

# London Borough of Enfield

## Council

**Meeting Date 24<sup>th</sup> Feb 2022**

---

**Subject:** Ten Year Capital Programme 2022/23 to 2031/32

**Cabinet Member:** Councillor Maguire

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

**Key Decision:** KD5353

---

## Purpose of Report

1. The purpose of the report is to set out the Ten Year Capital Programme 2022/23 to 2031/32. The Council's capital programme underlies the Council Plan to deliver a lifetime of opportunities – to build good homes in well-connected neighbourhoods, create healthy streets, parks and community spaces, and to support an economy that works for everyone.
2. This is based on the Capital Strategy approved by Council on the 22<sup>nd</sup> September 2021 (KD 5327). The strategy is an overarching document setting out the framework for the development, management and monitoring of the Council's capital programme and demonstrates the Council's investment in capital projects supports the delivery of its corporate objectives.
3. The proposed Ten year Capital Programme and approved Capital Strategy align with the Treasury Management Strategy 2022/23 (KD 5355) and Medium Term Financial Plan(MTFP) 2022/23 to 2026/27 (KD 5352), appearing elsewhere on the agenda, to ensure the impact on the Council's borrowing position and MTFP are understood.

## Proposals

4. Following the approval and recommendation by Cabinet on the 16<sup>th</sup> February, Council is requested to
5. Approve the 2022/23 Capital Programme and to note the 2023/24 to 2031/32 Ten Year Capital Programme as set out in Appendix 3.

## Reason for Proposals

6. The Capital Programme establishes the budget framework and financial approvals for a wide variety of Council projects directed by the Corporate plan. The projects improve residents' lives by building homes and schools, improving streets and infrastructure, and creating modern workspaces for local businesses.
7. Over the coming ten years the proposed investment includes £852m for Meridian Water with construction work now underway on one site and

construction to taking place across multiple sites from 2022/23; £1,100m for the Housing Revenue Account including delivering 3,500 new homes and investment in existing Council homes; £103m for Education and Schools which includes increasing our Special Educational Needs provision across the borough and £154m in respect of housing and renewable energy schemes through Council companies resulting in ongoing reduction in temporary accommodation costs to the Council's revenue budget and extended the heat network supporting the climate change strategy. Details and expected outcomes of these investments are provided from paragraph 84

8. Additionally, it sets the 2022/23 to 2031/32 Capital Programme based on the 2022/23 Capital Strategy approved by Council on the 22<sup>nd</sup> September 2021, which required the capital programme to remain affordable by keeping within the self-imposed borrowing cap of £2bn.
9. As at 31 March 2021 the underlying need to borrow, as measured by the Capital Financing Requirement (CFR) was forecast to reach £1.985bn by the end of 2030/31.
10. This has been refreshed as part of the 2022/23 Treasury Management Strategy and the forecast position for the end of 2031/32 is £1,799m. The primary reason for the reduction is explained in paragraph 53.
11. Council approved the use of five priorities in the Capital Strategy to ensure the capital programme remains within the debt cap whilst also considering the Council's key strategic objectives. The programme is prioritised based on the following:
  - Priority 1 – Fully grant funded
  - Priority 2 – Statutory /Health and Safety
  - Priority 3 - Medium term Financial Savings
  - Priority 4 - Match funding
  - Priority 5 – Other priorities aligned to the Council's strategic priorities
12. Longer term financial planning has become more important as the Council's capital programme becomes larger and more complex. Reporting on a rolling ten year basis facilitates the Council's understanding of the impact of the capital investment being made on the level of borrowing and revenue budgets reported as part of the 2022/23 to 2026/27 MTFP.

### **Relevance to the Council Plan**

13. The aim of the Ten Year Capital Programme is to set out the Council's investment plans in the context of the approved Capital Strategy which in turn is informed by the Council's strategic objectives as detailed in the Enfield Council Plan which, identifies the following 3 key priorities:
  - i. Good Homes in well connected neighbourhoods
  - ii. Safe healthy and confident communities
  - iii. An Economy that works for everyone
14. The Council Plan also includes 4 cross cutting themes:
  - i. A modern Council
  - ii. Climate Action
  - iii. Fairer Enfield
  - iv. Early Help

These will inform the Council's work including capital investment across the Borough.

15. Following an overview of how the Capital Programme is governed and monitored, the report provides details of the capital programme and how each departmental programme contributes to the delivery of the Council's Corporate plan objectives.

### **Background**

16. This report is seeking approval for the 2022/23 Capital Programme and for Cabinet to note years 2023/24 to 2031/32 of the Ten-Year Capital Programme.
17. This is the third year of the Council moving to monitoring its Capital investment on a ten-year cycle which improves strategic planning through greater transparency and alignment with the Council's Treasury Management Strategy and MTFP.
18. The Capital programme is set within the context of the Council's 2022/23 approved Capital Strategy, which links the investment plans to the Council's strategic objectives as detailed in the Enfield Council Plan.
19. The overall programme remains very ambitious, particularly delivery in the next 2 financial years as programmes to increase housebuilding and to deliver Meridian Water accelerate. This however, is against a challenging economic environment. The combined impact of Brexit and Covid 19 has placed unprecedented strains on supply chains and labour resulting in significant increases in construction costs. Market intelligence indicates construction costs will rise further in 2022, therefore the Council will continue to manage its development programmes using third party advisors to refresh cost estimates whilst monitoring progress against cost and quality criteria.
20. The 2022/23 programme will remain under close review and adjusted as appropriate as part of the quarterly monitoring cycles
21. The Capital Strategy has been approved in advance of the Capital programme to ensure the Capital Programme, MTFP and Treasury Management Strategy are harmonised and approved at the same time.
22. Mitigations, which include a focus on contract management and design reviews, are detailed in the risk section of the report.

### **Main Considerations for the Council**

23. This section of the report details the Capital programme over the next ten years, sources of financing and how the proposed capital investment will support the delivery of the Council's three key priorities detailed in the 2020-22 Council plan.
24. Additional information on the capital schemes has been collected using the new Development Investment Financial Framework (DIFF) template which provides greater depth on key financial and non-financial considerations as well as a focus on strategic risks, mitigations and links to corporate objectives referenced in the approved Capital Strategy.
25. Under this framework each programme has been presented to the Capital Finance Board(CFB), which is responsible for reviewing the Capital

Programme on behalf of the Council’s Executive Management Team and recommending those programmes that should be included in the proposed new programme.

26. Although the focus of the Board has been affordability and viability of the programmes and their alignment to delivering the Council’s corporate objectives, the DIFF framework has enabled a deeper analysis of the programme and this is summarised in paragraph 36 onwards
27. This has drawn out a number of financial and non-financial considerations which have been used to analyse schemes as follow:
28. The overall programme compared to last year’s approved 10 year programme has decreased by £92.2m, £12.9m increase in General Fund and £105.1m decrease in HRA. This is due mainly to a reduction in the HRA budget requirement for Joyce & Snells in the first 10 years offset by the addition of a further year to the programme, plus any new projects, added to the programme.
29. Appendix 2 sets out the proposed additions to the capital programme which are a combination of budgets for new projects, addition of missing years for some rolling programmes and amendments to budgets for existing approved projects, where the project scope has changed.
30. Table 1 and 1a below show the proposed programme analysed by Department and Capital Programme Priority

**Table 1: Ten Year Capital Programme Summary – by Department**

Proposed 10-Year Capital Programme	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28-2031/32	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Resources	15,592	2,504	2,414	794	294	9,500	31,098
People	31,851	9,710	9,610	8,360	8,360	41,800	109,691
Place	70,577	65,705	40,096	38,177	22,041	112,940	349,537
Joyce & Snells	0	0	0	0	0	41,298	41,298
Meridian Water	147,701	202,996	114,078	105,789	45,715	235,801	852,079
Companies	57,851	59,448	36,961	0	0	0	154,259
<b>Total General Fund</b>	<b>323,571</b>	<b>340,363</b>	<b>203,159</b>	<b>153,120</b>	<b>76,410</b>	<b>441,339</b>	<b>1,537,963</b>
Council Housing (HRA)	132,923	217,515	95,989	129,250	97,770	447,445	1,120,892
<b>Total Capital Programme</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

**Table 1a: Ten Year Capital Programme Summary – by Priority**

Proposed 10-Year Capital Programme	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28-2031/32	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Fully Grant funded	43,768	18,601	18,101	15,351	15,351	76,755	<b>187,927</b>
Statutory/ Health & Safety	55,934	58,346	15,712	14,939	14,939	69,944	<b>229,815</b>

MTFP Cost Avoidance/ Income Generation/ MTFP Saving	23,450	42,512	12,966	13,924	5,392	24,654	<b>122,900</b>
Match Funding	500	500	500	500	0	0	<b>2,000</b>
Other priorities aligned with Corporate objectives	332,842	437,918	251,868	237,656	138,499	717,431	<b>2,116,214</b>
<b>Total Capital Programme by Priority</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

## Capital Programme Funding

31. The Capital programme is funded from several sources, each identified below. The reductions in Government funding mean the Council cannot rely solely upon these funding streams to meet the Council's Capital investment requirements. The Council has agreed to undertake commercial projects, using wholly owned Council companies or through Joint Venture arrangements, to acquire assets for housing and regeneration that can fund the necessary borrowing, either by selling acquired assets at a profit or using annual income flows to meet capital financing such as interest and provision for borrowing repayment.
32. The Capital programme is funded from:
- i. Grants and External contributions
  - ii. S106 and Community Infrastructure Levy (CIL)
  - iii. Capital Receipts
  - iv. Revenue Contributions
  - v. Earmarked Resources
  - vi. Borrowing
33. Table 2 below provides an overview of how the ten-year programme will be funded with further details provided in subsequent paragraphs.

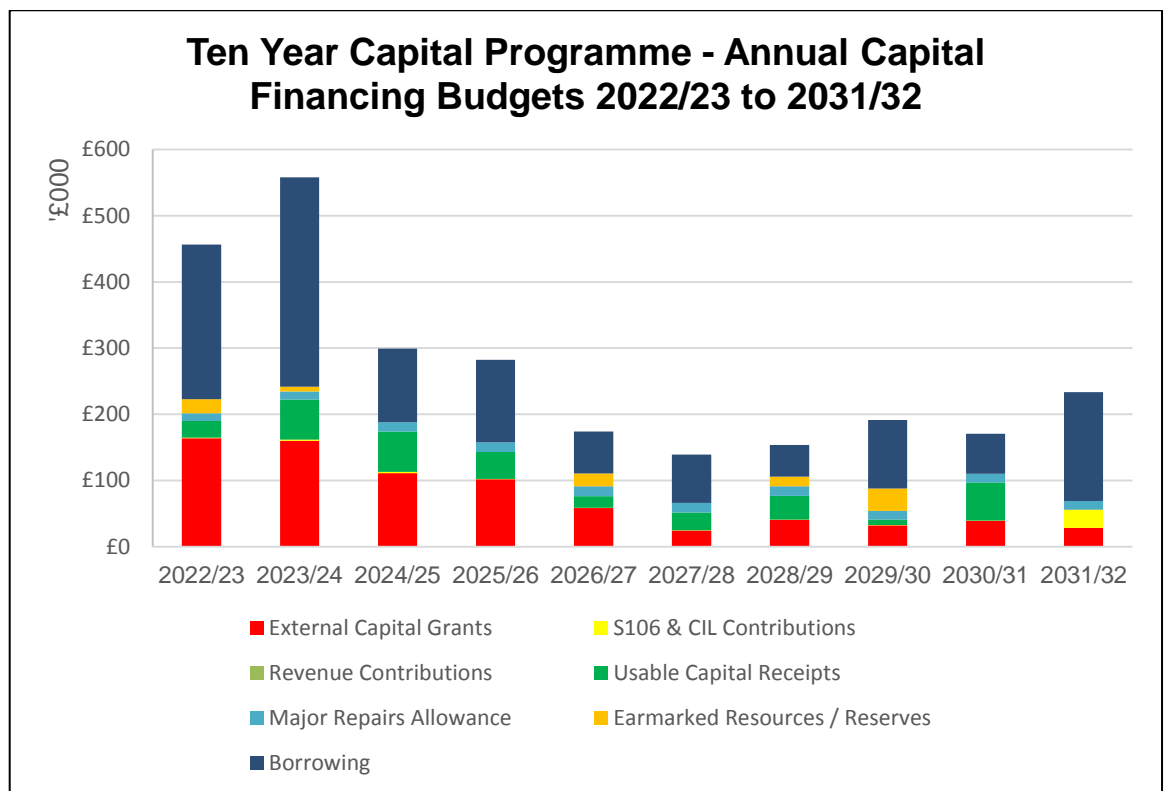
**Table 2 Ten Year Capital Programme Funding Summary**

