

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 17 OCTOBER 2018**

**COUNCILLORS**

**PRESENT** Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance and Procurement) and Ahmet Oykenner (Cabinet Member for Property and Assets)

**Associate Cabinet Members (Non-Executive and Non-Voting):** Councillor Ahmet Hasan (Enfield North), Councillor George Savva (Enfield South East)

**ABSENT** Councillor Dinah Barry (Associate Cabinet Member – Enfield West)

**OFFICERS:** Ian Davis (Chief Executive), Tony Theodoulou (Acting Executive Director People), Sarah Cary (Executive Director Place), Jeremy Chambers (Director of Law and Governance), Fay Hammond (Director of Finance), Doug Wilkinson (Director - Environment and Operational Services), Nicky Fiedler (Commercial Director), Dominic Millen (Traffic and Transportation), Dr Glenn Stewart (Assistant Director of Public Health) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Derek Levy (Chair of the Overview and Scrutiny Committee), Lee David-Sanders and Lindsay Rawlings.  
Ian Guest (Energetik)  
Representative of the Enfield Youth Parliament  
Press representative

**1  
APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dinah Barry (Associate Cabinet Member – Enfield West) and Bindi Nagra (Director of Health and Adult Social Care).

**2  
DECLARATION OF INTERESTS**

There were no declarations of interest in respect of any item listed on the agenda.

In response to a question raised, the Director of Law and Governance clarified Members' required declarations of interest in relation to the Council's budget setting.

**3  
URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authority (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4  
DEPUTATIONS**

NOTED, that no requests for deputations had been received for presentation to this Cabinet meeting.

**5  
ITEMS TO BE REFERRED TO THE COUNCIL**

NOTED, that there were no items to be referred to Full Council.

**6  
PHASE 2 SAVINGS AND INCOME GENERATION PROPOSALS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.87) setting out an update on the progress of budget development for 2019/20 to 2022/23 and putting forward Phase 2 proposals for savings and income generation.

NOTED

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1. That this report presented phase two of the savings and income generation proposals following Cabinet consideration of phase one in July 2018. For the 2019/20 financial year the starting budget gap was £18m, as detailed in the report. The progress made to date and the further proposals coming forward were highlighted and discussed. Phase three of the proposals was due to be considered at the Cabinet meeting in December 2018.
2. The budget consultation proposals as set out in section 5 of the report. The budget challenge process outlined in section 6 of the report was also noted and considered. Members acknowledged that this was a financially challenging period.
3. The intention was to deliver a rigorous budget process which would seek to minimise the impact of savings as far as possible. The Council would continue to take a responsible approach to its financial management.
4. Members highlighted a current campaign by the Local Government Association (LGA) regarding the nationally difficult financial situation being faced by councils.
5. Councillor Caliskan (Leader of the Council) outlined the involvement of the Cabinet and the wider Labour Group in the budget process.
6. A discussion took place regarding the continued need to lobby Central Government for sufficient funding, and it was noted that the Local Government Association (LGA) was continuing to lobby on behalf of local authorities. The budget pressures being faced in Enfield were mirrored in other councils, particularly in the provision of Children's Services and Adult Social Care. The Council awaited the outcome of the Fair Funding Review and, the Government's Autumn Statement.
7. The proposals for income generation are as set out in the report. In considering potential income generation for the Council, the importance of accurate and realistic budget projections was highlighted - the estimates must be achievable and able to be delivered.

**Alternative Options Considered:** The Council operated a budget planning and consultation process during which a wide range of options were considered in detail.

**DECISION:** The Cabinet agreed

1. To note the progress made to date in the preparation of the 2019/20 budget.
2. That the savings proposals of £4.9m and income generation proposals of £2.9m set out in Appendix A of the report be progressed.

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3. That the 2019/20 Budget Consultation proceeds in consultation with the Cabinet Member for Finance and Procurement.

**Reason:** To manage the 2019/20 financial planning process having regard to constraints in public spending.

**(Key decision – reference number 4746)**

## 7

### QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Daniel Anderson (Deputy Leader) introduced the report of the Director of Finance (No.88) presenting the quarterly report on the new Corporate Performance Scorecard that reflected the Council priorities.

