Raynham, Exeter Road, Bullsmoor Lane, Dandridge Close and Kempe Hall in Q3 and Q4.

100. The sales agreements at Electric Quarter are due to be signed shortly, The budget profile has been updated to reflect the payment profile, for the handover of 3 blocks in this project.

101. Fire Led Projects

102. Given the complex nature of the works and the requirement to enter into resident's homes to complete the required safety works, start on site has been deferred post October to avoid undertaking works during a second wave of infection. Social distancing requirements and the impact on speed of delivery, due to reduced labour levels on site, have elongated delivery as such, spend has had to be reprofiled across all schemes into next financial year.

103. Stock Condition Led Works

104. Term contracts have now been procured to deliver a three-year programme of decency led works. Works are planned to commence on site in early December.

105. Delivery timescales for production of the bathroom modules has been extended due to manufacturing slow down, pushing the start date for the Bathroom replacements at Brimsdown road to January 2021.

106. OJEU tenders for external envelope works and heating works to properties across the Borough have been delayed by 3 months due to a lack of internal capacity within the Procurement hub to issue the tenders. As such it is unlikely that projects will mobilise before March 2021.

107. HRA Capital Programme: Forecast and Expected Outcomes for 2020/21

108. Council Housing Investment Programme

109. In line with the Better Council Homes programme, investment in the Council's housing stock is a priority to bring it up to the Decent Homes Standard, address building safety risks and to reduce the need for responsive repairs. This has resulted in programmes that fundamentally aim to tackle the aging infrastructure in the stock and address at a root cause level the persistent problems such as leaks and lift failures.

110. Major and Minor Works have now been reclassified into: Demand-Led Works, Stock-Condition Works, Asset & Fire-Led projects, to reflect their scope and purpose.

111. Asset-Led Works (£5,469k)

112. This year's programme, is focused on replacing external elements of the building fabric that have reached the end of their functional life, ensuring homes are weather tight and free from damp before winter.

113. Programmes include the replacement of flats roofs; rainwater goods; external brickwork and concrete repairs; replacement windows and doors and the redecoration of timber elements, to protect them from deterioration and extend their life span.

114. Works will benefit circa 600 homes across three Estates: Enfield North, Cambridge Road West and Upper Edmonton.

115. A standalone project is being undertaken at Churchbury Road to address structural and latent defects in the wall construction and window installation. This scheme will also incorporate improvements to the thermal performance (Standard Assessment Performance (SAP) ratings) and fire integrity, as a result of the opening of the wall structure.

116. The aged communal boiler plant at Pruden Close Sheltered block, is being replaced with a new ground source heat pump (GSHP) in line with the Council's Carbon reduction strategy, which will also deliver more efficient, reliable and cost-effective heating and hot water for residents.

117. Demand-Led Works (£1,853k)

118. A new term contractor has been engaged to enable the delivery of in-flat aids and adaptations works, although access to undertake works, has been impacted by COVID19. Delivery is being monitored and the programme re-prioritised where we are unable to access homes.

119. £500k has been allocated to address failing water infrastructure at the four Exeter Roadblocks, enabling the Council to bring forward the replacement of water supply and waste pipework, to mitigate the impact of recurring leaks on residents, benefitting 340 households.

120. In addition, at the request of residents, a budget of £20k has been allocated to the Exeter Road blocks to seal the existing internal bin chutes and make external bin storage provision, to address noise and foul odours.

121. The above works will be delivered via the planned building safety programme, currently being scoped, with works due to commence on site in January.

122. We are currently awaiting the results of a stock wide structural survey programme, to allocate this year's structural remediation budget.

123. A proportion of the annual environmental improvement budget has been allocated to several schemes nominated by colleagues across the housing department, to address a variety of concerns raised by residents regarding:

- Potholes in vehicle routes
- Resurfacing of roads and pedestrian pathways
- Paving replacement
- Provision of external bin stores



124. Survey works are currently underway across several estates, including Joyce and Snells, Oswald's & Newdales and others, to identify priority works that need to be undertaken.
125. Development Programme (£36,385k)
126. The 10-Year Development Programme is targeted to deliver approximately 3,500 new affordable homes by 2029/30 funded through a mix of GLA grant, Right to Buy (RTB) receipts, HRA borrowing and cross subsidy from sales. The programme aims to bring forward several Council owned sites to develop housing and generate a long-term revenue stream to support the provision of wider Council services included in the HRA 30-year Business Plan. Although a variety of tenures will be created, the focus will be on Council homes for residents on the waiting list. To increase pace of delivery, the Council is exploring construction of modular homes which will help to meet GLA targets and bring in rental income earlier.
127. In 2019/20, starts on site were achieved on 5 sites (Electric Quarter, Bury Street West, Gatward Green, Newstead House and Maldon Road) and 50% of the GLA grant allocation for the sites was claimed.
128. Thus far in 2020/21, the demolition of Newstead House is complete and super-structure works are underway at Newstead House, Maldon Road and Gatward Green. Also, enabling and remediation works are underway at Bury Street West.
129. The expected spend this year will enable:
- Continued construction of homes at Bury Street West, Gatward Green, Newstead House and Maldon Road. With all but Bury Street West, (which completes in October 2022) expected to be at second fix or further advanced by March 2021. The completed homes will create an additional revenue stream over the 30-year business plan, primarily from rents. Although, the contractors have indicated that they intend to keep their sites open if it is safe for them to continue, a second lock-down could result in significant delay due to supply chain shortages. Contractors are already reporting shortages in ironmongery and other building materials that are manufactured outside of the United Kingdom.
  - Acquisition of Beck House, at Upton and Raynham, into 100% Council ownership, thereby reducing cost of third-party temporary accommodation, reducing anti-social behaviour and preparing the site for demolition and redevelopment. Negotiations are ongoing with leaseholder to avoid reliance on a CPO, which would significantly delay the scheme.
  - Acquisition of newbuild units at Electric Quarter by March 2021, which will deliver £17.6m in rental income over the 30-year business plan. The developer has indicated that they intend to work through a second lock down, so long as it is safe to do so. Any further delay could push delivery, grant draw down and the final payment to Lovell to April 2021.
  - Accelerated feasibility design that facilitates the delivery of good quality homes which aligned to resident needs – with capital budgets created and