Proposed 10-Year Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28-2031/32	TOTAL
	£000	£000	£000	£000	£000	£000	£000
External Grants	146,555	150,698	90,251	89,001	23,796	76,255	<b>576,555</b>
S106 & CIL	1,055	2,200	1,700	200	200	1,000	<b>6,355</b>
Revenue Contributions	80	80	80	80	80	400	<b>800</b>
Capital Receipts	3,600	3,929	70	1,151	40	0	<b>8,789</b>
Borrowing	172,281	183,456	111,059	62,689	52,295	363,684	<b>945,464</b>
<b>Total General Fund</b>	<b>323,571</b>	<b>340,363</b>	<b>203,159</b>	<b>153,120</b>	<b>76,410</b>	<b>441,339</b>	<b>1,537,963</b>
External Grants	17,347	9,139	21,140	13,122	34,927	89,335	<b>185,010</b>

S106 & CIL	0	0	0	0	0	27,508	<b>27,508</b>
Capital Receipts	21,206	56,591	60,704	39,589	17,363	128,826	<b>324,279</b>
Major Repairs Allowance (MRA)	11,744	12,062	14,145	14,539	14,964	68,195	<b>135,648</b>
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	<b>96,447</b>
Borrowing	61,200	132,800	0	62,000	11,000	85,000	<b>352,000</b>
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>Total Capital Programme</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

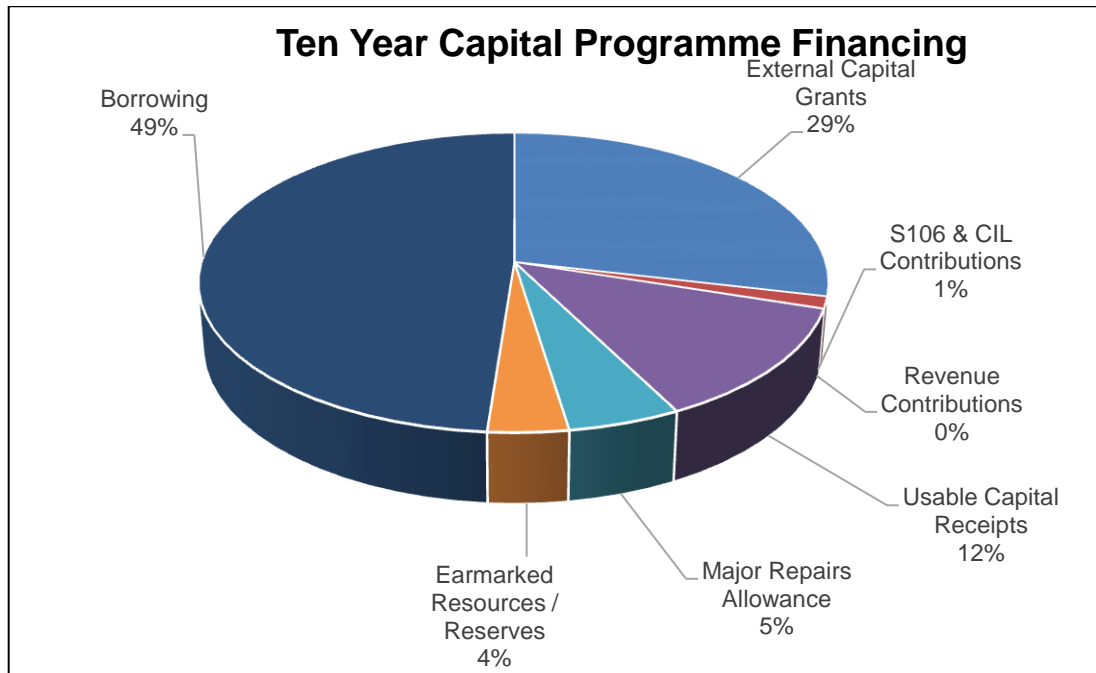
34. Capital financing is further summarised in the Chart 1 below, which illustrates the ten-year capital programme funding by financial years from 2022/23 to 2031/32 and includes General Fund and HRA capital projects.

**Chart 1- Annual capital financing for the ten-year capital programme**



35. Chart two shows Capital financing over the ten-year period that consists of 49% borrowing; 29% capital grants and 12% useable capital receipts. 97% (£324,279k) of Capital receipts relate to the HRA and the remaining 3% relates to the General Fund (Sloeman's Farm - sale of soil from site £1,589k; and Montagu Industrial Estate - £7,200k).

**Chart 2- ten-year capital financing**



### Development Infrastructure Financial Framework Metrics

36. The Development and Investment Financial Framework (DIFF), is the new framework which was developed to strengthen the approval of new capital projects and provide more detailed information across the overall programme. It includes an expanded appraisal template which supports a standardised and systematic approach to capital project data collection, appraisal and approval. The revised appraisal template was used in the development of the proposed programme and formed the basis of programme review and approval by CFB. Where CFB have accepted project proposals, they have been added to the programme, with new requested additions summarised in Appendix 2C
37. The primary aim of the DIFF is to:
  - Enable a more holistic and strategic approach to capital programme decision making
  - Enhance the level of scrutiny applied to capital project appraisals
  - Improve the consistency and uniformity of financial data upon which capital projects are assessed
38. The DIFF appraisal template takes into consideration:
  - How the project meets the Councils strategic objectives, including sustainability outcomes
  - Capital financing and cost of debt as relevant
  - Impact on Revenue (income and expenditure)
  - Risk identification and management
  - Project cashflows where relevant
39. The Framework will also enable a deeper analysis of the overall programme and this will be reflected in future Capital programme reports. Some initial additional programme analytics are summarised in Appendix 5.
40. As per Table 1 in Appendix 5, the ten-year capital programme has 160 live projects across 50 programmes in the General Fund and HRA, ranging

from £5k to £457,224k per project over the ten-year period. These range from annual programmes to programmes that will be delivered over multiple years. The value of the top ten programmes is £2,107,420k and is shown in Table 2 Appendix 5. The values shown are for the years 2022/23 to 2031/32 and exclude historical costs as well as forecast costs beyond 2031/32.

41. The Joyce & Snells HRA programme will be delivered over sixteen years and the figures detailed are for the next 10 years only, which is also the case for the quoted Meridian Water figures, which is also a multi-phase project. The Council's proposed top ten areas of investment over the next ten years cover 5 HRA programmes, the Companies and Highways and Street scene.
42. Chart 1 in Appendix 5 shows the split of projects across the 3 corporate objectives, which is as follows, with a number of projects contributing towards the delivery of all 3 objectives
  - i. Safe and healthy communities -10%
  - ii. Good homes in well connected neighbourhoods – 60%
  - iii. An economy that works for everyone – 30%
43. The DIFF Appraisal template calculates a number of useful financial viability metrics that support decision making. However, bearing in mind a large proportion of the Council's capital investment is for statutory, legislative or health and safety reasons, positive financial metrics are not always the key driver and such programmes cannot be evaluated against these metrics
44. Nonetheless the viability metrics give a useful indication of how the capital programme is performing. The metrics used are explained below:
  - i. NPV – Net Present Value – Defined the difference between the present value of cashflows over a period of time. NPV is the result of calculations used to find today's value of a future stream of payments. A positive NPV means that the project is positive and attractive.
  - ii. IRR- The internal rate of return- is used in financial analysis to estimate the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows equal to zero in a discounted cash flow analysis. The higher the IRR the more desirable the project is. Ideally it should be greater than the interest rate assumed for borrowing , which is currently 3.5%
  - iii. ROI- Return on investment (ROI)- is a performance measure used to evaluate the efficiency or profitability of an investment or compare the efficiency of a number of different investments. ROI tries to directly measure the amount of return on a particular investment, relative to the investment's cost.
  - iv. Payback Period- The payback period refers to the amount of time it takes to recover the cost of an investment. Shorter paybacks mean more attractive investments, while longer payback periods are less desirable.
45. Table 3 in Appendix 5 shows an overarching summary of programmes within the ten-year capital programme with respect to Profit/Loss arising



from cashflows; Net Present Value (NPV); the Internal Rate of Return (IRR); Return on Capital (ROI) and the Payback Period. These metrics are considered in the context positive values and negative values.

**Borrowing position and Minimum Revenue Provision (MRP)**

46. Where the Authority finances capital expenditure by debt, it must set aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as the Minimum Revenue Provision (MRP). The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government’s Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
47. The Council’s MRP Policy is approved annually by Full Council and is set out in full in Appendix E of the Treasury Management Strategy Statement and is summarised by application in Table 3.
48. The broad aim of the Department for Levelling Up, Housing and Communities (DLUHC) guidance is to ensure capital expenditure is financed over a period that is reasonably commensurate with that,, over which the capital expenditure provides benefits.
49. The DLUHC guidance requires local authorities to approve an Annual MRP Statement each year. The Council’s MRP policy is set within Appendix E of the Treasury Management Strategy.
50. The approved 2022/23 Capital Strategy includes an estimate of the borrowing requirement over the next ten years. This has been refreshed based on the revised capital programme and a very high level estimate of the borrowing position after a further five years (total fifteen years). This provides an estimated position, at the conclusion of the Council’s main regeneration programmes.
51. The following table summarises the Council’s application of its MRP policy:

**Table 3a: Application of the Council’s MRP Policy**

Capital Expenditure Activity	MRP Application
General Fund (Excluding Companies; Meridian Water; Joyce & Snells)	<p>MRP is charged annually to the Comprehensive Income and Expenditure Account.</p> <p>MRP for the General Fund is calculated in the following ways:</p> <ul style="list-style-type: none"> <li>• Historical supported borrowings – MRP is calculated on a 2% straight-line basis. The value of historical unfinanced capital expenditure (i.e. historic capital expenditure that has been funded by borrowing supported by Revenue Grant from Government) as at 01 April 2022 is £138.82m.</li> <li>• Unsupported borrowings (i.e.</li> </ul>

	capital expenditure that has been funded by borrowing) - MRP is calculated on annuity basis using 3.50% as the discount rate over the life of the asset.
Meridian Water	No MRP is charged as the project is still under construction.  It is anticipated that capital receipts generated from the sale of land will be used to repay associated debt.  For completed aspects of the programme that have become operational and where capital receipts have not repaid debt, MRP is charged on an annuity basis at 3.50%, over the life of the asset.
LBE Companies	No MRP is charged. Loan repayments will be treated as the equivalent MRP charge.
Joyce & Snells (General Fund element)	MRP will be charged when the asset becomes operational. MRP will be calculated on an annuity basis using 3.50% as the discount rate over 50 years.  Construction works forecast to commence in 2029/30 and complete in 2032/33. The first MRP charge will be in 2033/34.
PFI	MRP is charged equivalent to the annual capital repayments of the PFI liability.
HRA	No MRP is charged presently

52. Table 3b provides the Council's projections for MRP including PFI charges and the repayment of Company Loans. Over the ten-year capital programme period a total MRP charge of £193,712k will be charged to the revenue account for the repayment of debt used to finance the Capital Programme. This charge includes historical capital expenditure that was financed by borrowing, which the Council continues to pay off in line with its approved MRP Policy, as well as unsupported borrowings taken in recent times. However, the charge excludes the PFI repayments and company loan repayments. Taking into consideration the repayment of the Council's PFI liability, as well as accounting for capital loans that have been advanced to the Council's subsidiaries (subsidiaries are responsible for repaying the Council, the Council in this context is recognising the loan receipts and extinguishing the debt via capital accounting regulations), total MRP charge over the ten-year period equates to £262,186k.



