

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 12 DECEMBER 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 Oykenler (Cabinet Member for Property and Assets)

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

**OFFICERS:**

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Jeremy Chambers (Director of Law and Governance), Fay Hammond (Director of Finance), Anne Stoker (Director of Children's Services), Doug Wilkinson (Director of Environment & Operational Service), Bindi Nagra (Director of Health and Adult Social Care), Julie Mimmagh (Head of HR Operations), Melissa Keating (Resourcing Manager), Andrea De Lucy (Press and New Media Officer) and Bharat Ayer (Development Manager) Jacqui Hurst (Secretary)

**Also Attending:**

Councillors Derek Levy, Gina Needs, Rick Jewell, Lindsay Rawlings and Hass Yusuf  
Geraldine Gavin, Independent Chair, Enfield Safeguarding Boards  
Press representative

**1**

**APOLOGIES FOR ABSENCE**

There were no apologies for absence.

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

**2  
DECLARATION OF INTERESTS**

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

**3  
DEPUTATIONS**

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

**4  
ENFIELD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT  
2017/18**

Councillor Achilleas Georgiou (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.120) presenting the Enfield Safeguarding Children Board annual report 2017/18.

Geraldine Gavin, Independent Chair of the 2017/18 Enfield Safeguarding Children Board, was welcomed to the Cabinet meeting and invited to present the Annual report to the Members. Geraldine highlighted some issues including the following:

- This was the final Annual Report of the current Safeguarding Children arrangements.
- The Children and Social Work Act 2017 had introduced new arrangements with effect from June 2019, when the Metropolitan Police, Enfield Clinical Commissioning Health Group and Enfield Local Authority, would all jointly share the responsibility for protecting children and young people across the Borough.
- Planning for the new arrangements was continuing to take place, building on existing strengths and partnership working.
- The challenges going forward were outlined, and priorities for the future noted.
- The value of having lay members on the Board and the strengths that they brought to the work were acknowledged. Geraldine expressed her thanks and appreciation to the lay members who had previously served the Board, and a new member had been welcomed.
- A successful multi-agency event had taken place that day. Enfield had been outstanding in its attendance and demonstration of partnership working in the Borough.

## CABINET - 12.12.2018

Councillor Nesil Caliskan (Leader of the Council) thanked Geraldine Gavin for her informative presentation and welcomed her comments with regard to the value of lay members and their continued integral role in the new arrangements.

Councillor Georgiou expressed his thanks to Geraldine Gavin, as Independent Chair, for the good and valuable work of the Board. The following points were noted in further discussion:

### NOTED

1. Enfield was in a good position to move forward with the new arrangements required by legislation, as outlined in the Annual report. The existing strengths would be taken forward and built upon through partnership working with all of the authorities involved. This was an opportunity to develop further and move forward for the benefit of children and young people in the Borough.
2. In response to questions raised, it was noted that some of the recorded figures had risen from the previous year. Members were advised that this was due to a growing awareness and exposure of issues. The work being undertaken was rigorous and included preventative work.
3. The preventative work that was carried out in schools, including the use of drama, which had proved to be very effective. Members were pleased to note that the Enfield Strategic Partnership had agreed to allocate funding for this work to continue in the forthcoming year.
4. The work being undertaken by the “Early Help” intervention services, as set out in the Annual Report, and the numbers of families involved. In response to questions raised, Members were advised of the services provided; and, the alternative processes available when families did not want to engage with early help support services, dependent on the level of need.
5. The priorities and challenges for next year and beyond, as set out in section 8 of the Annual report including: The Local Safeguarding Context; Early Help and Early Intervention; Strong Leadership and Strong Partnership; and, a Healthy Workforce.
6. The existing involvement with the voluntary sector and local communities and how this work would be developed. It was further noted that under the new arrangements it was proposed to work more closely with the Safeguarding Adults established voluntary sector arrangements for the benefit of the work with children and young people. Existing strengths would continue to be built upon for the benefit of all involved.

7. In conclusion, Members praised the work of the Board and welcomed the comprehensive and informative Annual Report. Thanks were expressed to all involved.

**Alternative Options Considered:** None, this report was for information.

**DECISION:** The Cabinet agreed to note the progress being made to safeguard children and young people and specifically noted the report and the Enfield Safeguarding Children Annual Report 2017/18.

**RECOMMENDED TO COUNCIL** to endorse the Safeguarding Children Annual Report 2017/18.

**Reason:** Enfield Safeguarding Children Board would require the commitment and support from multiple partners and from colleagues across the Council in order to continue to focus on improvements with the clear aim of reducing harm.