#### NOTED

1. That Appendix 1 to the report showed the Quarter 1 performance for 2018/19 and compared it to the Council's performance in Quarter 1 2017/18.
2. That Appendix 2 of the report focused on a selection of priority measures where performance was currently off target and/or the direction of travel was negative. This document would be updated as progress was made. Members noted the areas highlighted together with the improvement plans as detailed in the document.
3. That the indicators set out in Appendix 1 of the report would also continue to be monitored and any trends causing concern highlighted for further required actions.
4. Members considered the document in detail and a discussion followed on highlighted issues in response to questions raised. The progress being made on the performance review of the planning application profile was noted; and, the actions being taken by the Executive Director - Place and Cabinet Member for Environment outlined in detail particularly with regard to recruitment.
5. The work being progressed within the Council around cultural change and ensuring that Enfield Council was a good place to work. Ian Davis (Chief Executive) outlined the work being undertaken and the outcomes sought. Positive progress had been made and work would continue on a number of initiatives. In response to questions raised, Members were advised of the specific progress and developments regarding equalities over a range of areas. Senior management were working closely with staff and trade unions in moving forward. The changes introduced in recruitment processes were outlined. Members could be provided with more detailed data if required. A number of issues were highlighted by Members and information provided on the

developments taking place within the Council to address a range of equalities issues including BAME, disabilities and gender. In conclusion, it was noted that a report was due to be presented to the Cabinet for consideration early in 2019.

6. Councillor Anderson invited Cabinet Members to feedback any specific comments to him in respect of the performance indicators and actions required. Cabinet Members and Officers were also asked to continue to monitor the indicators and trends within their portfolios and seek improvements where necessary.

**Alternative Options Considered:** Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by council services.

**DECISION:** The Cabinet agreed to note, for information only, the progress being made towards achieving the identified key priorities for Enfield.

**Reason:** To update Cabinet on the progress made against all key priority performance indicators for the Council.  
(Non key)

## **8 THE ENFIELD TRANSPORT PLAN INCORPORATING THIRD LOCAL IMPLEMENTATION PLAN (STATUTORY DOCUMENT)**

Councillor Guney Dogan (Cabinet Member for Environment) introduced the report of the Executive Director – Place (No.89) providing details of the Enfield Transport Plan that included Enfield's Third Local Implementation Plan.

### **NOTED**

1. That the Local Implementation Plan (LIP) was a statutory document setting out how a London borough proposed to implement the London Mayor's Transport Strategy.
2. That Members' attention was drawn to section 6.9 of the Plan outlining the three-year indicative programme of investment. A number of points were highlighted including the wide-ranging cycling and walking programmes; the comments received from stakeholders; the positive outcome of an equality impact assessment; the potential health benefits of the initiatives; and the statutory requirements. It was also noted that the LIP was predominantly concerned with how the Mayor's Transport Strategy would be delivered on the transport network which the Council manages.

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3. Members were advised in detail of the internal and external stakeholders discussions that had been undertaken - during the period of preparation, over approximately one year. These included detailed discussions that had taken place, and would continue to take place, with Transport for London (TfL). Comments received during consultation had been incorporated as far as possible.
4. Members discussed the importance of good infrastructure in the Borough and noted the challenges which existed in the Borough regarding bus networks and the number of trains per hour. A highlighted matter of concern was access to hospitals by public transport; an example of such was reaching Chase Farm hospital from Oakwood. Members were advised that some of the issues raised were outside the scope of the LIP. However, such issues had been raised with the Deputy Mayor of London by the Leader of the Council and discussions would continue with TfL as appropriate.
5. In looking ahead, it would be necessary to consider innovative ways to provide the public transport services required within the limited resources available. It was noted that a review of bus services in Inner London was currently being undertaken. Members felt that the Council needed to be proactive in its proposals and consider the journeys that residents needed to make in the Borough by public transport and, seek to address any significant gaps in current provision. Councillor Caliskan raised the possibility of presenting joint plans with other neighbouring boroughs. Councillor Anderson stated that the Public Transport Consultative Group, which he chairs, would continue to consider and make comments on public transport provision within the Borough. Members stated that, despite ongoing issues with resources and funding, the Council needed to be rigorous and challenging in presenting the requirements of the Borough to TfL and the Mayor of London.
6. The Council would continue to lobby appropriately and consider how to respond to issues including: changes in the location of health services provision for local residents; the night-time economy; safety in travel and; electric vehicle charging, particularly in relation to licenced taxis. Officers noted the comments which had been made and indicated that they would inform the final version of the LIP, as well as future work programmes.