spend expected for Upton and Raynham, Exeter Road, Bullsmoor Lane, Dandridge Close and Kempe Hall in Q3 and Q4.

130. The 2020/21 pipeline included Upton and Raynham, Exeter Road and Bullsmoor Lane but, due to COVID19 related delays and other scheme development issues, the expected start for these sites have been re-profiled into the 2021/22. Also, due to delays in application for payment at Bury Street West, the budget was reprofiled to reflect the latest payment plan. These variations were note in Q1.
131. Bury Street West development, which will deliver 50 new homes of which 25 will be affordable, as seen significant delays due COVID19 (the contractor downing tools during lockdown, and reduced capacity due to safe operational practices on return, resulted in a 12-week slippage) and site abnormalities. Recently, the contractor has uncovered a significant amount of asbestos on site that is likely to require extensive remediation at a cost of approximately £1m which exceeds the budgeted contingency. This overspend could be mitigated through an equivalent reduction in the overage due to the General Fund.
132. The direct delivery schemes attract grant of £100k for every new build rented unit and £28k for shared ownership units, which offsets the cost of borrowing £250k/unit. Where there is no grant funding, retain RTB receipts are used to offset up to 30% of build costs.
133. A review of the development programme is underway in response to the impact of COVID19 (such as programme delays and increased build cost due to labour and supply chain insecurities). Other potential impacts are a downturn in sales projections due to forecasted contractions in market demand, uncertainty about future funding from both the GLA and MHCLG, proposed changes to planning policy and pressures on the capital programme budget.
134. Achieving start on site for the 2020/21 GLA programme possesses significant challenges and conversations are underway with the GLA to mitigate against the risk of losing the grant.
135. Estate Regeneration (£25,822k)
136. The estate regeneration programme includes the Alma Estate, New Avenue and Ladderswood. These schemes are investing in large scale phased regeneration projects which are delivering much needed affordable housing and unlocking new homes for low cost home ownership for Enfield residents. As a result of COVID19, sites stalled on Alma and New Avenue for approximately two months during the lockdown from March to June. Additionally, in line with social distancing, the capacity on site has reduced by 30% in most cases, which will impact on construction activity. This is being closely monitored and forecasting will continue to reflect changes to spend if pace does slow down on site, particularly in light of expected tightening of restrictions in London
137. The changes to building regulations, including requirements for sprinklers and future proofing through use of appropriate cladding/materials, will increase build costs. We are requiring developers to deliver compliant homes, but this is likely to be a point of negotiation, particularly in terms of future proofing through anticipating requirements yet to be introduced. Currently there are discussions

underway to increase the number of units across the projects, which are subject to planning and will, if approved, fall into the new regulatory requirements. Over the 30-year business plan, the estate regeneration schemes will deliver rental income for the Council and help to rebalance the age/investment profile of the stock.

138. The investment this year will deliver:

- 177 newbuild completions, of which 78 will be Council owned rented homes, 46 shared ownership and 53 open market sale homes.
- 583 starts on site
- New community centres
- New Youth centre
- New Commercial units and revenue stream for the Council
- New Nursery
- Open space play area for families
- Construction jobs with over 30% local labour workforce
- Activity sustaining local high street economy
- 36 new homes adapted to meet the enduring needs of tenants
- Private sector investment

139. Alma

140. The investment will unlock 340 starts on sites (all tenures) and enable vacant possession of existing commercial units and leaseholder buybacks. Demolition of two of the three remaining towers (Cormorant and Merlin) has commenced to maintain construction while the intensification planning strategy is progressed. A new Youth Centre will be delivered by the end of the year for estate residents. A new energy centre is planned to complete this year, which supports the wider corporate priorities to increase future capacity for Ponders End and income for Energetik. Fit Out is due to commence on a new medical centre and construction set to start on a new community centre, to replace the existing facility and unlock the site for residential redevelopment. Options are currently being explored for how the community centre can be best utilised to provide a facility for the community whilst also bringing in revenue to the Council.

141. The main risk on Alma relates to the need to secure a successful planning application that meets housing needs and our financial requirements. The housing mix and phasing are to be negotiated with the CPUK which will need to be resolved by the end of quarter two to maintain progress on site. If not resolved satisfactorily in line with the Development Agreement (DA) expectations in the HRA, there may be financial implications for the business plan. Although values have improved, the overage forecasts in the HRA are unsecured, as the income is linked to market sales. An assessment of the DA obligations and likelihood of a return in the current market has been undertaken and will continue to be monitored.