(Non key)

Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North) arrived at this point of the meeting.

## **5 ENFIELD SAFEGUARDING ADULTS STRATEGY 2018-23 AND SAFEGUARDING ADULTS ANNUAL REPORT 2017/18**

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People (No.121) presenting the Enfield Safeguarding Adults Strategy 2018-2023 and the Safeguarding Adults Annual Report 2017/18.

Councillor Cazimoglu expressed her appreciation to the previous Independent Chair of the Enfield Safeguarding Adults Board, Christabel Shawcross, and welcomed Geraldine Gavin as the new Independent Chair.

NOTED

1. The Safeguarding Adults Strategy 2018-23 as set out in the report, including the identified priority actions of preventing abuse; protecting adults at risk; learning from experience; and, improving services.
2. That consultation on the Strategy had taken place between May and August 2018; 224 responses had been received, with approximately 80% agreeing with the identified priority areas.
3. That the Annual Report 2017/18 highlighted the key work that had been undertaken by the Board and its partners to keep adults at risk of

## CABINET - 12.12.2018

abuse and harm in Enfield, safe during the year. The Board had managed and dealt with an increased number of concerns raised and continued to work closely with the Borough's care homes and service providers.

4. Councillor Cazimoglu expressed her appreciation of the outstanding work of the Board and all partners involved in this area of work at a time of increasing service demands and austerity. Cabinet Members were encouraged to read the case studies highlighted which clearly demonstrated the importance of the safeguarding work undertaken.
5. Members praised the Strategy and Annual Report which were well presented and informative. A request was made for future Annual Reports to include the membership details of the Board.
6. A number of specific issues of clarification raised by Members which Geraldine Gavin responded to and explained in detail, including the work being done to tackle instances of hate crime and, fire safety measures available for deaf residents.
7. That the provision and availability of data was improving together with its analysis and monitoring. The Board would continue to monitor and respond to all areas of concern, raise awareness and seek improvements where required.
8. In response to questions raised, Members were informed of the extensive and important safeguarding work that was carried out with the Borough's nursing homes. Members were pleased to note the improvement in the quality rating of the nursing homes in Enfield; 75% of these homes had achieved a "good" CQC (Care Quality Commission) inspection rating at the end of March 2018. The work that was undertaken was outlined in detail including regular audits and the Quality Checker programme; which involved 50 experienced volunteers who were either service users or carers. There were approximately 100 care homes in the Borough.
9. Members were advised of the co-operation and discussions held with other responsible authorities and Safeguarding Boards to share knowledge and experience; provide peer challenges; undertake assurance processes; and, audit existing practices and outcomes. Improvements were continually sought. It was noted that Enfield had previously achieved the "Gold Standard" in "Making Safeguarding Personal", the second authority in the country and first in London to do so.
10. Members congratulated all those involved for the essential work that was continuing to be undertaken to safeguard vulnerable adults in the Borough. The importance of prevention work was acknowledged together with the valued contribution of the volunteer "Quality

Checkers” as addressed in the Annual Report. Their work had been acknowledged through the “100 hours volunteering awards” events.

11. The continuing demands on service provision and the existing and continued financial constraints on local authorities were highlighted.

**Alternative Options Considered:** The Care Act placed a duty on Safeguarding Adults Boards to publish its strategic plan each financial year. Guidance states this plan should address both short and longer-term actions and it must set out how it would help adults in its areas and what actions each member of the Safeguarding Adults Board would take to deliver the strategic plan and protect better. This plan had historically been for a three-year period; however, the Enfield Safeguarding Adults Board had agreed for a 5-year plan; to enable more ambitious consultation and projects to be developed.

**DECISION:** The Cabinet agreed to

1. Endorse the Safeguarding Adults Strategy 2018-2023 for recommendation to Council.
2. Note the work detailed in the Safeguarding Adults Annual Report 2017-18 to keep adults at risk in Enfield safe.

**RECOMMENDED TO COUNCIL** to endorse the Enfield Safeguarding Adults Strategy 2018-2023.

**Reason:** Developing a five-year strategy had meant that the Board had been able to be more ambitious in its consultation work. 224 responses had been received, which was more than the previous two consultations. The five-year strategy also enabled the development of more complex, longer term projects, which would need to be meaningfully developed through community engagement, IT and Social Media and Isolation projects.

**(Key decision – reference number 4781)**

## 6

### **BUDGET 2019/20 UPDATE AND PHASE 3 SAVINGS AND INCOME GENERATION PROPOSALS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.122) summarising progress on the preparation of the Budget and Medium Term Financial Plan (MTFP) for 2019/20 to 2022/23.