**Alternative Options Considered:** The Council has a statutory duty to prepare a Local Implementation Plan (LIP) and the form and content of the document were specified in detailed guidance prepared by TfL. There were therefore very limited alternative options in terms of the need for and basic structure of the LIP<sup>3</sup>. However, there was some flexibility for the Council to develop programmes that meet its own transport priorities, providing that they also help with the implementation of the Mayor's Transport Strategy.

**DECISION:** The Cabinet agreed to

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1. Approve the draft of the Enfield Transport Plan that included Enfield's Third Local Implementation Plan (detailed in Appendix A of the report).
2. Approve delegation to the Cabinet Member for Environment to:
  - (a) Finalise the consultation draft of the Local Implementation Plan for submission to Transport for London and other statutory consultees by 2 November 2018.
  - (b) Finalise the final version of the Local Implementation Plan following consideration of the Strategic Environmental Assessment and both the statutory and non-statutory consultation responses received. Final version to be submitted for Mayoral approval by 15 February 2019.
3. Note that a borough may revise its Local Implementation Plan at any time if it considers it appropriate, although this was likely only to happen in response to a significant change in local circumstances.

**Reasons:** To qualify for the annual transport grants, which Enfield would benefit from to the order of £2.5+ million each year. To seek the necessary approvals that would enable the Council's Borough Annual Spending Submission to be submitted to TfL. There was an obligation imposed by legislation to prepare a LIP. Even if a borough received no TfL funding, there was still a requirement to produce a LIP.

**(Key decision – reference number 4707)**

## 9

### COMMERCIAL STRATEGY

Councillor Ahmet Oykenar (Cabinet Member for Property and Assets) introduced the report of the Commercial Director (No.91) presenting the Commercial Strategy, setting the vision for Enfield to be a resilient, innovative and enterprising Council delivering sustainable services that meet resident needs.

#### NOTED

1. That the Strategy had been considered by the Overview and Scrutiny Committee as part of the pre-decision scrutiny process. The relevant minutes of the meeting held on 11 October were circulated. The comments of the Committee had been noted and would be responded to in due course.
2. The difficult challenge being faced by the Council, and many councils, of managing funding reductions together with increased demand for essential services. It was therefore necessary for a more holistic and innovative approach to be taken to stimulate income generation.

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3. As set out in the report, if a more commercial approach could be successfully implemented by the Council, it could play a significant role in helping to sustain the service provision that meets local need and simultaneously could add wider value that would boost growth, support vulnerable communities and protect the environment.
4. The proposal to create a Commercial Board as outlined in the report, which would work holistically across the whole Council. It was noted that the Council already had a number of successful commercial ventures and the Council would seek to build on the good work already achieved.
5. That the Strategy would continue to evolve and develop. Overall, the comments of the Overview and Scrutiny Committee had been positive and that of a critical friend. It was further noted that discussions would take place with other local authorities to share examples of experience and good practice.
6. Members supported the proposals and aspirations of the approach and looked forward to further progress and development of viable projects with financial benefits. The importance of learning from experience and from other local authorities was acknowledged.
7. Councillor Derek Levy (Chair of the Overview and Scrutiny Committee) was invited to address the Cabinet and highlight the issues raised in the Committee's consideration of the report and Commercial Strategy, as set out in the minute extract circulated at the meeting. The Committee had been supportive and recommended adoption of the Strategy. In doing so, Members had noted the need for the identification of key risks and more detailed financial context of the proposals. The style of the wording of the document had also been discussed.
8. In conclusion, Councillor Caliskan thanked Councillor Levy and the Overview and Scrutiny Committee for their consideration which had been worthwhile and helpful. Thanks were also expressed to the officers who had been involved in the development of the document.

**Alternative Options Considered:** Not to have a Commercial Strategy and to rely on alternative approaches to meeting local needs with fewer resources.

**DECISION:** The Cabinet agreed to

1. note the draft minutes of the Overview and Scrutiny Committee tabled at the meeting.
2. Approve the Commercial Strategy (Appendix 1 to the report), plan on a page (Appendix 2 to the report), and the indicative year 1 pipeline (Appendix 3 to the report).



**Reason:** The successful adoption of the strategy would deliver multiple benefits, as set out in section 5 of the report.

**(Key decision – reference number 4742)**

## 10

### ENERGETIK FUNDING OPTIONS

Councillor Nesil Caliskan (Leader of the Council) and Councillor Ahmet Oykenar (Cabinet Member for Property and Assets) introduced the report of the Commercial Director (No.92) seeking to establish how the Council wished to fund the remainder of Energetik's business plan (tranche 2) and outlining the options the company had identified.