142. Ladderswood

143. The scheme will deliver a new Community centre (to be owned and managed by One Housing Group) and 6 new commercial units (with income going to LBE) this year alongside the hotel and 135 residential units of which 21 were affordable (owned by One Housing Group) that completed in Q4 last year.

Works were scheduled to commence on site for Phase 4 in February 2021, but the LLP have indicated there will be delays whilst they amend design work in response to the latest fire regulations. The residents will be decanted into the new build properties owned by One Housing Group, which offer a better quality of accommodation. Due to changes to the GLA grant offer, the optimised scheme (which would have intensified the scheme from 517 homes to c.1000 homes) is no longer being progressed as a viable option. The LLP are due to respond shortly with a revised programme which will be used to update the HRA Business Plan in terms of coverage.

144. The main risk relates to the planning timetable for the commercial units. The Council has applied liquidated damages as the units should have been ready last year for occupation. In terms of income, the business plan assumes £22m in 2022/23, but this will need to be re-profiled to reflect the latest estimates. Negotiations with the developer are seeking to de-risk any income loss and maintain construction as per the current phasing. At present there is a planning requirement to offer the units at their current use class (light industrial) for 12 months before an application can be made for a change of use (to retail), the units have now been marketed for 6 months so there is a remaining six month period to go. However, this may be reduced in response to the impact of COVID19 and/or the recently announced changes to national planning policy.
145. New Avenue
146. The project is on track to deliver 78 affordable housing completions this year, which will enable all remaining 57 tenants and leaseholders to be re-housed in newbuild accommodation in Phase 1. The housing offer is a like-for-like replacement but better designed to meet the needs of the residents. 18 units have been adapted at additional cost to the scheme, to improve the quality of living for the residents. These adaptations range from minor adaptations to through-floor lifts and wet rooms. The remaining 21 units on Phase 1 will provide additional affordable housing for those in housing need. By accelerating the affordable housing in Phase 1, the decant will unlock Phase 2 and 3 for development and save on costs associated with keeping residents in the old stock, such as ongoing maintenance and provision of an independent tenant and leaseholder advisor. The Council and the developer are currently engaged in dialogue around maximising the performance of phase 2 and 3 to return the optimum land receipt and housing mix to the Council.
147. The main risks on New Avenue are viability which may impact on the projected income for the project. Due to significant site wide infrastructure and flood attenuation, Phase 1 has resulted in increased costs and borrowing for Countryside Properties UK (CPUK). Over the project lifetime, the HRA is forecasting income of £14.5m in receipts, based on land receipts and leaseholder buyback reimbursements from the Developer. The Council is working with CPUK to achieve our commercial and housing requirements whilst ensuring delivery and forecast receipts are as planned. We are currently reviewing the use and phasing of GLA grant on this scheme which may require reprofiling of capital budgets.
148. Small Sites - The development of this project is complete; the remaining budget will cover the retention payment and any outstanding project costs.

149. Fire-Led Projects (£5,212k)

150. Walbrook House - As one of our High-Rise pilots, the scheme will encompass a full deep retrofit of the block, encompassing cladding and thermal improvements; replacement windows; new heating source; lateral main upgrades and active and passive fire safety system improvements
151. The building will be the first of our high-rise residential buildings to achieve our EPC B target and be carbon neutral, delivering warmer, safer and more cost-efficient homes to 123 households.
152. Design team appointments have now been made up to RIBA stage 3 and a number of preliminary enabling work packages are currently being tendered.
153. Several meetings have taken place with Energetik to explore connecting the block to the heating network, as a cost and time effective alternative to the installation of a Ground Source Heat Pumps. A full options appraisal is awaited.
154. In order to speed up delivery and ensure the block is re-clad in the shortest possible timescales and mitigate potential health impacts to residents as we enter the winter months, a Rule 16 exemption has been secured.
155. Bliss & Purcell Houses: External works to re-clad the blocks were successfully delivered last year, this second package of works, looks to improve internal active and passive systems; replace aged expired water supply and waste services and improve building security. Works are due to commence on site in November (start of works deferred to avoid second wave and allow for urgent lift refurbishment work to be completed)
156. Planned lift replacement works will be delivered in accordance with residents' preferences.
157. Channel Islands (4 blocks – 200 homes): As above, this package of works looks to replace the age expired water and service infrastructure, whilst upgrading existing active and passive fire precautions. Tenders have been returned and the project is at pre-award stage. Work is due to commence on site in January 2021.
158. Brittany House (Sheltered scheme – 89 homes): Brittany as the Council's tallest sheltered scheme is being retrofitted with sprinklers to ensure the safety of residents, in line with current best practice. A number of internal active and passive fire safety works are also being completed.
159. The project has been delayed, due to the need to shield residents. Tenders have been returned and works are due to commence on site in the New Year.
160. Building Safety Works packages (five packages – 1,000 homes): This year sees the start of our main programme of building safety works across our high-rise residential buildings, to ensure that we meet our existing and future statutory duties under the forthcoming Building Safety Bill and residents are safe in their homes.