NOTED

1. Members expressed their concern over the delay in the announcement of the Government’s Local Government Finance Settlement which was now due on 13 December 2018. Local authorities were continuing to

## CABINET - 12.12.2018

operate in a climate of uncertainty and such delays were unacceptable. The pressures being faced on local authority service provision at a time of continuing reduced funding provision was highlighted.

2. That the report provided an update on the Medium Term Financial Plan including pressures, savings, full year effects and grants and, noted the remaining budget gap of £6m in 2019/20.
3. That Phase 1 and 2 savings and income generation proposals previously reported to Cabinet had been updated in Appendix B and Phase 3 proposals for savings and income generation were put forward for approval in Appendix C.
4. The information provided in Table 1 of the report – summary of savings and income generation proposals; and, Table 2 of the report – growth and pressures in the medium term financial plan.
5. That the medium term financial plan pressures 2019/20 to 2020/21 were set out in Appendix D of the report, some of which were related to demographic change.
6. The importance of having a robust and resilient budget, as outlined in detail in the report.
7. As set out in the report, the consultation on the proposed Fair Funding arrangements was still awaited and the final arrangements for 2019/20 would not be known until autumn 2019. Members expressed their concern that the outcome would not be fair for London.
8. In addition to the above, it was noted that the formulae for specific budget allocations were changing as well, the funding risks faced by local authorities were highlighted.
9. In response to questions raised, the processes undertaken with regard to the Housing Revenue Account were outlined which ensured continued good practice and a prudent approach.
10. A discussion took place on the income generation proposals set out in Appendix B of the report, including growth in commercial use of the pest control service and, filming opportunities in the Borough.
11. That the public health implications in the report stated that Heads of Service would consider whether the savings proposals could have an adverse impact on Public Health and, would take action to mitigate any impact. Councillor Caliskan asked that Cabinet Members be individually advised and consulted on any specific public health implications in relation to services within their areas of responsibility.
12. The difficult decisions and pressures being faced by the local authority as a consequence of Central Government funding cuts.

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

**DECISION:** The Cabinet agreed to

1. Note the progress made to date in the preparation of the 2019/20 budget and the current budget gap of £6m (set out in Appendix A of the report) and the work continuing on this to present a balanced budget in February 2019.
2. Progress the Phase 3 savings proposals of £1.835m set out in Appendix C of the report and noted the updated Phase 1 and 2 savings (detailed in Appendix B of the report).
3. Note the pressures being included in the draft budget as set out in Appendix D of the report which aimed to put the budget on a more resilient footing.
4. Note that the draft Local Government Finance Settlement (LGFS) was due to be published on 13 December 2018 and the final LGFS by the end of January 2019, and the budget would need to be amended for any changes to current assumptions.

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

**(Key decision – reference number 4745)**

## 7

### QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Daniel Anderson (Deputy Leader of the Council) introduced the report of the Director of Finance (No.123) detailing the quarter two performance for 2018/19.

NOTED

1. The on-going monitoring of performance indicators as set out in the report and its appendices. 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. Performance reviews were on-going and improvement strategies and action plans had been put in place. Any other areas of concern that were highlighted through performance monitoring would be identified and addressed appropriately.



2. Members noted the detailed performance information provided and expressed their thanks to officers for the continued work being undertaken.

**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)

Councillor Nesil Caliskan (Leader of the Council) varied the order of the agenda at this point in the meeting. The following item was moved to the end of the part one agenda; the minutes reflect the order of the published agenda.

Councillor Nneka Keazor arrived for the discussion of this item and the part two report set out in Minute No.14 below.

## 8

### **TENDER AWARD CONTRACT FOR THE PROVISION OF AGENCY WORKERS - SUPPLYING ALL JOB CATEGORIES (EXCLUDING SCHOOLS)**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Law and Governance (No.124) seeking support and approval to appoint Matrix Supply Chain Management to manage a supply chain of agencies to provide agency workers to the Council in all job categories, excluding schools.

#### NOTED

1. That Report No.125 also referred as detailed in Minute No.14 below.
2. That the existing contract was due to expire on 31 January 2019. Seven providers had been invited to tender in the form of a mini competition to further reduce the pricing offered. Three providers had submitted tenders to be evaluated comprising of a cost and quality assessment. The provider offering the most economically advantageous tender had been recommended, as set out in the report.
3. The intention to reduce reliance on agency workers. However, it was acknowledged that in some cases the use of agency workers was unavoidable, as outlined in the report. Members discussed the

## CABINET - 12.12.2018

circumstances in which agency workers would be required and noted the advantages of their use in certain instances. The measures that would be taken by the local authority in supporting the use of permanent staff were also outlined.