General Fund CFR	1,034.1	1,150.5	1,246.5	1,301.3	1,312.8	1,303.8	1,358.6
HRA CFR	273.6	334.8	467.6	467.6	529.6	540.6	608.2
<b>Total Loans CFR</b>	<b>1,307.7</b>	<b>1,485.3</b>	<b>1,714.1</b>	<b>1,768.8</b>	<b>1,842.4</b>	<b>1,844.4</b>	<b>1,966.8</b>
PFI Liability	30.3	26.3	22.1	17.7	13.8	10.7	0.0
<b>Total CFR</b>	<b>1,338.0</b>	<b>1,511.7</b>	<b>1,736.2</b>	<b>1,786.5</b>	<b>1,856.2</b>	<b>1,855.1</b>	<b>1,966.8</b>
Less Internal Borrowing	(297.5)	(182.8)	(179.3)	(175.1)	(173.2)	(171.0)	(171.9)
<b>External Borrowing</b>	<b>1,040.4</b>	<b>1,328.9</b>	<b>1,557.0</b>	<b>1,611.4</b>	<b>1,683.1</b>	<b>1,684.1</b>	<b>1,794.9</b>

54. Table 4b details the cost of servicing the Council's debt over the ten-year capital programme horizon and the cost of repaying borrowings used to finance the capital programme (MRP). Over the ten-year period, total interest for the General Fund and HRA will be £307,170k, and £176,287 respectively. Meridian Water; Companies and Joyce & Snells (GF) will be recharged their share of the interest cost. MRP charges of £193,712 (excluding PFI and Company loans) will be charged to the revenue account for the repayment of debt.

**Table 4b: Debt Charges and MRP Projection**

Debt Interest & MRP Charges	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28-2031/32	Total
	£m	£m	£m	£m	£m	£m	£m
Meridian Water	9,220	10,580	10,017	10,858	10,681	56,325	107,681
Companies	4,144	5,550	8,075	8,723	8,607	40,021	75,120
Joyce & Snells (GF)	0	0	0	0	0	2,998	2,998
Other General Fund	7,031	9,669	11,634	11,718	12,873	68,445	121,370
<b>Total General Fund Interest</b>	<b>20,396</b>	<b>25,799</b>	<b>29,726</b>	<b>31,300</b>	<b>32,161</b>	<b>167,789</b>	<b>307,170</b>
MRP	19,578	22,680	19,346	21,492	20,973	89,644	193,712
<b>Total General Fund Interest &amp; MRP</b>	<b>39,974</b>	<b>48,478</b>	<b>49,072</b>	<b>52,791</b>	<b>53,134</b>	<b>257,433</b>	<b>500,882</b>
HRA Interest	12,093	14,669	16,054	17,186	17,994	98,291	176,287
<b>Total Interest &amp; MRP</b>	<b>52,067</b>	<b>63,147</b>	<b>65,126</b>	<b>69,978</b>	<b>71,128</b>	<b>355,724</b>	<b>677,169</b>

55. Table 4c shows the Prudential Indicator Ratio of Financing Costs to Net Revenue. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general Government grants.

**Table 4c – Prudential Indicator**

Prudential indicator: Ratio of Financing Costs to Net Revenue	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28-2031/32
General Fund (GF)	£'000	£'000	£'000	£'000	£'000	£'000

Total GF Financing Costs (MRP & Interest)	26,609	32,349	30,980	33,210	33,846	158,089
Net Revenue Budget	260,281	260,459	273,610	286,614	300,368	1,557,384
Proportion of Net Revenue Stream	10.2%	12.4%	11.3%	11.6%	11.3%	10.2%
<b>Housing Revenue Account (HRA)</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Total HRA Financing Costs (Interest)	12,072	14,622	16,054	17,164	17,990	98,261
Net HRA Revenue Budget	63,141	66,171	68,400	71,355	75,413	429,489
Proportion of Net Revenue Stream	19.1%	22.1%	23.5%	24.1%	23.9%	22.9%

### New Prudential Code

56. CIPFA's revised Prudential Code (Dec 2021) has been published following consultation. The revised version of the code replaces wording which previously guided UK local authorities away from borrowing 'in advance of need' and creates three new categories of investments. The new code does not introduce any new restrictions on Councils borrowing for their core aims, such as for housing and regeneration projects, or for treasury management purposes. However, the Prudential Code now restricts local authorities to undertake borrowing that has the main aim of producing commercial income.
57. The new code states that authorities "must not borrow to invest primarily for financial return". CIPFA's "legitimate examples of prudent borrowing" are as follows:
- financing capital expenditure primarily related to the delivery of a local authority's functions
  - temporary management of cash flow within the context of a balanced budget
  - securing affordability by removing exposure to future interest rate rises
  - refinancing current borrowing, including adjusting levels of internal borrowing, to manage risk, reduce costs or reflect changing cash flow circumstances
  - other treasury management activity that seeks to prudently manage treasury risks without borrowing primarily to invest for financial return.
58. The code revisions aim to provide a further safeguard, while also closing off the option of using borrowing from the private market to fund commercial investments aimed at making a return.
59. The Council's ten-year Capital Programme, and the projects that are to be financed by borrowing, complies with the revised Prudential Code. The

projects delivered through the Capital Programme in this report deliver the Council's functions, regenerate the Borough, and maintain and enhance its estate portfolio.

60. As mentioned in paragraph 35, 49% of the ten-year capital programme is financed by borrowing. The Council's borrowing strategy for the capital programme is for the primary purpose of delivering the Council's services; maintaining its assets; and undertaking regeneration projects to improve the Borough. The Council also borrows on behalf of its commercial subsidiaries: Housing Gateway Limited (HGL) and Energetik Limited. Borrowing for commercial subsidiaries is primarily for the purpose of service delivery.
61. HGL was established in April 2014 to acquire and manage properties in the private rented sector, to be used by the Council to discharge its statutory homelessness duties.
62. Energetik was established in August 2015 to provide low carbon energy from waste to Enfield residents, through developing, owning and operating a series of community energy networks across Enfield. The company is funded through a combination of Council loans and external grants, with £94m approved to date, of which £77,000k is funded through Council borrowing and £17,000k external grants.

#### **External Sources – Grants and Contributions**

63. The Council has already been notified of some of the grant allocations that can be expected to be received in 2022/23. It is anticipated additional capital grant allocations will be announced in-year, including the outcome of submitted bids. Any further grant allocations that become available during 2022/23, will be included in the relevant quarterly capital monitoring report to Cabinet. It is possible some funding is earmarked for spending on specific Government priorities, rather than local priorities.
64. Capital grants, whilst also not repayable tend to be quite specific in how they can be used and are received for specific projects. The provider, i.e. the Government, external agencies or private company, will normally have a specific output or outcome that must be achieved, through the capital works the Council undertakes. Examples of capital grants include a number of infrastructure projects to unlock housing such as Building Council Homes for Londoners and the Housing Infrastructure Fund. These have specific outcomes that organisations like the GLA and DLUHC would like to achieve.
65. Other projects, such as the Montagu Industrial Estate and the Meridian Four project, are expected to attract contributions from external partners to spread the risk and rewards of development. Surpluses generated are permitted under Regulations on proviso they are re-invested to support Council priorities and mitigate the risk of increasing construction costs identified in the risks section.
66. Capital Grants and contributions for the ten-year capital programme have been agreed with Project Managers based on their knowledge of their individual programmes and secured sources of external funding. Underlying assumptions are listed below:

- i. 2022/23 Grants – underlying grant awards have been sought where available. A number of grants will be confirmed in 2022/23. Grants have been included based on best estimate. Table 5b identifies those grants where confirmation has been received
  - ii. Grants for 2023/24 and future years are based on current estimates and are subject to change.
  - iii. Section 106 funding- £1,025k has been awarded by the Strategic Planning Board (SPB) for 2022/23. Future Years are based on estimated award.
  - iv. Community Infrastructure Levy Funding (CIL)- £30k; £2,200k and £1,300k has been approved by the SPB for 2022/23; 2023/24 and 2024/25 financial years respectively. All other amounts are estimated and subject to future approval by SPB.
67. Where actual capital grant and contributions are less than those expected, the ten year capital programme will be reduced and revised at the earliest opportunity and reported within the respective period capital monitoring report.
68. Table 5a sets out external grants and contributions funding for the programme and Table 5b provides further information on the status of each grant.

**Table 5a – External grants and contributions**

<b>External Grants &amp; contributions</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28-2031/32</b>	<b>Total</b>	<b>Funding Sources</b>
<b>PEOPLE</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
<b><u>Adult Social Care</u></b>								
Mental Health and Wellbeing Centre	0	1,250	1,250	0	0	0	<b>2,500</b>	Better Care Fund (BCF)
<b><u>Total Adult Social Care</u></b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	
<b><u>Education</u></b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Strategic Schools Places Programme	8,030	3,000	3,000	3,000	3,000	15,000	<b>35,030</b>	Education and Skills Funding Agency (ESFA)
Schools Maintenance	12,093	5,000	5,000	5,000	5,000	25,000	<b>57,093</b>	Education and Skills Funding Agency (ESFA)
Schools' Future Programme	11,198	0	0	0	0	0	<b>11,198</b>	Education and Skills Funding Agency (ESFA)
<b><u>Total Education</u></b>	<b>31,321</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>40,000</b>	<b>103,321</b>	
<b>Total PEOPLE</b>	<b>31,321</b>	<b>9,250</b>	<b>9,250</b>	<b>8,000</b>	<b>8,000</b>	<b>40,000</b>	<b>105,821</b>	
<b>PLACE</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
<b><u>Property &amp; Economy</u></b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Energy Decarbonisation (RE:FIT)	207	0	0	0	0	0	<b>207</b>	SALIX
<b><u>Total Property &amp; Economy</u></b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>207</b>	
<b><u>Environment &amp; Operations</u></b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Flood Alleviation	125	125	125	125	125	500	<b>1,125</b>	Funding from multiple External Agencies



Healthy Streets	7,639	4,450	4,450	4,450	4,450	22,250	<b>47,689</b>	Transport for London
Traffic & Transportation	700	700	700	700	700	3,500	<b>7,000</b>	Transport for London
<b>Total Environment &amp; Operations</b>	<b>8,464</b>	<b>5,275</b>	<b>5,275</b>	<b>5,275</b>	<b>5,275</b>	<b>26,250</b>	<b>55,814</b>	
<b>Housing &amp; Regeneration</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Housing Adaptations & Assistance (DFG)	2,001	2,001	2,001	2,001	2,001	10,005	<b>20,010</b>	Better Care Fund (BCF)
<b>Total Housing &amp; Regeneration</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>2,001</b>	<b>10,005</b>	<b>20,010</b>	
<b>MERIDIAN WATER</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Meridian Water	104,362	134,172	73,725	73,725	8,520	0	<b>394,503</b>	Housing Infrastructure Fund (GLA)
<b>Total MERIDIAN WATER</b>	<b>104,362</b>	<b>134,172</b>	<b>73,725</b>	<b>73,725</b>	<b>8,520</b>	<b>0</b>	<b>394,503</b>	
<b>Total PLACE exc. HRA</b>	<b>115,034</b>	<b>141,448</b>	<b>81,001</b>	<b>81,001</b>	<b>15,796</b>	<b>36,255</b>	<b>470,534</b>	
<b>Total GENERAL FUND exc Companies</b>	<b>146,355</b>	<b>150,698</b>	<b>90,251</b>	<b>89,001</b>	<b>23,796</b>	<b>76,255</b>	<b>576,355</b>	
Companies	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Energetik	200	0	0	0	0	0	<b>200</b>	
<b>Total Companies</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	
<b>Total GENERAL FUND inc Companies</b>	<b>146,555</b>	<b>150,698</b>	<b>90,251</b>	<b>89,001</b>	<b>23,796</b>	<b>76,255</b>	<b>576,555</b>	
<b>Housing Revenue Account:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Development Programme	11,074	5,943	18,256	4,500	28,531	35,825	<b>104,129</b>	Greater London Authority - Building Council Homes for Londoners
Development Programme - Joyce & Snells	2,884	3,196	2,884	8,622	6,396	53,510	<b>77,492</b>	Greater London Authority - Building Council Homes for Londoners

Estate Regeneration: Alma Towers	2,260	0	0	0	0	0	2,260	Greater London Authority - Building Council Homes for Londoners
Stock-Condition-Led Works	1,129	0	0	0	0	0	1,129	
<b>Total HRA</b>	<b>17,347</b>	<b>9,139</b>	<b>21,140</b>	<b>13,122</b>	<b>34,927</b>	<b>89,335</b>	<b>185,010</b>	
<b>Total PLACE inc. HRA</b>	<b>132,381</b>	<b>150,587</b>	<b>102,140</b>	<b>94,122</b>	<b>50,723</b>	<b>125,590</b>	<b>655,544</b>	
<b>Total Capital Grants &amp; Contributions</b>	<b>163,902</b>	<b>159,837</b>	<b>111,390</b>	<b>102,122</b>	<b>58,723</b>	<b>165,590</b>	<b>761,565</b>	