161. Works at 20 tower blocks, which equates to 1,000 homes has been prioritised within this year's programme;
- Jackson & Swinson Houses
  - Gainsborough, Bonnington & Constable Houses
  - Brookbank House
  - Shropshire, Cheshire, Hereford & Leicester Houses
  - Scott & Bridport Houses
  - Kettering & Exeter Roadblocks (8no)
162. Whilst the extent of works varies from block to block, all blocks will receive; new third party certified flat entrance fire doors sets; new communal certified fire doors; fire compartmentation improvements; in-flat detection, signage and decorations. Two blocks will also have small scale cladding remediation undertaken in line with Government guidance, whilst others will have life expired window and spandrel replacements.
163. Whilst we have included the retrofitting of sprinklers in scope of the work packages, progression of this element will be subject to central government funding being made available.
164. The above work packages are currently at pre-tender stage and we expect works to be on site in the new year.
165. A small budget has also been made available to address works at Cormorant, Curlew and Shepcot Houses, pre-demolition. These works are being procured separately.
166. A Borough wide flat fire door replacement programme has now been procured and has commenced on site. It will deliver replacement fire doors across circa 8,000 homes over the next three years, ensuring that residents benefit from the highest level of fire safety, but also enhanced security. Leasehold owners will have the opportunity to buy into the programme and attain a new fire door set, at below market rate. The Council is also waiving landlord alterations costs and building control charges, for those leaseholders who wish to purchase a door via this programme.
167. A programme of compartmentation and communal fire door replacements is also being delivered by our building safety team, across the mid and low-rise stock.
168. Stock-Condition-Led Works (£14,433k)
169. External flat and house programmes: These are similar in scope to the asset led programme detailed above, four programmes of works totalling circa £3.4m are currently being procured to address the condition of external fabric to mid-rise flat blocks and houses, including replacement and repair to roofs; rainwater goods; external wall repairs and window replacements. This programme will assist in reducing damp, cold and water ingress and improving thermal performance across the stock. The programme will deliver:
- New roofs - 735 homes
  - New Windows - 506 homes
  - New external doors - 1029 homes.

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

quantified, but it is likely to result in an underspend, as we remove units from scope. Spend has been reprofiled to next year.

#### 179. Social Value

180. Year to date contracts awarded in the second quarter will deliver the following social value outcomes:

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

181. Moving forward all Social Value outcomes will be captured via the Social Value Portal, using the Council Housing social value model. Social Value will account for 10% of the tender evaluation score.

#### 182. Joyce and Snell's Estates

183. The ballot was postponed from June 2020 due to COVID19. Work is underway to develop a viable masterplan that reflects the needs of the existing residents and future housing requirements. The current spend profile relates to the cost of design development, financial modelling and the ballot. Critical to the viability is the housing offer being made via the Landlord Offer, as this forms the basis of the Council's financial requirement in the HRA.

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

#### 185. Risks

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

#### 187. Development Programme

188. The main risks relate to planning timescales and cost of development. In the current climate, the contractor market is likely to amend pricing to include the risk of reduced supply and material chains which will impact on the Council's ability to deliver within hurdle rates. Based on tender prices for the schemes on site and initial feasibility for sites in this year's programme, increasing the unit



build cost to £350k (including professional services for design development) will de-risk the programme in the next two years.

189. Also, the ability to extend the HRA Business Plan to 35 or 40 years would enable schemes to perform better without impacting on delivery and risking grant into the schemes. The current 10-year development strategy will be reprofiled to accelerate housing sites with minimal site constraints, identify a package of sites for disposal and increase private for sale homes to cross-subsidise homes. For sites which present affordability challenges to the business plan, the Council will explore joint ventures with Registered providers and contractors to ensure the most value is created from the direct delivery schemes.
190. Small Sites Risk – reviewing current tenure mix of units with a view to changing shared equity units to London Affordable Rent (LAR). This will lead to loss of initial capital receipts, but the Business Plan will benefit from the long-term rental income.
191. These potential changes will be modelled as scenarios, by Finance in the next Business plan refresh.
192. The overall programme risk is the availability of grant for future years which is likely to have a stringent set of restrictions. In the short term, it is important to develop processes and a flexible approach to planning and hurdle rates to maintain grant levels currently allocated for this financial year. Current grant conditions require the Council to deliver by 19 March 2020, which if achieved will put us in a good position for any new funding.
193. However, if the Council is unable to deliver its full Building Council Homes for Londoners programme, the assumptions for HRA capital and income will need further review. The GLA has recognised that the level of grant is insufficient to provide the necessary subsidy to ensure delivery in the light of the pressures we and other Councils face. It is lobbying Government for increased funding to increase the scale of the programme and to address the cost/subsidy pressures. This is key to the long-term success of our Development programme.