#### NOTED

1. That Report No.95 also referred as detailed in Minute No.19 below.
2. As set out in report, that Energetik was seeking guidance and approval to update the objectives and values of its business plan so that it might add to its primary goals the reduction of inequality in the borough by helping to alleviate fuel poverty.
3. That the Mayor of London had issued a Fuel Poverty Plan earlier in the year which would need to be considered in going forward.
4. The potential funding routes that had been identified by Energetik as set out in the report, for further consideration. Further detail was provided within the part two report containing exempt information (Report No.95 as detailed in Minute No.19 below referred). A further report would be presented to Cabinet early in 2019 for consideration of the preferred way forward for future funding options.
5. The work which had already been completed by Energetik in the Borough and the developments in progress.

**Alternative Options Considered:** As detailed in Report No.95, containing exempt information, Minute No.19 below referred.

**DECISION:** The Cabinet agreed

1. to note the different funding options set out in the report and confirm that the Cabinet's preferred option aligned with that of the company.
2. aligned with 1 above, to approve Energetik's proposal to seek a formal proposal from the Mayor's Energy Efficiency Fund (MEEF) to establish the details of such alternative funding.

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3. to note that change to the company's primary goals and to agree to the company's intention to update its business plan objectives accordingly.
4. to note that a second paper would be submitted to Cabinet early in 2019 detailing the three practicable funding options set out in the report and recommending which funding option the company believed was most suitable and why. This would include details of any possible tariff reduction. The options would be subject to external financial due diligence (as was the case with tranche 1).

**Reason:** The updated delivery and phasing strategy at Meridian Water meant that assumptions and associated finances in the 2017 approved business plan needs to be updated. In doing so, the company had had the ability to re-assess the ways to finance Energetik's second tranche of investment. The company had identified alternative finance solutions that offer the Council the ability to genuinely reduce heat tariffs by reducing retained earnings in business, thereby substantially increasing the social benefit generated by delivery of Energetik's business plan. (Report No.95 also referred, as detailed in Minute No.19 below).

(Non key)

## 11

### **THE APPROACH TO REDUCING HOMELESSNESS AND TEMPORARY ACCOMMODATION IN ENFIELD**

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place (No.93) outlining the approach to reducing homelessness and temporary accommodation in Enfield.

#### NOTED

1. That Enfield continued to face significant challenges in addressing homelessness as outlined in the report. Pressure on temporary accommodation had increased significantly. As at the end of March 2018, Enfield had been ranked second highest nationally for the number of families in temporary accommodation, most of which were housed in private sector owned properties.
2. That the number of households approaching Enfield was increasing and it was important for the Council to find sustainable ways to intervene to address the highest causes of homelessness and, reduce the demand for temporary accommodation. The new legal requirements were also noted, as set out in the report.
3. That the report recommended a mix of interventions and initiatives which were highlighted to Members.

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4. That a new Homelessness Prevention Strategy was in development and was due to be presented to Cabinet early in 2019.
5. Members noted the significant number of residents who presented to their ward surgeries with housing issues. The value of the service provided at John Wilkes House by Council staff was acknowledged and praised.
6. In response to issues raised, Members considered the impact of families being placed in Enfield by other local authorities and how the Council was addressing the implications of this for its own residents. Councillor Lemonides outlined the issues that were being taken forward by the Labour Housing leads in the London Boroughs. Areas of concern would continue to be raised and discussed.
7. Examples of the type of work being undertaken and initiatives explored, as set out in the report, including mediation services. Members highlighted specific areas of concern to be addressed.
8. It was acknowledged that this was very complex and challenging area for the Council to address. The issues of supply and demand, and the need to look at long-term solutions for those tenants currently housed in temporary accommodation were noted. An on-going issue of concern impacting on housing supply was the Government's right to buy policy.
9. Noted the alternative options considered, as set out in section 4 of the report. Further reports would be presented to future Cabinet meetings as appropriate for consideration.

**Alternative Options Considered:** NOTED, the detailed alternative options which had been considered as set out in full in section 4 of the report, including: Do nothing; invest in prevention but not supply initiatives; and, implement supply initiatives, but no investment in prevention.