**Table 5b - Grant status information**

<b>Programme</b>	<b>Funding Sources</b>	<b>2022/23 Grants Confirmed</b>	<b>2022/23 Grants Expected</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
Strategic Schools Places Programme	Education and Skills Funding Agency (ESFA)	790	7,240	<b>8,030</b>
Schools Maintenance	Education and Skills Funding Agency (ESFA)	TBC	12,093	<b>12,093</b>
Schools' Future Programme	Education and Skills Funding Agency (ESFA)	TBC	11,198	<b>11,198</b>
Flood Alleviation	Funding from multiple External Agencies	TBC	125	<b>125</b>
Healthy Streets	Transport for London	5,716	1,923	<b>7,639</b>
Traffic & Transportation	Transport for London	TBC	700	<b>700</b>
Housing Adaptations & Assistance (DFG)	Better Care Fund (BCF)	TBC	2,001	<b>2,001</b>

Meridian Water	Housing Infrastructure Fund & S106	104,362	0	<b>104,362</b>
Energy Decarbonisation (RE:FIT)	SALIX	207	207	<b>207</b>
Energetik	Greater London Authority- North London District Energy Network	200	200	<b>200</b>
Development Programme	Greater London Authority	11,074	0	<b>11,074</b>
Development Programme - Joyce & Snells	Greater London Authority	2,884	0	<b>2,884</b>
Estate Regeneration: Alma Towers	Greater London Authority	2,260	0	<b>2,260</b>
Stock-Condition-Led Works	Greater London Authority	1,129	0	<b>1,129</b>
<b>Total Grants &amp; Contributions</b>		<b>128,622</b>	<b>35,280</b>	<b>163,902</b>

## Section 106

69. A section 106 (s106) is a legal agreement between the Council and a developer under Section 106 of the 1990 Town and Country Planning Act, or a unilateral undertaking by the developer, to ensure certain extra works related to a development are undertaken. The Council can enter into a Section 106 Agreement, otherwise known as a 'planning obligation', with a developer where it is necessary to provide contributions to offset negative impacts caused by construction and development. Examples of such contributions range from the provision of affordable homes and new open space to funding of school places or employment training schemes. The developer will either implement these or make payments to the Council for them to be carried out. S106 agreements generally contain several of these elements and the responsibility of managing the expenditure is split across the relevant departments. S106 agreements are usually very specific about what and where the monies can be spent, with required conditions attached.
70. The available S106 receipts to fund the 2022/23 programme is approximately £1,025k. These have been approved for use by the Strategic Planning Board (SPB). The receipts are allocated during the financial year and will substitute borrowing as appropriate. Departments are required to put bids to the SPB to request for S106 funding. This is further discussed below.
71. Table 6a details the value of S106 financing that is funding the capital programme. Only 2022/23 has been confirmed. Future years are estimated and subject to approval by the SPB. In total, £30,333k of S106 funding is financing the ten-year capital programme.

**Table 6a – S106 Funding**

S106 Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Libraries	25	0	0	0	0	0	25
Healthy Streets	1,000	0	400	200	200	1,000	2,800

<b>Total GENERAL FUND exc Companies</b>	<b>1,025</b>	<b>0</b>	<b>400</b>	<b>200</b>	<b>200</b>	<b>1,000</b>	<b>2,825</b>
<b>Total Companies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total GENERAL FUND inc Companies</b>	<b>1,025</b>	<b>0</b>	<b>400</b>	<b>200</b>	<b>200</b>	<b>1,000</b>	<b>2,825</b>
Development Programme - Joyce & Snells	0	0	0	0	0	27,508	27,508
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,508</b>	<b>27,508</b>
<b>Total S106 Funding</b>	<b>1,025</b>	<b>0</b>	<b>400</b>	<b>200</b>	<b>200</b>	<b>28,508</b>	<b>30,333</b>

### Community Infrastructure Levy (CIL)

72. The Community Infrastructure Levy (CIL) is a charge on development to help fund infrastructure such as transport schemes and schools which the Council, local community and neighbourhoods require to help accommodate new growth from development. The available CIL receipts to fund the 2022/23 programme is approximately £30k. The receipts are allocated during the financial year and will substitute borrowing as appropriate. Departments are required to put bids to the Strategic Planning Board (SPB) to request for CIL funding.
73. Table 6b details the value of CIL financing that is funding the capital programme over the ten-year capital programme horizon, which amounts to £3,530k. All CIL funding shown has been approved by the SPB.

**Table 6b: CIL Funding**

CIL Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Libraries	30	0	0	0	0	0	30
Healthy Streets	0	2,200	1,300	0	0	0	3,500
<b>Total GENERAL FUND exc Companies</b>	<b>30</b>	<b>2,200</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,530</b>
<b>Total Companies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total GENERAL FUND inc Companies</b>	<b>30</b>	<b>2,200</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,530</b>
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total CIL Funding</b>	<b>30</b>	<b>2,200</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,530</b>

### S106 and CIL Balances at Period 8

74. Table 6c summaries the current S.106 and Community Infrastructure Levy (CIL) receipts as at period 8 (November) 2021/22. S106 and CIL balances are administered by the Council's Planning department and accounted for by Corporate Finance. The balances are held in an earmarked reserve.

**TABLE 6c: Section 106 and CIL income as at 30<sup>th</sup> November 2021**

Section 106 and CIL income as at 30 <sup>th</sup> November 2021	S106 Balance as at P8	CIL Balance as at p8
	£000	£000
Opening Balance 2021/22	5,573	5,961

In-Year Receipts 2021/22	1,312	328
Allocated – Revenue	-	-
Allocated – Capital	(48)	(1,839)
<b>Total Balance</b>	<b>6,836</b>	<b>4,450</b>

### **Allocation of S106 and CIL Funding**

75. £4,555k has been approved by the Strategic Planning Board to fund a number of programmes in the current 10 year( CIL £3,530k, S106 £1,025k,). The agreed governance framework for allocating additional amounts during the year is summarised below:
- i. Project Managers work with Officers from the Planning and Infrastructure Teams and compile a project bid to determine if a project is eligible to be funded from S106/CIL financing.
  - ii. Successful bids are presented to the Strategic Planning Board (SPB) for approval.
  - iii. Once the project bid has been approved by SPB, Officer's from the Capital Finance Team are notified of the SPB's approval. Project Managers will need to complete the Development and Investment Financial Framework (DIFF) appraisal template and present to CFB
  - iv. Once CFB has approved the project this is incorporated into the respective capital monitoring report that is reported to Cabinet/Council for approval.

### **Infrastructure Funding Statement**

76. The Council is required to publish an Infrastructure Funding Statement (IFS) setting out how s106 and CIL contributions are to be allocated.
77. The allocations assumed for 2022/23 accord with the principles of the Council IFS, which has been constructed with due regard to the National Planning Policy Framework 2021, Community Infrastructure Levy Regulations 2010 and the revised Local Plan.

### **Asset Disposals**

78. When a capital asset is no longer needed, it may be sold so that the proceeds; known as capital receipts, can be spent on new assets or to repay borrowing. Council are permitted to spend capital receipts on revenue service transformation projects on proviso these can be shown to generate long term cost savings. This flexibility was originally to end 31 March 2022 but has been extended by three years to 31 March 2025.
79. The ten-year capital programme has £333,067k of useable capital receipts financing the programme. This equates to 12% of total financing. £324,279k (97%) of Capital receipts relate to the HRA and the remaining £8,789k (3%) relates to the General Fund (Sloeman's Farm- sale of soil from site £1,589k; and Montagu Industrial Estate - £7,200k).

### **Local authority capital finance framework: planned improvements**

80. In July 2021, Ministry of Housing Communities and Local Government published a policy paper on the current framework for Capital investment in Local authorities. The current framework is based on the Prudential code,

for which they have overall responsibility. The paper sets out the department's plan for strengthening the current system, whilst maintaining Council local decision making. One of the objectives is to ensure the risks associated with Local authorities' commercial investments are adequately managed .

81. The document proposes a 'lines of control model'
  - i. First line of control – is the scrutiny of local authority activity. This happen through the required reporting to government bodies
  - ii. Second line of control - deals with the system of control within individual local authorities
  - iii. Third line of control is the Prudential framework
82. The document does not provide timescales for progressing the work within the policy document, stating only 'we will engage with the sector and key stakeholders on our individual proposals as we take them forward'
83. Any further updates or changes will be captured as part of the Quarterly monitoring report

### **Capital Programme Outcomes**

84. The proposed Capital Programme underpinned by the Capital strategy contributes to achievement of the Council's three strategic objectives as detailed in the Enfield Council Plan. The main departmental outcomes are summarised below.
85. As the Capital Programme grows the Council is focussing on maximising income from external sources as well as entering formal arrangements with external commercial organisations to limit the need to take on additional borrowing.
86. A key cross cutting theme framing the Council key strategic objectives is to make the Council carbon neutral by 2030 which is being supported by the Energy Decarbonisation, included below.

### **Outcomes by Department**

87. **Place (Excluding HRA - £1,243bn over ten years)**
88. This section provides an overview of forecast outcomes for the main programmes in the department, focussing in 2022/23
89. Meridian Water (£852,000k). The programme has entered the delivery stage with development agreements signed, construction work now underway on one site and construction to taking place across multiple sites from 2022/23. Below is a summary of the key outputs by phase :
  - Streets, parks and other infrastructure works funded by the Government's HIF grant. Start on site 2022 and complete by 2024.
  - Meridian One: 950+ residential units (approximately ½ affordable) and approximately 2,235m<sup>2</sup> non- residential including public realm and open spaces. Practical completions expected March 2023 to September 2027.
  - Meridian Two: 250+ residential units all affordable and approximately 3,000m<sup>2</sup> commercial space; Council to retain commercial space and

Metropolitan Thames Valley Housing to acquire residential units.  
Practical completion expected December 2025.

- Meridian Three: circa 50 residential units and circa 500 Purpose Built Student Accommodation units going to market in 2023, completing approximately 3 years with outline planning permission expiring in 10 years. Costs include Legal and professional advisory fees to bring forward for development or land disposal
  - Meridian Four: Some 840 residential units, comprising 580 for open market and 260 affordable rented, commercial and community ground floor uses, associated open spaces and infrastructure expected to be completed between 2025/26 to 2026/27. Construction commencing 2022/23 once HIF supported works have been completed
  - Meridian Five: 175 residential units to be delivered by external partner. Strategy work to determine best value will commence in 2022/23. Outline planning permission expiry in 10 years therefore decision for development or land disposal expected 2023/24.
90. Build the Change (£32,800k) The programme will provide modernised office space across three locations with accessible facilities, collaborative working areas to facilitate new ways of working and storage facilities including bicycles to promote the Council's decarbonisation policies. Resident and customer access improved in the children and family hub.
91. Highways and Street scene (£93,300k). The programme will, in 2022/23, enable over 10km (6.25miles) of roads to be resurfaced, over 7km (4.4 miles) of pavements to be renewed and an additional 18,000 individual smaller defective areas on the highway network to be repaired as part of Enfield's overall highway maintenance programme. Approximately 1,000 new street trees will be planted, some of which will replace previously removed dead and decaying trees giving a net gain of over 700 established street trees. The funding also includes several smaller bridge maintenance schemes. Funding is also allocated to continue the programme of constructing sustainable drainage schemes, including rain gardens and wetlands, which also attracts considerable external funding to complete these projects.
92. Healthy Streets (£56,700k) – The £9,900k budget profiled in 2022/23 is analysed as follows
- i. £5,700k is approved funding from Department for Transport (Dft), NH, CIL and S106, with a condition of funding that works are delivered by March 2023.
  - ii. £3,400k of forecast Transport for London (Tfl) funding. This is based on grants funding historically made available for the healthy streets programme, carrying a 'actual spend/claim after' condition. The actual allocation will not be known until the outcome of the Tfl settlement with the Dft, which has not been agreed at the time of writing.
  - iii. £800k for the 10 School street project which is funded through borrowing, with the financing costs being met from income from traffic orders.
93. Corporate Condition Programme: (£36,000k)