### **Public Health Implications**

194. Through investment in capital building and maintenance; the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

### **Environmental and Climate Change Considerations**

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

### **Financial Implications**

196. Financial implications are implicit in the report.

### **Legal Implications**

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

### **Property Implications**

198. Property implications are implicit in the report.

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

Approved Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RESOURCES</b>											
<b>Digital Data &amp; Technology</b>											
IT Investment	5,426	3,571	0	0	0	0	0	0	0	0	8,996
<b>Total Digital Data &amp; Technology</b>	<b>5,426</b>	<b>3,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,996</b>
<b>Customer Experience &amp; Change</b>											
Libraries - Access Centres	250	81	0	0	0	0	0	0	0	0	331
<b>Total Customer Experience &amp; Change</b>	<b>250</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>331</b>
<b>Total RESOURCES</b>	<b>5,676</b>	<b>3,652</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,327</b>
<b>PEOPLE</b>											
<b>Adult Social Care</b>											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
<b>Total Adult Social Care</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
<b>Children &amp; Family Services</b>											
Community Safety	300	0	0	0	0	0	0	0	0	0	300
One-off Purchase of HRA Asset	150	0	0	0	0	0	0	0	0	0	150
<b>Total Children &amp; Family Services</b>	<b>450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>
<b>Education</b>											
School Expansions	1,363	0	0	0	0	0	0	0	0	0	1,363
Schools Maintenance	1,810	0	0	0	0	0	0	0	0	0	1,810
Schools' Future Programme	927	34,765	2,578	0	0	0	0	0	0	0	38,270
<b>Total Education</b>	<b>4,100</b>	<b>34,765</b>	<b>2,578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,443</b>
<b>Total PEOPLE</b>	<b>4,550</b>	<b>37,265</b>	<b>2,578</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>44,393</b>
<b>PLACE</b>											
<b>Environment &amp; Operations</b>											
Alley Gating	81	20	0	0	0	0	0	0	0	0	101
Edmonton Cemetery	374	0	0	0	0	0	0	0	0	0	374
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Crematorium (New Development)	0	0	0	0	0	0	0	0	0	0	0
<b>Highways:</b>											
Flood Alleviation	2,078	0	0	0	0	0	0	0	0	0	2,078
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,837	0	0	0	0	0	0	0	0	0	6,837
<b>Public Realm Services:</b>											
Changes to Waste & Recycling Collections	255	121	0	0	0	0	0	0	0	0	376
Workshops for External Commercialisation	0	0	0	0	0	0	0	0	0	0	0
Growth of Trade Waste Service	0	0	0	0	0	0	0	0	0	0	0
Tennis Courts Works at Broomfield Park	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	1,600	1,300	0	0	0	0	0	0	0	0	2,900
<b>TfL Supported Schemes:</b>											
Healthy Streets	2,247	2,000	0	0	0	0	0	0	0	0	4,247
Traffic & Transportation	805	0	0	0	0	0	0	0	0	0	805
<b>Total Environment &amp; Operations</b>	<b>20,751</b>	<b>3,441</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,191</b>
<b>Meridian Water</b>											
Meridian Water	72,124	214,980	0	0	0	0	0	0	0	0	287,104
<b>Total Meridian Water</b>	<b>72,124</b>	<b>214,980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>287,104</b>
<b>Property &amp; Economy</b>											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,127	891	0	0	0	0	0	0	0	0	3,019
Corporate Property Investment Programme	3,081	15,921	0	0	0	0	0	0	0	0	19,002
Edmonton Cemetery Chapel Conversion	0	0	0	0	0	0	0	0	0	0	0
Electric Quarter	1,830	4,923	0	0	0	0	0	0	0	0	6,753
Forty Hall	38	0	0	0	0	0	0	0	0	0	38
Genotin Road (Metaswitch)	10,472	0	0	0	0	0	0	0	0	0	10,472
Montagu Industrial Estate	3,000	13,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	410	3,356	2,011	0	0	0	0	0	0	0	5,777
Vacant Property Review	0	0	0	0	0	0	0	0	0	0	0
<b>Total Property &amp; Economy</b>	<b>20,988</b>	<b>38,664</b>	<b>22,302</b>	<b>7,427</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>89,560</b>
<b>Housing &amp; Regeneration</b>											
Extra Care Housing: Reardon Court	2,000	20,255	6,515	0	0	0	0	0	0	0	28,770
Housing Adaptations & Assistance (DFG)	2,200	0	0	0	0	0	0	0	0	0	2,200
<b>Total Housing &amp; Regeneration</b>	<b>4,200</b>	<b>20,255</b>	<b>6,515</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,970</b>
<b>Total PLACE exc. HRA</b>	<b>118,062</b>	<b>277,340</b>	<b>28,817</b>	<b>7,427</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>431,826</b>
<b>Chief Executive (CEX)</b>											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
<b>Total GENERAL FUND exc. COMPANIES</b>	<b>128,345</b>	<b>318,256</b>	<b>31,396</b>	<b>7,427</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>485,603</b>
<b>Chief Executive (CEX)</b>											
<b>Companies:</b>											
Energetik	6,942	12,698	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	28,550	29,966	0	0	0	0	0	0	0	0	58,516
<b>Total COMPANIES</b>	<b>35,492</b>	<b>42,664</b>	<b>11,864</b>	<b>1,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,492</b>
<b>Total Chief Executive (CEX)</b>	<b>35,549</b>	<b>42,664</b>	<b>11,864</b>	<b>1,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,549</b>
<b>Total GENERAL FUND inc. COMPANIES</b>	<b>163,837</b>	<b>360,920</b>	<b>43,260</b>	<b>8,899</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>577,095</b>
<b>Housing Revenue Account:</b>											
Asset-Led Works	5,469	15,596	3,000	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,853	2,750	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	36,384	106,043	152,445	134,213	89,943	176,402	90,830	42,708	52,740	144	881,854
Estate Regeneration	25,822	6,999	2,798	2,087	819	749	416	0	0	0	39,691
Fire-Led Projects	5,212	28,750	9,186	4,200	0	0	0	0	0	0	47,348
Stock-Condition-Led Works	14,433	21,804	29,649	28,957	14,539	14,539	14,539	14,539	14,539	13,039	180,578
<b>Total HRA</b>	<b>89,174</b>	<b>181,942</b>	<b>199,628</b>	<b>171,808</b>	<b>105,301</b>	<b>191,690</b>	<b>105,785</b>	<b>57,247</b>	<b>67,279</b>	<b>13,183</b>	<b>1,183,037</b>
<b>Total PLACE inc. HRA</b>	<b>207,236</b>	<b>459,282</b>	<b>228,446</b>	<b>179,235</b>	<b>105,481</b>	<b>191,690</b>	<b>105,785</b>	<b>57,247</b>	<b>67,279</b>	<b>13,183</b>	<b>1,614,863</b>
<b>APPROVED CAPITAL PROGRAMME</b>	<b>253,010</b>	<b>542,862</b>	<b>242,888</b>	<b>180,707</b>	<b>105,481</b>	<b>191,690</b>	<b>105,785</b>	<b>57,247</b>	<b>67,279</b>	<b>13,183</b>	<b>1,760,132</b>