**DECISION:** The Cabinet agreed

1. To note the report and cost the Council was facing dealing with increasing homelessness demand and the cost of temporary accommodation services.
2. That officers do further work on proposals as set out in section 3.15 of the report – Modular (flexible) Housing and section 3.16 of the report – Social Lettings Agency and investment in prevention to reduce demand and increase supply of housing and bring these back for further consideration by January 2019.
3. Note that the Council's focus on preventing homelessness, a new Homelessness Prevention Strategy was in development, and it was planned to go to Cabinet early in the new year.

**Reason:** NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.  
(Non key)

12

**MOBILE TELEPHONE MASTS AND TRANSMITTERS ON CIVIC BUILDINGS: REVIEW OF COUNCIL POLICY DECISION**

Councillor Ahmet Oykener (Cabinet Member for Property and Assets) introduced the report of the Commercial Director (No.94) reviewing and redefining the Council's current policy decision regarding the siting of mobile telephone masts and transmitters on civic buildings which had been in place since 2003.

NOTED

1. The correlation with the Commercial Strategy previously discussed (Minute No.9 above refers).
2. The importance of providing access to a good internet service in the Borough to ensure that it was commercially attractive to businesses wanting to locate here.
3. Members supported the proposals set out in the report and in so doing, noted that there was now an improved understanding regarding the potential risks to public health of transmitting equipment, as outlined in the report.

**Alternative Options Considered:** To continue with the existing policy – this would significantly limit the opportunities to increase social inclusion through technology.

**DECISION:** The Cabinet agreed

1. that with respect to transmitters providing gigabit broadband connectivity for businesses only the Council changes the policy decision from 2003.
2. that new applications regarding the siting of transmitters providing gigabit broadband connectivity for businesses on Council owned buildings were considered on a case by case basis through the usual planning process.

**Reason:** Exploiting these opportunities would provide the following benefits for the Council: support the wider economic development and regeneration strategy of the Council (section 5 of the report referred); attract further investment from wireless broadband operators into the London Borough of

Enfield; and, generate additional revenue from sectors of the telecom operators without the inherent risks of the new Telecom Code Powers.  
**(Key decision – reference number 4685)**

**13  
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

NOTED

1. That there were no additional issues arising from the Overview and Scrutiny Committee for consideration at this meeting. The comments of the Committee in respect of the Commercial Strategy had been addressed under Report No.91, Minute No.9 above referred.
2. That the Committee would continue to invite Cabinet Members to future meetings to discuss their portfolio area of responsibility. Councillor Achilleas Georgiou (Cabinet Member for Children's Services) had attended a recent meeting with Tony Theodoulou (Executive Director – People).

**14  
CABINET AGENDA PLANNING - FUTURE ITEMS**

NOTED, for information, the provisional list of items scheduled for future Cabinet meetings.

**15  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 12 September 2018 be confirmed and signed by the Chair as a correct record.

**16  
ENFIELD STRATEGIC PARTNERSHIP UPDATE**

NOTED, that there were no written updates to be received at this meeting.

**17  
DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 14 November 2018.

**18  
EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and the public from the meeting for the items listed on part two of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) (Order 2006)).

**19  
ENERGETIK FUNDING OPTIONS**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Commercial Director (No.95).

NOTED

1. That Report No.92 also referred as detailed in Minute No.10 above.
2. Members' attention was drawn to the detailed funding options outlined in the report and the scenarios addressed within Appendix 1 of the document. It was proposed to submit a report to Cabinet and Council early in the new year to agree the preferred option for the tranche 2 funding.
3. The opportunities for funding and the potential alternatives available were discussed in detail together with the further detailed work that was required before a decision was made on the preferred funding option.
4. The discussions that were taking place; the potential developments for Energetik in the future; and, the development of its business plan. The role of the Council as the Shareholder of the company was considered.
5. A detailed discussion took place on the potential funding options and the impact of them on the Council and the company. The business plan would need to address the identified priorities and seek future sustainability for the company and its shareholder.
6. The implications of the Meridian Water development on Energetik were considered.

7. The uncertainties that existed in relation to a number of related factors and, the detailed analysis that would be undertaken prior to a decision being reached on the preferred funding option. Every possible option would be fully explored.

**Alternative Options Considered:** As detailed in section 5 of the report, containing exempt information.

**Reason:** As detailed in section 6 of the report, containing exempt information.  
(Non key)

**20**

**MERIDIAN WATER: PROGRESS UPDATE**

Councillor Nesil Caliskan (Leader of the Council) provided Members with a verbal update on the progress of the Meridian Water project and the recent launch which had taken place.