94. The purpose of the CCP is to fund the planned replacement or substantial repair of major building components including, but not limited to, heating boilers, lifts, building structure and flat roofs necessary to ensure the operational continuity of Council services.
95. Montagu Industrial estate: (£50,500k) – The strategic asset management plan adopted in 2019 sets how the Council will use its property to support out local economy. The ten year capital programme includes one substantial project which will see growth in business and local jobs and support the budget through increased income through a joint venture with Henry Boot, the Council is investing to redevelop the Montagu Industrial Estate in Edmonton. This will see modern industrial facilities for a range of businesses, resulting in hundreds of new jobs for one of the most deprived wards in the Borough. The CPO process will continue during 2022/23.
96. Housing Revenue Account (£1,100m over 10 years). The HRA capital programme is dealt with, as part of the HRA rent setting report, which is a separate agenda item. In summary it plans to deliver c3,500 homes alongside building safety and decency improvements to a substantial number of existing social homes.
97. **People - £109,006k over ten years**
98. Education services – (£103,300k) within the People Department forecast to spend an estimated £39,000k over the next three years to deliver a programme of school's capital maintenance projects, including the increase of Special Educational Needs (SEND) school places
99. Projects to provide additional SEND school places are being progressed across a number of schools and include
  - i. Fern House rebuild and expansion of special school which is under construction and due for completion and occupation in January 2023.
  - ii. Winchmore - Sixth Form and Autistic Unit which is in final stages of design and early stages of procurement with planned completion for summer 2023.
  - iii. Oaktree ITS - Extension and remodelling of the existing school which is early stages of design with planned phased completion in summer 2023 and summer 2024.
100. Through the Schools Capital Programme, the People department will continue to carry out the Council's Corporate Landlord responsibility in maintaining school buildings and implement strategies to improve the school estate. In the short to medium term the focus will continue to be providing places for vulnerable children requiring specialist care in the Special Education Needs Sector.
101. The Schools' capital programme is entirely funded from Central Government Grants and Section 106 Developer contributions
102. **Resources: £31,090k over ten years**
103. Digital Services (£30.9m)The Council's investments in Digital Services (DS) are to enable the Council's to deliver its objectives underpinned by the guiding principles detailed in the Corporate plan. The investment in DS will enable smarter working , improved efficiencies and Digital Inclusion,

communication with Enfield's residents and support budget savings through increasing cost effectiveness

**104. Companies: £154,200k over ten years**

105. Housing Gateway Limited (HGL) (£92,900k) The Council's Housing Company, HGL, will purchase and renovate one hundred properties, twelve of which will be used for rough sleepers. The company will also deliver a programme of major works at Brickfield House and Greenway House as well as start a programme of minor decarbonisation works across suitable properties within its portfolio, subject to the successful outcome of a bid for external grant funding.

106. Energetik (£61,300k) The company will complete the Phase 1 build of the Meridian Water Heat Network, specifically the energy centre and pipe network from the energy centre to Meridian One. Extensions of the Meridian Water Heat Network to Fore Street/Upton & Rainham and Edmonton Green will also be completed in 2022/23 as well as the retrofit of heating systems to 10 private homes to connect them to the Ponders End Heat Network.

**Safeguarding Implications**

107. The capital programme will not adversely affect safeguarding of children or adults in the Borough and the schemes will be formulated to ensure the Authority discharges its statutory safeguarding obligations.

108. Suppliers are expected to take all reasonable steps to ensure human trafficking and modern slavery are not taking place in any of their supply chains or operations; including compliance with the Modern Slavery Act 2015, wherever it applies. Suppliers are also expected to have a whistleblowing policy which enables staff to raise suspicions of unlawful and unethical practices, including modern slavery and exploitation.

**Public Health Implications**

109. The Capital programme seeks to improve the health and well-being of the public in Enfield. Improving the housing and environment in which our residents live is a key means to address wider determinants of health and narrow health inequalities.

110. The Capital programmes focus on climate change helps to mitigate this major threat to public health. Council activities that promote forms of active travel and sustainable heating will help to lower local greenhouse gas emissions and air pollution. These will lead to improvements in health of residents and the environment in the long run.

**Equalities Impact of the Proposal**

111. The Capital Programme supports the delivery of high quality Council services that promote equality and value diversity. An equality impact assessment has been completed and is available as appendix 6. This assessment identified that the capital programme includes schemes directed specifically at older and younger age groups, and schemes aimed to specifically address the needs of people affected by disability. No negative disproportionate impact was found on any protected characteristic.

112. The DIFF process ensures the continual review of the capital programme against stated Council priorities by allowing adjustment to schemes and against the backdrop of a continually changing demographic, legislative and socio-economic environment, which means that equality considerations will continue to be made.

**Environmental and Climate Change Considerations**

113. These are included in the body of the report as relevant

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

114. The table below sets out key risks together with mitigations which can be implemented

<b>Risk</b>	<b>Mitigation</b>
<p>1. Increased construction Costs and continuing constraints in supply of materials and labour</p>	<p>Monitoring of costs and reporting of variations through budget monitoring framework, adjusting estimates and spend profiles to ensure financing and borrowing estimates are refreshed.</p> <p>Contract management to pre-empt and mitigate cost increases through continued engagement with suppliers and scrutiny of progress updates utilising QS, independent market intelligence and alternative construction technologies (e.g. Modern Methods of Construction)</p> <p>Review of procurement strategies to ensure pool of suppliers is kept as broad as possible supplemented by secondary advice to corroborate or influence cost estimates.</p>
<p>2. Grant availability and risk of withdrawal if key conditions/deadlines not met.</p>	<p>Reporting of variations which will impact on grant and deployment of counter measures to ensure utilisation of grant maximised together with engagement of grant providers to re-negotiate delivery horizons where possible</p>
<p>3. Delays in schemes and impact on grant awards and income targets</p>	<p>Securing external funding sources to spread construction risk in return for sharing of income e.g. Meridian Four external investment for private rented residential units.</p> <p>Tactical engagement and cultivation of key relationships in Government and Agencies to raise profile of increasing costs hence need for continued grant support to contribute to stated local objectives and wider Government priorities.</p>

4. Macro economic factors including Impact of Brexit and Covid-19	Continue monitoring of key indicators (inflation, interest rates, supply chain intelligence, legislation) supplemented with external advice to ensure MTFP updated to reflect significant changes.
---	--

### Financial Implications

115. The Section 151 Officer is required to keep under review the financial position of the Authority. The Capital Programme supports the discharge of this duty, the revenue implications of the Capital Programme proposed have been incorporated into the Medium-Term Financial Plan.

### Legal Implications

116. Local authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003. The Chartered Institute of Public Finance and Accounting (CIPFA) *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) underpins the system of capital finance. Local authorities determine their own programmes for Capital investment in non-current assets that are central to the delivery of quality local public services. The Prudential Code has been developed as a professional code of practice to support local authorities in taking decisions, such as those relating to capital strategies and programmes contained in this report. The Prudential Code was last updated in 2021. This new Prudential Code contains a new objective for proportionate service and commercial investments.

117. Further developments for capital strategies have been made following their introduction in 2017, such as setting the strategy in the context of the organisation's corporate objectives.

118. The Prudential Code requires authorities to look at capital expenditure plans, investments and debt in the light of overall organisational strategy and resources and ensure that decisions are being made with sufficient regard to the long-run financing implications and potential risks to the authority. To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. The Prudential Code does not include suggested indicative limits or ratios. These will be for the local authority to set itself, subject only to any controls under Section 4 of the Local Government Act 2003 (England and Wales). Indicators should be set in line with a capital strategy and asset management plan that is sustainable over the longer term. Where statutorily ringfenced resources such as the Housing Revenue Account (HRA), the indicators should be set separately for these areas.

119. The local authority shall ensure that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so it will take into account its arrangements for the repayment of debt and consideration of risk, and the impact and potential impact on the authority's overall fiscal sustainability.

120. 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

### **Workforce Implications**

121. Where staff resource is required to support the Council's Capital Programme, this will be required for specified time periods in line with programme requirements and timescales. Restructure reports will be required to create any new posts or new team structures identified as being required to deliver the Capital Programme. Restructure reports will require HR implications advising on Council policy and statutory obligations in relation to staffing, in addition to the finance cost estimates included. Any changes to the programme will seek additional HR & Finance implications

### **Property Implications**

122. Given the high-level perspective of this report, there are no specific property implications from within its contents. However, as the 10-year capital budget is implemented over time, it is certain that property implications will arise on specific projects and other activities. These will be addressed as necessary as they come forward in future reports.

### **Options Considered**

123. The Ten year capital programme and overarching capital strategy have been developed using the DIFF Financial Framework which guarantees fair and consistent consideration of all options available for the deployment of limited resources in the achievement of stated objectives.

124. A complete and robust consideration of all options has therefore been embedded in the development and refresh of the capital programme with input from a multi-disciplinary Capital Finance Board.

### **Conclusions**

125. The proposed capital programme is submitted for approval as set out in the recommendations at the start of this report.

---

Report Author: Matt Bowmer and Olu Ayodele  
Director of Resources and Head of Capital and Projects  
[matt.bowmer@enfield.gov.uk](mailto:matt.bowmer@enfield.gov.uk)  
[olu.ayodele@enfield.gov.uk](mailto:olu.ayodele@enfield.gov.uk)  
0208 3795580

Date of report: 4<sup>th</sup> Feb 2022

### **Appendices**

Further detailed analysis of the ten-year capital programme is included in the Appendices to this report:

Appendix 1A - Existing Capital programme by Corporate objective

Appendix 1B - Existing Capital programme by Directorate

Appendix 1C - Existing Capital programme by Department

Appendix 1D - Financing existing Capital programme

Appendix 2A - Requested Additions Corporate objective

Appendix 2B - Requested Additions by Directorate  
Appendix 2C - Requested Additions by Department  
Appendix 2D - Requested Additions Financing  
Appendix 3A - Proposed Capital Programme by Corporate Objective  
Appendix 3B - Proposed Capital Programme by Directorate  
Appendix 3C - Proposed Capital Programme by Department  
Appendix 3D - Proposed Capital Programme Financing  
Appendix 4 - Departmental Financing tables  
Appendix 5 – DIFF metrics  
Appendix 6 – Equalities Impact Assessment

### **Background Papers**

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

Report to Council 22<sup>nd</sup> Sep 2021 :  
Capital Strategy (KD 5327)

Report to Cabinet 16<sup>th</sup> Feb 2022 :  
Treasury Management Strategy 2022/23 (KD 5355)  
Medium Term Financial Plan(MTFP) 2022/23 to 2026/27 (KD 5352)

## APPENDICES

### Appendix 1 – Existing Programme

#### Appendix 1a - Existing Capital Programme by Corporate Objective

10-Year Capital Programme (Existing Programme) £'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Good homes in well connected neighbourhoods	250,027	339,325	126,541	132,997	34,074	572,317	1,455,281
An economy that works for everyone	54,064	41,815	14,529	8,346	40	0	118,795
Safe, healthy and confident communities	3,860	1,750	1,750	500	0	0	7,860
<b>TOTAL</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>
External Grants	92,679	60,500	22,390	13,122	(28,894)	89,335	249,131
S106 & CIL	55	0	0	0	0	27,508	27,563
Capital Receipts	24,806	60,519	60,774	40,740	17,403	128,826	333,067
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	157,242	242,886	45,512	73,442	11,125	209,872	740,078
<b>TOTAL</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>

#### Appendix 1b- Existing Capital Programme by Directorate

10-Year Capital Programme (Existing Programme) £'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	3,074	0	0	0	0	0	3,074
People	23,321	1,250	1,250	0	0	0	25,821
Place	33,557	42,315	16,054	9,471	165	125	101,688
Joyce & Snells (GF)	0	0	0	0	0	41,298	41,298
Meridian Water	67,957	93,313	14,527	3,122	(63,821)	83,449	198,546
Companies	47,119	28,498	15,000	0	0	0	90,617
<b>Total General Fund</b>	<b>175,029</b>	<b>165,375</b>	<b>46,831</b>	<b>12,593</b>	<b>(63,656)</b>	<b>124,872</b>	<b>461,043</b>
Asset-Led Works	9,848	226	166	0	0	0	10,240
Demand-Led Works	2,350	2,350	0	0	0	0	4,700
Development Programme	72,110	158,518	79,694	113,948	82,598	379,251	886,120
Estate Regeneration	6,239	1,051	982	763	633	0	9,668
Fire-Led Works	25,573	26,157	213	0	0	0	51,943
Stock-Condition-Led Works	16,803	29,213	14,933	14,539	14,539	68,194	158,222
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>TOTAL</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>