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

Requested Additions in 10Years Capital Programme (Strategy Report)	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RESOURCES</b>											
<b>Digital Data &amp; Technology</b>											
IT Investment	1,700	5,400	1,500	2,700	3,200	800	4,700	200	0	0	20,200
<b>Total Digital Data &amp; Technology</b>	<b>1,700</b>	<b>5,400</b>	<b>1,500</b>	<b>2,700</b>	<b>3,200</b>	<b>800</b>	<b>4,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>20,200</b>
<b>Total RESOURCES</b>	<b>1,700</b>	<b>5,400</b>	<b>1,500</b>	<b>2,700</b>	<b>3,200</b>	<b>800</b>	<b>4,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>20,200</b>
<b>PEOPLE</b>											
<b>Children &amp; Family Services</b>											
Community Safety	0	300	300	150	150	150	150	150	150	150	1,650
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
<b>Total Children &amp; Family Services</b>	<b>0</b>	<b>570</b>	<b>510</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>150</b>	<b>3,390</b>
<b>Education</b>											
School Expansions	0	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	21,000
Schools Maintenance	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
<b>Total Education</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>56,000</b>
<b>Total PEOPLE</b>	<b>0</b>	<b>570</b>	<b>510</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,150</b>	<b>59,390</b>
<b>PLACE</b>											
<b>Environment &amp; Operations</b>											
Alley Gating	0	80	80	80	80	80	80	80	80	80	720
Edmonton Cemetery	450	0	0	0	0	0	0	0	0	0	450
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
<b>Highways:</b>											
Flood Alleviation	0	250	250	250	250	250	250	250	250	0	2,000
Highways & Street Scene	0	7,973	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	69,471
<b>Public Realm Services:</b>											
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Vehicle Replacement Programme	0	2,541	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	22,867
<b>Traffic &amp; Transportation:</b>											
TFL: Healthy Streets	3,600	3,150	10,400	6,750	3,650	0	0	0	0	0	27,550
TFL: Local Implementation Plans	2,584	2,584	2,584	2,584	0	0	0	0	0	0	10,336
<b>Total Environment &amp; Operations</b>	<b>6,634</b>	<b>24,727</b>	<b>25,629</b>	<b>19,494</b>	<b>15,132</b>	<b>16,508</b>	<b>10,979</b>	<b>10,487</b>	<b>13,659</b>	<b>1,745</b>	<b>144,994</b>
<b>Meridian Water</b>											
Meridian Water	0	0	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	244,525
<b>Total Meridian Water</b>	<b>0</b>	<b>0</b>	<b>63,534</b>	<b>26,672</b>	<b>25,826</b>	<b>28,942</b>	<b>37,196</b>	<b>35,667</b>	<b>26,688</b>	<b>0</b>	<b>244,525</b>
<b>Property &amp; Economy</b>											
Corporate Condition Programme	0	2,650	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	26,228
Corporate Property Investment Programme	0	0	11,257	3,957	2,500	3,553	2,500	0	0	0	23,767
Town Centre Regeneration	0	0	0	0	0	0	0	0	0	0	0
Vacant Property Review	200	200	200	200	200	0	0	0	0	0	1,000
<b>Total Property &amp; Economy</b>	<b>200</b>	<b>2,850</b>	<b>14,266</b>	<b>7,135</b>	<b>5,856</b>	<b>6,899</b>	<b>6,046</b>	<b>3,759</b>	<b>3,985</b>	<b>0</b>	<b>50,995</b>
<b>Housing &amp; Regeneration</b>											
Housing Adaptations & Assistance (DFG)	0	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	16,008
<b>Total Housing &amp; Regeneration</b>	<b>0</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>0</b>	<b>16,008</b>
<b>Total PLACE</b>	<b>6,834</b>	<b>29,578</b>	<b>105,430</b>	<b>55,301</b>	<b>48,815</b>	<b>54,350</b>	<b>56,222</b>	<b>51,914</b>	<b>46,333</b>	<b>1,745</b>	<b>456,522</b>
<b>Total (GF) REQUESTED ADDITIONS</b>	<b>8,534</b>	<b>35,548</b>	<b>107,440</b>	<b>66,361</b>	<b>60,375</b>	<b>63,510</b>	<b>69,282</b>	<b>60,474</b>	<b>54,693</b>	<b>9,895</b>	<b>536,112</b>