4. Members acknowledged the difficulties which could be faced by local authorities in recruiting permanent staff with specific skills such as planning. In addition, the flexibility of employing agency workers was sometimes necessary to meet specific short-term needs.
5. The importance of supporting staff and providing career opportunities and training. A well supported and happy workforce achieve better outcomes for service delivery and customer experience. Members noted the high percentage of staff employed by the Council who also lived in the Borough.
6. In discussion it was noted that lessons should continue to be learned from previous practices to address Government austerity and, effective monitoring of trends and outcomes to be monitored.

**Alternative Options Considered:** NOTED, that alternative frameworks had been considered as outlined in paragraph 4.1 of the report. Another consideration had been for the Council to undertake its own tendering exercise, as set out in paragraph 4.2 of the report. The consideration to take this in-house had also been considered as explained in paragraph 4.3 of the report.

**DECISION:** The Cabinet agreed that

1. Matrix be appointed for the supply of agency workers. This would be for a period of two years (with the option to extend for a further two, one year periods) until 31 January 2021).
2. Delegation be given to the Cabinet Member for Finance and Procurement to sign off any contract extensions beyond the initial two year period.

**Reason:** Having considered all of the alternative options in detail, the recommendation was to procure agency worker requirements with the winning provider (section 5 of the report referred).

**(Key decision – reference number 4720)**

9

## CONSTRUCTION CHARTER

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Law and Governance (No.126) seeking approval to sign up to the Unite Construction Charter.

NOTED

1. That the Charter committed local authorities to working with Unite to achieve the highest standards in respect of: direct employment status, health and safety, standards of work, apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment.
2. The importance of local authorities setting high standards. The Council was not only an employer but was also an enabler of commercial and partnership working and high standards were expected, as set out in the report.
3. Members endorsed the Charter; this was felt to be the right time to act in the light of the growth and regeneration work within the Borough.

**Alternative Options Considered:** NOTED, that the alternative options on this occasion that had been considered included: 1. Not recommending sign off to the Charter. This had been rejected on the grounds that the Charter could bring some helpful benefits to the local authority and to Enfield. 2. Creating our own construction charter that could override and/or enhance existing workplace safety and workplace rights measures the local authority already had in place. This second option had been deemed unnecessary given the option to sign up to the Charter as presented by the UNITE Union as many other local authorities had opted to do.

**DECISION:** The Cabinet, having considered the report, agreed to sign up to the Unite Construction Charter for application to future relevant works subject to the appropriate supporting compliance and supporting actions being taken by the local authority.

**Reason:** The Charter aims were compatible with those of the local authority and recommendations had been made to Cabinet to seek approval to proceed with arrangements to participate in and sign-off the Unite Construction Charter. This was consistent with the decision-making protocols within the local authority. Cabinet was asked to approve the sign-up to the Charter with the assurance that provision was made by the organisation for any relevant risks to be effectively managed and communications plans executed.  
(Non key)

## 10 CABINET AGENDA PLANNING - FUTURE ITEMS

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

**11  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 14 November 2018 be confirmed and signed by the Chair as a correct record, subject to the following amendment:

Minute No.7 – North London Waste Plan Regulation 19 Publication – NOTED – point 6, that the following text be added to the end of the first sentence:

“...specifically in relation to Oakleigh Road, Brunswick Industrial Park and Pinkham Way.”

**12  
DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 23 January 2019 at 7.15pm.

**13  
EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the item listed on part two of the agenda on the grounds that it involves 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).

**14  
TENDER AWARD CONTRACT FOR THE PROVISION OF AGENCY WORKERS - SUPPLYING ALL JOB CATEGORIES (EXCLUDING SCHOOLS)**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Law and Governance (No.125).

NOTED

1. That Report No.124 also referred as detailed in Minute No.8 above.

**CABINET - 12.12.2018**

2. The financial implications of the proposals as set out in detail in the report. The final scores of the evaluated tenders and, the pricing comparisons between the existing and new contract, were also noted as detailed in paragraphs 3.9 and 3.10 of the report.
3. That savings would be achieved through both the new contract and the intention to reduce the reliance on agency workers.
4. That an initial two year contract period was recommended for the reasons set out in section 4 of the report.

**Alternative Options Considered:** As detailed in the report.

**DECISION:** The Cabinet agreed the recommendations as set out in the part one report, Report No.124, Minute No.8 above referred.

**Reason:** As detailed in section 4 of the report.  
**(Key decision – reference number 4720)**