### Appendix 1c- Existing Capital Programme by Department

10-Year Capital Programme (Existing Schemes) £'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
<b>RESOURCES</b>							
Community Hubs	125	0	0	0	0	0	125
IT Investment	2,878	0	0	0	0	0	2,878
Libraries	71	0	0	0	0	0	71
<b>Total RESOURCES</b>	<b>3,074</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,074</b>
<b>PEOPLE</b>							
Mental Health and Wellbeing Centre	0	1,250	1,250	0	0	0	2,500
Strategic Schools Places Programme	5,030	0	0	0	0	0	5,030
Schools Maintenance	7,093	0	0	0	0	0	7,093
Schools' Future Programme	11,198	0	0	0	0	0	11,198
<b>Total PEOPLE</b>	<b>23,321</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,821</b>
<b>PLACE</b>							
Flood Alleviation	160	0	0	0	0	0	160
Highways & Street Scene	700	0	0	0	0	0	700
Healthy Streets	2,000	500	500	500	0	0	3,500
Meridian Water	67,957	93,313	14,527	3,122	(63,821)	83,449	198,546
Corporate Condition Programme	2,018	0	0	0	0	0	2,018
Corporate Property Investment Programme	3,429	0	0	0	0	0	3,429
Build the Change	13,828	4,995	7,033	7,015	0	0	32,872
Edmonton Cemetery	800	0	0	0	0	0	800
Electric Quarter	893	0	0	0	0	0	893
Montagu Industrial Estate	6,500	36,491	7,427	180	0	0	50,598
Sloemans Farm Burial	165	329	70	1,151	40	0	1,754
Town Centre Regeneration	1,957	0	1,025	625	125	125	3,857
Housing Adaptations & Assistance (DFG)	900	0	0	0	0	0	900
Joyce and Snells	0	0	0	0	0	41,298	41,298
Energy Decarbonisation (RE:FIT)	207	0	0	0	0	0	207
<b>Total PLACE exc. HRA</b>	<b>101,514</b>	<b>135,628</b>	<b>30,581</b>	<b>12,593</b>	<b>(63,656)</b>	<b>124,872</b>	<b>341,532</b>
<b>COMPANIES</b>							
Energetik	21,200	25,123	15,000	0	0	0	61,323
Housing Gateway Ltd	25,919	3,375	0	0	0	0	29,294
<b>Total COMPANIES</b>	<b>47,119</b>	<b>28,498</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,617</b>
<b>Total GENERAL FUND inc. COMPANIES</b>	<b>175,029</b>	<b>165,375</b>	<b>46,831</b>	<b>12,593</b>	<b>(63,656)</b>	<b>124,872</b>	<b>461,043</b>
<b>Housing Revenue Account:</b>							
Asset-Led Works	9,848	226	166	0	0	0	10,240
Demand-Led Works	2,350	2,350	0	0	0	0	4,700
Development Programme	72,110	158,518	79,694	113,948	82,598	379,251	886,120
Estate Regeneration	6,239	1,051	982	763	633	0	9,668
Fire-Led Works	25,573	26,157	213	0	0	0	51,943
Stock-Condition-Led Works	16,803	29,213	14,933	14,539	14,539	68,194	158,222
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>Total PLACE inc. HRA</b>	<b>234,437</b>	<b>353,142</b>	<b>126,570</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,462,424</b>
<b>TOTAL APPROVED PROGRAMME</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>

### Appendix 1d- Financing Existing Capital Programme by Directorate

10-Year Capital Programme (Existing Programme)	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	3,074	0	0	0	0	0	3,074
People	23,321	1,250	1,250	0	0	0	25,821
Place	33,557	42,315	16,054	9,471	165	125	101,688
Joyce & Snells	0	0	0	0	0	41,298	41,298
Meridian Water	67,957	93,313	14,527	3,122	(63,821)	83,449	198,546
Companies	47,119	28,498	15,000	0	0	0	90,617
<b>Total General Fund</b>	<b>175,029</b>	<b>165,375</b>	<b>46,831</b>	<b>12,593</b>	<b>(63,656)</b>	<b>124,872</b>	<b>461,043</b>
Place – HRA	132,923	217,515	95,989	129,250	97,770	447,445	1,120,892
<b>TOTAL</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>
External Grants	92,679	60,500	22,390	13,122	(28,894)	89,335	249,131
S106 & CIL	55	0	0	0	0	27,508	27,563
Capital Receipts	24,806	60,519	60,774	40,740	17,403	128,826	333,067
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	157,242	242,886	45,512	73,442	11,125	209,872	740,078
<b>TOTAL</b>	<b>307,952</b>	<b>382,890</b>	<b>142,820</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,581,936</b>



## Appendix 2 Requested Additions

### Appendix 2a – Requested Additions by Corporate Objective

10-Year Capital Programme (Requested Additions)	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Good homes in well-connected neighbourhoods	103,459	150,446	130,424	115,763	116,692	185,513	802,297
An economy that works for everyone	33,712	13,484	13,573	13,641	11,840	67,744	153,994
Safe, healthy and confident communities	11,372	11,058	12,331	11,123	11,535	63,210	120,629
<b>TOTAL</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>
External Grants	71,223	99,337	89,001	89,001	87,617	76,255	512,433
S106 & CIL	1,000	2,200	1,700	200	200	1,000	6,300
Revenue Contributions	80	80	80	80	80	400	800
Borrowing	76,240	73,370	65,547	51,247	52,170	238,812	557,386
<b>TOTAL</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>

### Appendix 2b – Requested Additions by Directorate

10-Year Capital Programme (Requested Additions) £'000s	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	12,518	2,504	2,414	794	294	9,500	28,024
People	8,530	8,460	8,360	8,360	8,360	41,800	83,870
Place	37,020	23,390	24,041	28,707	21,876	112,815	247,849
Meridian Water	79,744	109,683	99,551	102,667	109,537	152,352	653,534
Companies	10,732	30,950	21,961	0	0	0	63,643
<b>Total General Fund</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>

**Appendix 2c – Requested Additions by Department**

10-Year Capital Programme (Requested Additions) £'000s	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
<b>RESOURCES</b>							
IT Investment	12,518	2,504	2,414	794	294	9,500	28,024
<b>Total RESOURCES</b>	<b>12,518</b>	<b>2,504</b>	<b>2,414</b>	<b>794</b>	<b>294</b>	<b>9,500</b>	<b>28,024</b>
<b>PEOPLE</b>							
Community Safety	150	150	150	150	150	750	1,500
Extensions to Foster Carers' Homes	380	310	210	210	210	1,050	2,370
Strategic Schools Places Programme	3,000	3,000	3,000	3,000	3,000	15,000	30,000
Schools Maintenance	5,000	5,000	5,000	5,000	5,000	25,000	50,000
<b>Total PEOPLE</b>	<b>8,530</b>	<b>8,460</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>41,800</b>	<b>83,870</b>
<b>PLACE</b>							
Alley Gating	80	80	80	80	80	400	800
Flood Alleviation	250	250	250	250	250	1,000	2,250
Highways & Street Scene	8,011	8,017	9,390	8,432	8,844	50,005	92,699
Workshops for External Commercialisation	250	250	0	0	0	0	500
Growth of Trade Waste Service	500	250	250	0	0	0	1,000
Vehicle Replacement Programme	4,595	1,913	1,862	7,746	1,806	6,411	24,332
Healthy Streets	7,939	6,650	6,150	4,650	4,650	23,250	53,289
Traffic & Transportation	700	700	700	700	700	3,500	7,000
Tottenham Park Cemetery	506	2	2	1,502	0	0	2,012
Dugdale Coffee Shop	1,579	0	0	0	0	0	1,579
Land Investment	7,500	0	0	0	0	0	7,500
Meridian Water	79,744	109,683	99,551	102,667	109,537	152,352	653,534
Corporate Condition Programme	2,809	2,978	3,156	3,346	3,546	18,244	34,078
Vacant Property Review	300	300	200	0	0	0	800
Housing Adaptations & Assistance (DFG)	2,001	2,001	2,001	2,001	2,001	10,005	20,010
<b>Total PLACE exc. HRA</b>	<b>116,763</b>	<b>133,074</b>	<b>123,592</b>	<b>131,374</b>	<b>131,413</b>	<b>265,167</b>	<b>901,382</b>
<b>COMPANIES</b>							
Housing Gateway Ltd	10,732	30,950	21,961	0	0	0	63,643
<b>Total COMPANIES</b>	<b>10,732</b>	<b>30,950</b>	<b>21,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,643</b>
<b>Total GENERAL FUND inc. COMPANIES</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>
<b>Housing Revenue Account:</b>							
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total PLACE inc. HRA</b>	<b>117,284</b>	<b>133,074</b>	<b>123,592</b>	<b>131,374</b>	<b>131,413</b>	<b>265,167</b>	<b>901,903</b>
<b>TOTAL APPROVED PROGRAMME</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>

**Appendix 2d – Requested Additions Financing**

Financing of Requested Additions £'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
External Grants	71,223	99,337	89,001	89,001	87,617	76,255	512,433
S106/CIL	1,000	2,200	1,700	200	200	1,000	6,300
Revenue Contributions	80	80	80	80	80	400	800
Borrowing	76,240	73,370	65,547	51,247	52,170	238,812	557,386
<b>Total General Fund</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>
<b>Total HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Capital Programme</b>	<b>148,543</b>	<b>174,988</b>	<b>156,328</b>	<b>140,527</b>	<b>140,067</b>	<b>316,467</b>	<b>1,076,919</b>

## Appendix 3 - Proposed Capital Programme

### Appendix 3a – Proposed Capital Programme by Corporate Objective

Proposed 10-Year Capital Programme £'000s	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Good homes in well-connected neighbourhoods	353,486	489,771	256,965	248,760	150,766	757,830	2,257,578
An economy that works for everyone	87,776	55,299	28,102	21,987	11,880	67,744	272,788
Safe, healthy and confident communities	15,232	12,808	14,081	11,623	11,535	63,210	128,489
<b>TOTAL</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>
External Grants	163,902	159,837	111,390	102,122	58,723	165,590	761,565
S106/CIL	1,055	2,200	1,700	200	200	28,508	33,863
Revenue Contributions	80	80	80	80	80	400	800
Capital Receipts	24,806	60,519	60,774	40,740	17,403	128,826	333,067
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	233,481	316,256	111,059	124,689	63,295	448,684	1,297,464
<b>TOTAL</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

### Appendix 3b – Proposed Capital Programme by Directorate

Proposed 10-Year Capital Programme £'000s	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	15,592	2,504	2,414	794	294	9,500	31,098
People	31,851	9,710	9,610	8,360	8,360	41,800	109,691
Place	70,577	65,705	40,096	38,177	22,041	112,940	349,537
Place - Joyce & Snells	0	0	0	0	0	41,298	41,298
Place - Meridian Water	147,701	202,996	114,078	105,789	45,715	235,801	852,079
Companies	57,851	59,448	36,961	0	0	0	154,259
<b>Total General Fund</b>	<b>323,571</b>	<b>340,363</b>	<b>203,159</b>	<b>153,120</b>	<b>76,410</b>	<b>441,339</b>	<b>1,537,963</b>
Asset-Led Works	9,848	226	166	0	0	0	10,240
Demand-Led Works	2,350	2,350	0	0	0	0	4,700
Development Programme	72,110	158,518	79,694	113,948	82,598	379,251	886,120
Estate Regeneration	6,239	1,051	982	763	633	0	9,668
Fire-Led Works	25,573	26,157	213	0	0	0	51,943
Stock-Condition-Led Works	16,803	29,213	14,933	14,539	14,539	68,194	158,222
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>TOTAL</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