**APPENDIX C – TOTAL 10-YEAR CAPITAL PROGRAMME BUDGET**

10-Year Capital Programme	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RESOURCES</b>											
<b>Digital Data &amp; Technology</b>											
IT Investment	7,126	8,971	1,500	2,700	3,200	800	4,700	200	0	0	29,196
<b>Total Digital Data &amp; Technology</b>	<b>7,126</b>	<b>8,971</b>	<b>1,500</b>	<b>2,700</b>	<b>3,200</b>	<b>800</b>	<b>4,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>29,196</b>
<b>Customer Experience &amp; Change</b>											
Libraries - Access Centres	250	81	0	0	0	0	0	0	0	0	331
<b>Total Customer Experience &amp; Change</b>	<b>250</b>	<b>81</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>331</b>
<b>Total RESOURCES</b>	<b>7,376</b>	<b>9,052</b>	<b>1,500</b>	<b>2,700</b>	<b>3,200</b>	<b>800</b>	<b>4,700</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>29,527</b>
<b>PEOPLE</b>											
<b>Adult Social Care</b>											
Mental Health and Wellbeing Centre	0	2,500	0	0	0	0	0	0	0	0	2,500
<b>Total Adult Social Care</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
<b>Children &amp; Family Services</b>											
Community Safety	300	300	300	150	150	150	150	150	150	150	1,950
Extensions to Foster Carers' Homes	0	270	210	210	210	210	210	210	210	0	1,740
One-off Purchase of HRA Asset	150	0	0	0	0	0	0	0	0	0	150
<b>Total Children &amp; Family Services</b>	<b>450</b>	<b>570</b>	<b>510</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>150</b>	<b>3,840</b>
<b>Education</b>											
School Expansions	1,363	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	22,363
Schools Maintenance	1,810	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	36,810
Schools' Future Programme	927	34,765	2,578	0	0	0	0	0	0	0	38,270
<b>Total Education</b>	<b>4,100</b>	<b>34,765</b>	<b>2,578</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>97,443</b>
<b>Total PEOPLE</b>	<b>4,550</b>	<b>37,835</b>	<b>3,088</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>8,150</b>	<b>103,783</b>
<b>PLACE</b>											
<b>Environment &amp; Operations</b>											
Alley Gating	81	100	80	80	80	80	80	80	80	80	821
Edmonton Cemetery	824	0	0	0	0	0	0	0	0	0	824
Southgate Cemetery	799	0	0	0	0	0	0	0	0	0	799
Crematorium (New Development)	0	7,650	2,450	0	0	0	0	0	0	0	10,100
<b>Highways:</b>											
Flood Alleviation	2,078	250	250	250	250	250	250	250	250	0	4,078
LED Street Lighting	5,137	0	0	0	0	0	0	0	0	0	5,137
Highways & Street Scene	6,837	7,973	7,311	7,667	9,040	8,432	8,844	9,276	10,730	200	76,308
<b>Public Realm Services:</b>											
Changes to Waste & Recycling Collections	255	121	0	0	0	0	0	0	0	0	376
Workshops for External Commercialisation	0	250	250	0	0	0	0	0	0	0	500
Growth of Trade Waste Service	0	250	250	250	250	0	0	0	0	0	1,000
Tennis Courts Works at Broomfield Park	539	0	0	0	0	0	0	0	0	0	539
Vehicle Replacement Programme	1,600	3,841	2,054	1,913	1,862	7,746	1,806	881	2,600	1,465	25,767
<b>TfL Supported Schemes:</b>											
TfL: Healthy Streets	3,600	3,150	10,400	6,750	3,650	0	0	0	0	0	27,550
TfL: Local Implementation Plans	2,584	2,584	2,584	2,584	0	0	0	0	0	0	10,336
Healthy Streets	2,247	2,000	0	0	0	0	0	0	0	0	4,247
Traffic & Transportation	805	0	0	0	0	0	0	0	0	0	805
<b>Total Environment &amp; Operations</b>	<b>27,385</b>	<b>28,168</b>	<b>25,629</b>	<b>19,494</b>	<b>15,132</b>	<b>16,508</b>	<b>10,979</b>	<b>10,487</b>	<b>13,659</b>	<b>1,745</b>	<b>169,185</b>
<b>Meridian Water</b>											
Meridian Water	72,124	214,980	63,534	26,672	25,826	28,942	37,196	35,667	26,688	0	531,629
<b>Total Meridian Water</b>	<b>72,124</b>	<b>214,980</b>	<b>63,534</b>	<b>26,672</b>	<b>25,826</b>	<b>28,942</b>	<b>37,196</b>	<b>35,667</b>	<b>26,688</b>	<b>0</b>	<b>531,629</b>