### Appendix 3c – Proposed Capital Programme by Department

Proposed 10-Year Capital Programme	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
<b>RESOURCES</b>							
Community Hubs	125	0	0	0	0	0	125
IT Investment	15,396	2,504	2,414	794	294	9,500	30,902
Libraries	71	0	0	0	0	0	71
<b>Total RESOURCES</b>	<b>15,592</b>	<b>2,504</b>	<b>2,414</b>	<b>794</b>	<b>294</b>	<b>9,500</b>	<b>31,098</b>
<b>PEOPLE</b>							
Mental Health and Wellbeing Centre	0	1,250	1,250	0	0	0	2,500
Community Safety	150	150	150	150	150	750	1,500
Extensions to Foster Carers' Homes	380	310	210	210	210	1,050	2,370
Strategic Schools Places Programme	8,030	3,000	3,000	3,000	3,000	15,000	35,030
Schools Maintenance	12,093	5,000	5,000	5,000	5,000	25,000	57,093
Schools' Future Programme	11,198	0	0	0	0	0	11,198
<b>Total PEOPLE</b>	<b>31,851</b>	<b>9,710</b>	<b>9,610</b>	<b>8,360</b>	<b>8,360</b>	<b>41,800</b>	<b>109,691</b>
<b>PLACE</b>							
Alley Gating	80	80	80	80	80	400	800
Flood Alleviation	410	250	250	250	250	1,000	2,410
Highways & Street Scene	8,711	8,017	9,390	8,432	8,844	50,005	93,399
Workshops for External Commercialisation	250	250	0	0	0	0	500
Growth of Trade Waste Service	500	250	250	0	0	0	1,000
Vehicle Replacement Programme	4,595	1,913	1,862	7,746	1,806	6,411	24,332
Healthy Streets	9,939	7,150	6,650	5,150	4,650	23,250	56,789
Traffic & Transportation	700	700	700	700	700	3,500	7,000
Meridian Water	147,701	202,996	114,078	105,789	45,715	235,801	852,079
Corporate Condition Programme	4,827	2,978	3,156	3,346	3,546	18,244	36,096
Build the Change	13,828	4,995	7,033	7,015	0	0	32,872
Corporate Property Investment Programme	3,429	0	0	0	0	0	3,429
Dugdale Coffee Shop	1,579	0	0	0	0	0	1,579
Edmonton Cemetery	800	0	0	0	0	0	800
Electric Quarter	893	0	0	0	0	0	893
Land Investment	7,500	0	0	0	0	0	7,500
Montagu Industrial Estate	6,500	36,491	7,427	180	0	0	50,598
Sloemans Farm Burial	165	329	70	1,151	40	0	1,754

Tottenham Park Cemetery	506	2	2	1,502	0	0	2,012
Town Centre Regeneration	1,957	0	1,025	625	125	125	3,857
Vacant Property Review	300	300	200	0	0	0	800
Housing Adaptations & Assistance (DFG)	2,901	2,001	2,001	2,001	2,001	10,005	20,910
Joyce and Snells	0	0	0	0	0	41,298	41,298
Energy Decarbonisation (RE:FIT)	207	0	0	0	0	0	207
<b>Total PLACE exc. HRA</b>	<b>218,278</b>	<b>268,701</b>	<b>154,173</b>	<b>143,966</b>	<b>67,757</b>	<b>390,039</b>	<b>1,242,914</b>
<b>COMPANIES</b>							
Energetik	21,200	25,123	15,000	0	0	0	61,323
Housing Gateway Ltd	36,651	34,325	21,961	0	0	0	92,936
<b>Total COMPANIES</b>	<b>57,851</b>	<b>59,448</b>	<b>36,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,259</b>
<b>Total GENERAL FUND inc. COMPANIES</b>	<b>323,571</b>	<b>340,363</b>	<b>203,159</b>	<b>153,120</b>	<b>76,410</b>	<b>441,339</b>	<b>1,537,963</b>
<b>Housing Revenue Account:</b>							
Asset-Led Works	9,848	226	166	0	0	0	10,240
Demand-Led Works	2,350	2,350	0	0	0	0	4,700
Development Programme	72,110	158,518	79,694	113,948	82,598	379,251	886,120
Estate Regeneration	6,239	1,051	982	763	633	0	9,668
Fire-Led Works	25,573	26,157	213	0	0	0	51,943
Stock-Condition-Led Works	16,803	29,213	14,933	14,539	14,539	68,194	158,222
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>Total PLACE inc. HRA</b>	<b>351,201</b>	<b>486,216</b>	<b>250,162</b>	<b>273,216</b>	<b>165,527</b>	<b>837,484</b>	<b>2,363,806</b>
<b>TOTAL APPROVED PROGRAMME</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

### Appendix 3d – Financing Proposed Capital Programme

Proposed 10-Year Capital Programme £'000s	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
External Grants	146,555	150,698	90,251	89,001	23,796	76,255	576,555
S106/CIL	1,055	2,200	1,700	200	200	1,000	6,355
Revenue Contributions	80	80	80	80	80	400	800
Capital Receipts	3,600	3,929	70	1,151	40	0	8,789
Borrowing	172,281	183,456	111,059	62,689	52,295	363,684	945,464
<b>Total General Fund</b>	<b>323,571</b>	<b>340,363</b>	<b>203,159</b>	<b>153,120</b>	<b>76,410</b>	<b>441,339</b>	<b>1,537,963</b>
External Grants	17,347	9,139	21,140	13,122	34,927	89,335	185,010
S106/CIL	0	0	0	0	0	27,508	27,508
Capital Receipts	21,206	56,591	60,704	39,589	17,363	128,826	324,279
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	61,200	132,800	0	62,000	11,000	85,000	352,000
<b>Total HRA</b>	<b>132,923</b>	<b>217,515</b>	<b>95,989</b>	<b>129,250</b>	<b>97,770</b>	<b>447,445</b>	<b>1,120,892</b>
<b>Total Capital Programme</b>	<b>456,494</b>	<b>557,877</b>	<b>299,148</b>	<b>282,370</b>	<b>174,181</b>	<b>888,785</b>	<b>2,658,855</b>

## Appendix 4 – Directorate Financing Tables

### Appendix 4a – Financing for Place Directorate

10-Year Capital Programme (Approved Programme) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Place	234,437	353,142	126,570	141,843	34,114	572,317	1,462,424
<b>Financing:</b>							
External Grants	69,158	59,250	21,140	13,122	(28,894)	89,335	223,110
S106/CIL	0	0	0	0	0	27,508	27,508
Revenue Contributions	0	0	0	0	0	0	0
Capital Receipts	24,806	60,519	60,774	40,740	17,403	128,826	333,067
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	107,303	214,388	30,512	73,442	11,125	209,872	646,642
<b>Total</b>	<b>234,437</b>	<b>353,142</b>	<b>126,570</b>	<b>141,843</b>	<b>34,114</b>	<b>572,317</b>	<b>1,462,424</b>

10-Year Capital Programme (Requested Additions) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Place	116,763	133,074	123,592	131,374	131,413	265,167	901,382
<b>Financing:</b>							
External Grants	63,223	91,337	81,001	81,001	79,617	36,255	432,433
S106/CIL	1,000	2,200	1,700	200	200	1,000	6,300
Revenue Contributions	80	80	80	80	80	400	800
Borrowing	52,461	39,456	40,811	50,093	51,516	227,512	461,849
<b>Total</b>	<b>116,763</b>	<b>133,074</b>	<b>123,592</b>	<b>131,374</b>	<b>131,413</b>	<b>265,167</b>	<b>901,382</b>

Total 10-Year Capital Programme £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Place	351,201	486,216	250,162	273,216	165,527	837,484	2,363,806
<b>Financing:</b>							
External Grants	132,381	150,587	102,140	94,122	50,723	125,590	655,544
S106/CIL	1,000	2,200	1,700	200	200	28,508	33,808
Revenue Contributions	80	80	80	80	80	400	800
Capital Receipts	24,806	60,519	60,774	40,740	17,403	128,826	333,067
Major Allowance Repairs	11,744	12,062	14,145	14,539	14,964	68,195	135,648
Earmarked Reserves	21,427	6,923	0	0	19,517	48,581	96,447
Borrowing	159,764	253,844	71,323	123,535	62,641	437,384	1,108,491
<b>Total</b>	<b>351,201</b>	<b>486,216</b>	<b>250,162</b>	<b>273,216</b>	<b>165,527</b>	<b>837,484</b>	<b>2,363,806</b>

**Appendix 4b – Financing for Resources Directorate**

10-Year Capital Programme (Approved Programme) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	3,074	0	0	0	0	0	3,074
<b>Financing:</b>							
S106/CIL	55	0	0	0	0	0	55
Borrowing	3,019	0	0	0	0	0	3,019
<b>Total</b>	<b>3,074</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,074</b>

10-Year Capital Programme (Requested Additions) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	12,518	2,504	2,414	794	294	9,500	28,024
<b>Financing:</b>							
Borrowing	12,518	2,504	2,414	794	294	9,500	28,024
<b>Total</b>	<b>12,518</b>	<b>2,504</b>	<b>2,414</b>	<b>794</b>	<b>294</b>	<b>9,500</b>	<b>28,024</b>

Total 10-Year Capital Programme £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Resources	15,592	2,504	2,414	794	294	9,500	31,098
<b>Financing:</b>							
S106/CIL	55	0	0	0	0	0	55
Borrowing	15,537	2,504	2,414	794	294	9,500	31,043
<b>Total</b>	<b>15,592</b>	<b>2,504</b>	<b>2,414</b>	<b>794</b>	<b>294</b>	<b>9,500</b>	<b>31,098</b>

**Appendix 4c – Financing for People Directorate**

<b>10-Year Capital Programme (Approved Programme) £000</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28 - 2031/32</b>	<b>TOTAL</b>
People	23,321	1,250	1,250	0	0	0	25,821
<b>Financing:</b>							
External Grants	23,321	1,250	1,250	0	0	0	25,821
<b>Total</b>	<b>23,321</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,821</b>

<b>10-Year Capital Programme (Requested Additions) £000</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28 - 2031/32</b>	<b>TOTAL</b>
People	8,530	8,460	8,360	8,360	8,360	41,800	83,870
<b>Financing:</b>							
External Grants	8,000	8,000	8,000	8,000	8,000	40,000	80,000
Revenue Contributions	0	0	0	0	0	0	0
Borrowing	530	460	360	360	360	1,800	3,870
<b>Total</b>	<b>8,530</b>	<b>8,460</b>	<b>8,360</b>	<b>8,360</b>	<b>8,360</b>	<b>41,800</b>	<b>83,870</b>

<b>Total 10-Year Capital Programme £000</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28 - 2031/32</b>	<b>TOTAL</b>
People	31,851	9,710	9,610	8,360	8,360	41,800	109,691
<b>Financing:</b>							
External Grants	31,321	9,250	9,250	8,000	8,000	40,000	105,821
Borrowing	530	460	360	360	360	1,800	3,870
<b>Total</b>	<b>31,851</b>	<b>9,710</b>	<b>9,610</b>	<b>8,360</b>	<b>8,360</b>	<b>41,800</b>	<b>109,691</b>

#### Appendix 4d – Financing for Companies

10-Year Capital Programme (Approved Programme) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Companies	47,119	28,498	15,000	0	0	0	90,617
<b>Financing:</b>							
External Grants	200	0	0	0	0	0	200
Borrowing	46,919	28,498	15,000	0	0	0	90,417
<b>Total</b>	<b>47,119</b>	<b>28,498</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,617</b>

10-Year Capital Programme (Requested Additions) £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Companies	10,732	30,950	21,961	0	0	0	63,643
<b>Financing:</b>							
Borrowing	10,732	30,950	21,961	0	0	0	63,643
<b>Total</b>	<b>10,732</b>	<b>30,950</b>	<b>21,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,643</b>

Total 10-Year Capital Programme £000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 - 2031/32	TOTAL
Companies	57,851	59,448	36,961	0	0	0	154,259
<b>Financing:</b>							
External Grants	200	0	0	0	0	0	200
Borrowing	57,651	59,448	36,961	0	0	0	154,059
<b>Total</b>	<b>57,851</b>	<b>59,448</b>	<b>36,961</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,259</b>