<b>Property &amp; Economy</b>											
Broomfield House	28	0	0	0	0	0	0	0	0	0	28
Corporate Condition Programme	2,127	3,541	2,809	2,978	3,156	3,346	3,546	3,759	3,985	0	29,247
Corporate Property Investment Programme	3,081	15,921	11,257	3,957	2,500	3,553	2,500	0	0	0	42,769
Electric Quarter	1,830	4,923	0	0	0	0	0	0	0	0	6,753
Forty Hall	38	0	0	0	0	0	0	0	0	0	38
Genotin Road (Metaswitch)	10,472	0	0	0	0	0	0	0	0	0	10,472
Montagu Industrial Estate	3,000	13,572	20,291	7,427	180	0	0	0	0	0	44,470
Town Centre Regeneration	410	3,356	2,011	0	0	0	0	0	0	0	5,777
Vacant Property Review	200	200	200	200	200	0	0	0	0	0	1,000
<b>Total Property &amp; Economy</b>	<b>21,188</b>	<b>41,514</b>	<b>36,568</b>	<b>14,561</b>	<b>6,036</b>	<b>6,899</b>	<b>6,046</b>	<b>3,759</b>	<b>3,985</b>	<b>0</b>	<b>140,556</b>
<b>Housing &amp; Regeneration</b>											
Extra Care Housing: Reardon Court	2,000	20,255	6,515	0	0	0	0	0	0	0	28,770
Housing Adaptations & Assistance (DFG)	2,200	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	0	18,208
<b>Total Housing &amp; Regeneration</b>	<b>4,200</b>	<b>22,256</b>	<b>8,516</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>0</b>	<b>46,978</b>
<b>Total PLACE exc. HRA</b>	<b>124,896</b>	<b>306,918</b>	<b>134,247</b>	<b>62,728</b>	<b>48,995</b>	<b>54,350</b>	<b>56,222</b>	<b>51,914</b>	<b>46,333</b>	<b>1,745</b>	<b>888,348</b>
<b>Chief Executive (CEX)</b>											
Gentlemen's Row	57	0	0	0	0	0	0	0	0	0	57
<b>Total GENERAL FUND exc. COMPANIES</b>	<b>136,879</b>	<b>353,804</b>	<b>138,836</b>	<b>73,788</b>	<b>60,555</b>	<b>63,510</b>	<b>69,282</b>	<b>60,474</b>	<b>54,693</b>	<b>9,895</b>	<b>1,021,715</b>
<b>Chief Executive (CEX)</b>											
<b>Companies:</b>											
Energetik	6,942	12,698	11,864	1,472	0	0	0	0	0	0	32,976
Housing Gateway Ltd	28,550	29,966	0	0	0	0	0	0	0	0	58,516
<b>Total COMPANIES</b>	<b>35,492</b>	<b>42,664</b>	<b>11,864</b>	<b>1,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,492</b>
<b>Total Chief Executive (CEX)</b>	<b>35,549</b>	<b>42,664</b>	<b>11,864</b>	<b>1,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,549</b>
<b>Total GENERAL FUND inc. COMPANIES</b>	<b>172,371</b>	<b>396,468</b>	<b>150,700</b>	<b>75,260</b>	<b>60,555</b>	<b>63,510</b>	<b>69,282</b>	<b>60,474</b>	<b>54,693</b>	<b>9,895</b>	<b>1,113,207</b>
<b>Housing Revenue Account:</b>											
Asset-Led Works	5,469	15,596	3,000	0	0	0	0	0	0	0	24,065
Demand-Led Works	1,853	2,750	2,550	2,350	0	0	0	0	0	0	9,503
Development Programme	36,384	106,043	152,445	134,213	89,943	176,402	90,830	42,708	52,740	144	881,854
Estate Regeneration	25,822	6,999	2,798	2,087	819	749	416	0	0	0	39,691
Fire-Led Projects	5,212	28,750	9,186	4,200	0	0	0	0	0	0	47,348
Major Works	0	0	0	0	0	0	0	0	0	0	0
Minor Works	0	0	0	0	0	0	0	0	0	0	0
Stock-Condition-Led Works	14,433	21,804	29,649	28,957	14,539	14,539	14,539	14,539	14,539	13,039	180,578
<b>Total HRA</b>	<b>89,174</b>	<b>181,942</b>	<b>199,628</b>	<b>171,808</b>	<b>105,301</b>	<b>191,690</b>	<b>105,785</b>	<b>57,247</b>	<b>67,279</b>	<b>13,183</b>	<b>1,183,037</b>
<b>Total PLACE inc. HRA</b>	<b>214,070</b>	<b>488,860</b>	<b>333,876</b>	<b>234,536</b>	<b>154,296</b>	<b>246,039</b>	<b>162,007</b>	<b>109,161</b>	<b>113,612</b>	<b>14,928</b>	<b>2,071,385</b>
<b>TOTAL CAPITAL PROGRAMME BUDGET</b>	<b>261,544</b>	<b>578,410</b>	<b>350,328</b>	<b>247,068</b>	<b>165,856</b>	<b>255,199</b>	<b>175,067</b>	<b>117,721</b>	<b>121,972</b>	<b>23,078</b>	<b>2,296,245</b>

---

Report Author: Matt Bowmer  
Director of Finance  
Matt.Bowmer@Enfield.gov.uk  
0208 379 5580

Date of report 11 November 2020