## Appendix 5 – DIFF Metrics

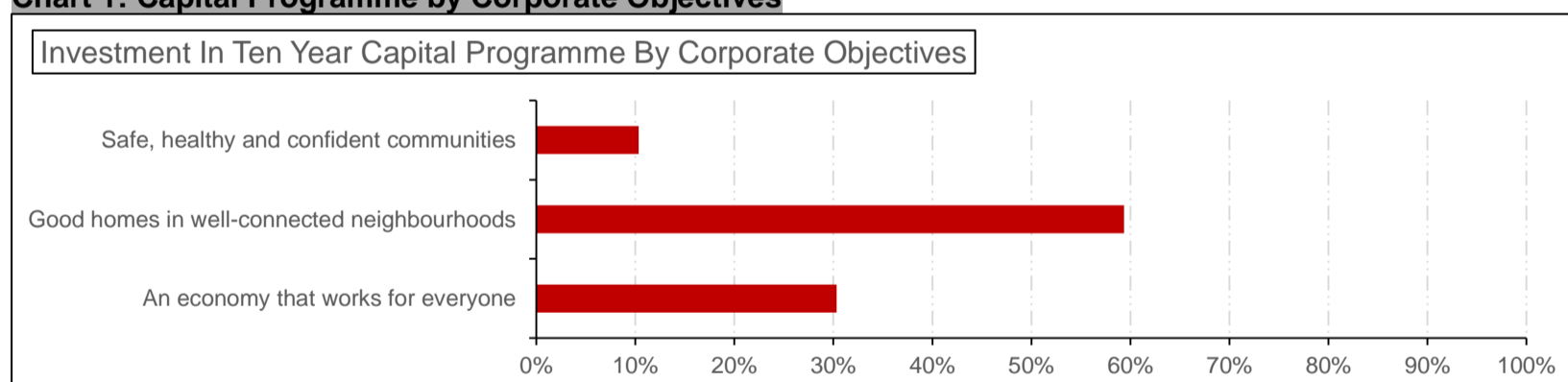
**Table 1: Number of Capital Projects - Classified by Value**

Value	GF	HRA	Total
£0-£0.5m	36	10	46
£0.5m-1m	18	11	29
£1m - £2m	8	7	15
£2m-£5m	16	10	26
£5m-£10m	3	9	12
£10m-£25m	6	3	9
£25m-£50m	8	1	9
£50m-£100m	7	1	8
£100m+	3	3	6
<b>Total</b>	<b>105</b>	<b>55</b>	<b>160</b>

**Table 2: Top 10 Programmes By Value**

<b>Top 10 Programmes By Value Included within the Ten Year Capital Programme 2021/22 to 2031/32 (Approved &amp; Requested Additions) (£000)</b>		
1	Meridian Water	479,460
2	Development Programme- Joyce and Snells (HRA)	457,224
3	Meridian Four	322,772
4	Development Programme - GLA (HRA)	305,779
5	Investment Programme (HRA) - Decent Homes	116,206
6	Investment Programme (HRA)	108,899
7	Highways & Street Scene	93,399
8	Housing Gateway Ltd	92,936
9	Development Programme (HRA)	69,422
10	Energetik	61,323

**Chart 1: Capital Programme by Corporate Objectives**



**Table 3: Financial Metrics**

Programmes With:	Profit/(Loss)	NPV	IRR	ROI	Payback
Positive	24	15	6	18	26
Negative	13	19	9	2	0
Zero / Not Available	13	16	35	30	24
<b>Total</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>

## Appendix 6 – Equalities Impact Assessment

### SECTION 1 – Equality Analysis Details

<b>Title of service activity / policy/ strategy/ budget change/ decision that you are assessing</b>	Ten Year Capital Programme 2022/23 to 2031/32
<b>Lead officer(s) name(s) and contact details</b>	<b>Matt Bowmer</b>
<b>Team/ Department</b>	<b>Resources</b>
<b>Executive Director</b>	<b>Fay Hammond</b>
<b>Cabinet Member</b>	<b>Councillor Maguire</b>
<b>Date of EqIA completion</b>	<b>4<sup>th</sup> Feb 2022</b>

### SECTION 2 – Summary of Proposal

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

**Please summarise briefly:**

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

Approve the 2022/23 Capital Programme and to note the 2023/24 to 2031/32 Ten Year Capital Programme.

The Capital Programme establishes the budget framework and financial approvals for a wide variety of Council projects directed by the Corporate plan. The projects improve residents' lives by building homes and schools, improving streets and infrastructure, and creating modern workspaces for local businesses.

The programme is prioritised based on the following:

- Priority 1 – Fully grant funded
- Priority 2 – Statutory /Health and Safety
- Priority 3 - Medium term Financial Savings
- Priority 4 - Match funding
- Priority 5 – Other priorities aligned to the Council's strategic priorities

Longer term financial planning has become more important as the Council's capital programme becomes larger and more complex. Reporting on a rolling ten year basis facilitates the Council's understanding of the impact of the capital investment being made on the level of borrowing and revenue budgets reported as part of the 2022/23 to 2026/27 MTFP.

### SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact. According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

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

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

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

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

<b>Age</b>
This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.
Will the proposed change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people of a specific age or age group (e.g. older or younger people)?
Please provide evidence to explain why this group may be particularly affected.
<p><u>Older People</u> Currently ~42,000 people aged 65 and over living in Enfield, making up around 13% of the total population. These figures are set to increase by 23% to 52,500 people aged 65 and older by 2025.</p> <p><u>Families, Children and Young People</u> Enfield has relatively high proportions of children and young people under the age of twenty – higher than both London and England averages. According to official Department for Work and Pensions statistics (2019/20) 18% of children under 16 in Enfield live in low-income families.</p> <p>The Capital programme includes schemes directed at the older and younger age groups. These are specifically aimed at addressing the unique requirements of these categories.</p> <p>These are assessed, with all other schemes, through the Development and Investment Financial Framework which ensures balanced consideration of resource requests in accordance with the Council's stated priorities.</p>
<b>Mitigating actions to be taken</b>
<p>All requests for expenditure on capital schemes are assessed by the Capital Finance Board (CFB) which is comprised of a multi disciplinary team. Requests are made through the Development &amp; Investment Financial Framework (DIFF), a standardised form which ensures balanced consideration and assessment of schemes against the Council's stated priorities.</p> <p>This is required due to limited financial resources and competing request to expend these resources..</p> <p>The DIFF process, which was developed in conjunction with external advisors, provides financial and non-financial information and metrics in a standardised format so CFB can consider requests and changes to schemes dispassionately.</p> <p>To ensure rounded consideration the DIFF framework permits free format explanation of how schemes support equalities and diversity in the Borough.</p>

<b>Disability</b>
A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.
This could include: Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.
Will the proposed change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people with disabilities?
Please provide evidence to explain why this group may be particularly affected.
The Capital programme includes schemes to support mentally and physically impaired persons and these are provided using external grant support and in collaboration with external partners including the NHS and local charities and support groups.
<b>Mitigating actions to be taken</b>
The DIFF process ensures the continual review of the capital programme against stated Council priorities by allowing adjustment to schemes and against the backdrop of a continually changing demographic, legislative and socio-economic environment.
<b>Gender Reassignment</b>
This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on transgender people?
Please provide evidence to explain why this group may be particularly affected.
GIRES estimates ~650,000 people in the UK (or 1% of population) experience some degree of gender non-conformity. Assuming this is reflected in Enfield's population this would equate to some 3,350 individuals with some degree of gender non-conformity.
<b>Mitigating actions to be taken</b>
No differential impact identified on groups with regard to gender reassignment. This assumption can be refreshed through the DIFF process.

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

range of legal matters.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people in a marriage or civil partnership?
Please provide evidence to explain why this group may be particularly affected
No data on co-habiting partners available.
<b>Mitigating actions to be taken</b>
No differential impact identified on groups with regard to co-habitation arrangements. This assumption can be refreshed through the DIFF process.
<b>Pregnancy and maternity</b>
Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on pregnancy and maternity?
Please provide evidence to explain why this group may be particularly affected
No data on pregnancy/maternity.
<b>Mitigating actions to be taken</b>
No differential impact identified on groups with regard to pregnancy & maternity. This assumption can be refreshed through the DIFF process.

<b>Race</b>														
This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.														
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people of a certain race?														
Please provide evidence to explain why this group may be particularly affected														
<p><u>Employment data 2019</u></p> <ul style="list-style-type: none"> <li>• 4% of White people were unemployed, compared with 7% from all other ethnic groups combined</li> <li>• Black, Bangladeshi, Pakistani had highest unemployment rate at 8%</li> <li>• White Other ethnic group had lowest unemployment rate at 3%</li> </ul> <p><u>Ethnicity 2019</u></p> <p>It is estimated that residents from White British backgrounds make up 35.3% of Enfield's inhabitants with other White groups (including White Irish) combined at 26.4%. Mixed Ethnic Groups account for 5.5%, Asian Groups for 11% and Black groups for 17.9% of Enfield's population.<sup>1</sup> 39% of the borough's population were born overseas.<sup>2</sup> National and borough wide data has been used as a proxy indicator given current gaps in the data we have for tenants and those on our housing waiting list.</p> <p>Whilst ethnic diversity is one of our biggest assets, ethnic minorities experience inequality in housing, education, employment, health and criminal justice in Enfield, as is the case across the UK. This needs to be addressed.</p> <p>Figure 3: 2019 Enfield Ethnicity estimates</p> <div style="text-align: center;"> <p><b>2019 Enfield Ethnicity estimates</b></p> <table border="1"> <caption>2019 Enfield Ethnicity estimates</caption> <thead> <tr> <th>Ethnic Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White British</td> <td>35.3%</td> </tr> <tr> <td>White other</td> <td>26.4%</td> </tr> <tr> <td>Black Group</td> <td>17.9%</td> </tr> <tr> <td>Asian Group</td> <td>11.0%</td> </tr> <tr> <td>Mixed Group</td> <td>5.5%</td> </tr> <tr> <td>Other Ethnic Group</td> <td>4.0%</td> </tr> </tbody> </table> </div>	Ethnic Group	Percentage	White British	35.3%	White other	26.4%	Black Group	17.9%	Asian Group	11.0%	Mixed Group	5.5%	Other Ethnic Group	4.0%
Ethnic Group	Percentage													
White British	35.3%													
White other	26.4%													
Black Group	17.9%													
Asian Group	11.0%													
Mixed Group	5.5%													
Other Ethnic Group	4.0%													
<b>Mitigating actions to be taken</b>														
No differential impact based on race identified. This assumption can be refreshed through the DIFF process.														

**Religion and belief**

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

Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people who follow a religion or belief, including lack of belief?
Please provide evidence to explain why this group may be particularly affected.
The composition of the schemes in the capital programme do not require adjustment to accommodate religion or belief.
<b>Mitigating actions to be taken</b>
We have not identified any differential impact based on religion and belief. This assumption can be refreshed through the DIFF process.

<b>Sex</b>
Sex refers to whether you are a female or male.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on females or males?
Please provide evidence to explain why this group may be particularly affected.
The composition of the schemes in the capital programme do not require adjustment to accommodate gender.
<b>Mitigating actions to be taken</b>
We have not identified any differential impact based on religion and belief. This assumption can be refreshed through the DIFF process.

<b>Sexual Orientation</b>
This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people with a particular sexual orientation?
Please provide evidence to explain why this group may be particularly affected.
The 2019 Office of National Statistics (ONS) Annual Population Survey estimated 92.1% of UK population identified as heterosexual while 2.9% identified as lesbian, gay or bisexual.
The composition of the schemes in the capital programme do not require adjustment to accommodate gender.
<b>Mitigating actions to be taken</b>
No differential impact identified based on sexual orientation. This assumption can be refreshed through the DIFF process.

<b>Socio-economic deprivation</b>
This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.
Will this change to service/policy/budget have a <b>differential impact [positive or negative]</b> on people who are socio-economically disadvantaged?
Please provide evidence to explain why this group may be particularly affected.
Enfield is the 9th most deprived London borough and has the 11th highest rate of child poverty in the country. <sup>3</sup> Enfield's median household income is £35,300, which is the 9 <sup>th</sup> lowest of the 33 London boroughs and lower than the London average. Within the borough, there are clear differences in household income between the western and eastern parts. Median incomes in the most affluent neighbourhoods are twice those of the least affluent.
<b>Mitigating actions to be taken.</b>
The Housing programme ensures stock for social housing is kept up to lettable standards and families on low incomes are provided with high quality, safe and habitable accommodation. This is supplemented by the new build programme supported by GLA grant which will increase housing supply and choices for low income families.
This supported by a spectrum of General Fund schemes targeting the infrastructure and open spaces in the Borough as well as leisure and transports schemes.
The DIFF process will, as with all other characteristics, that new schemes are resourced and implemented in accordance with stated priorities.

