

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 13 FEBRUARY 2019**

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 Oykener (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), Tony Theodoulou (Executive Director People), Sarah Cary (Executive Director Place), Fay Hammond (Director of Finance), Jayne Middleton-Albooye (Head of Legal Services), Jon Sharkey (Head of Service, Waste, Recycling and Fleet), David Greely (Corporate Communications Manager), Antonia Makanjuola (Assistant Principal Lawyer), Doug Wilkinson (Director of Environment & Operational Services), Joanne Drew (Director of Housing and Regeneration), Nicky Fiedler (Acting Director Commercial), Garry Knights (Head of Housing Property Services), Ian Russell (Senior Engineer) and Stephen Skinner (Head of Highway Services), Debbie Campbell (Consultant), Jacqui Hurst (Secretary)

Also Attending: Councillors Joanne Laban, Derek Levy, Mahmut Aksanoglu, Lindsay Rawlings, Rick Jewell, Gina Needs, Chris Bond, James Hockney, Charith Gunawardena, Ayfer Orhan, Glynis Vince, Ian Barnes, Susan Erbil
Approximately 25 members of the public
Press representative

**1
APOLOGIES FOR ABSENCE**

There were no apologies for absence.

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

POTENTIAL CHANGES TO WASTE AND RECYCLING COLLECTIONS

Councillor Guney Dogan (Cabinet Member for Environment) introduced the report of the Executive Director – Place (No.159) proposing that the Council adopts a revised waste and recycling collection system for kerbside properties with a wheeled bin.

NOTED

1. That Report No.175 also referred as detailed in Minute No.18 below.
2. The proposal for a revised waste and recycling collection system for kerbside properties with a wheeled bin as set out in full in the report and summarised in section 1. The financial context and implications of the proposals were explained within the Council's overall budget pressures and funding constraints, summarised in section 3 of the report.
3. That the Council currently spent approximately £15.1m on collecting, treating and disposing and waste and recycling across the Borough. Waste disposal costs were likely to significantly increase. Additionally, the former Government grant of £2.4 million to retain weekly collections for waste and recycling had now ceased (paragraph 3.7 of the report referred).
4. That the Council had been reviewing various areas across the organisation to try to meet the current and future budget gap. The work which had been undertaken in reviewing the waste and recycling collections was set out in detail in the report and considered by Members.

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5. That the primary driver to implement the changes was financial savings, and then conformity with the London Mayor's Environment Strategy and, to consider the responses to the consultation which had been undertaken. Financial savings for Option 7 were significantly higher when compared to any other proposal or current collection system; it conformed with the London Mayor's Environment Strategy; and, had a projected increase in recycling to 49%. It had been the least preferred option amongst the respondents to the consultation. Retaining the current system had been the preferred option of the people that responded.
6. In summary the proposal was to:
 - Collect refuse every fortnight rather than weekly (collections from the property would be made on the alternative week to collections for dry recycling)
 - Collect dry recycling every fortnight rather than weekly (collections from the property to be made on the alternative week to collections for refuse)
 - Provide a new service of a weekly separate food waste collection
 - Introduce a £65 per year charge to collect garden waste from households that opt into the scheme (additional bins per property to be charged at £65 per year)
 - Recruitment of 2 additional Recycling Officers
 - Recruitment of 2 additional Enforcement Officers
 - Invest £500k in Street Cleansing Services
7. That the total net savings over the 5-year business plan would be £7.5m from Waste Services and £2.2m of re-investment into Street Cleansing Services over the same period.
8. The context within which this proposal should be considered is that of the Council's budget and financial constraints. This was a difficult time for local government and it was essential to ensure that the Council's decision-making was responsible and financially resilient in going forward; and, protected the most vulnerable residents who depended on the Council's service provision.
9. A detailed discussion followed and a number of questions raised by Members and responded to by officers present. A summary of the issues discussed is set out below:
 - With regard to the consultation it was noted that a significant number of responses had been received with a high level of social media interest also. Residents had expressed concern that it appeared that some of the options that had been consulted on were undeliverable financially as well as being non-compliant with the Mayor's Environment Strategy and, had therefore questioned their inclusion in the consultation. The

majority of respondents had wanted to retain the current service provision. (Councillor Anderson)

In response, Officers explained the reasons for the 7 consulted upon options, the approach that had been recommended, and the legal advice received. Counsel had advised that the current service had to be included as an option. Whilst a number of options were non-compliant with the Mayor's Strategy, they were still "technically" financially and operationally deliverable as set out in the background documents, so the decision had been taken to include them. It was a Member decision as to whether the chosen option complied with the Mayor of London's Strategy and met financial expectations or, necessitated cuts elsewhere in the Council's overall budget. The rationale for the 7 options was provided.

- It was stated that a consistent message from residents was that they felt that they had been misled by the consultation and that we should have been clearer from the outset that the decision was based on financial issues and not have included options in the consultation that were therefore undeliverable. (Councillor Anderson).

In response, the consultation documents were absolutely clear from the outset in stating the criteria for developing the recommended proposal, financial savings achievable, conformity with the Environment Strategy and to consider the responses received from the consultation. The savings that the Council was required to find in 2019/20 were highlighted and, the impact on other services if savings within waste services were not realised. The Council had to assess its priorities and consider all options in the light of continuing Government funding reductions. The decision on this service may impact on other areas of the Council's budget.

Officers emphasised the importance of considering the feedback from residents through the consultation process. For example, the introduction of a weekly food waste collection (a new service) would address several of the concerns which had been raised.

- Public health assurances were sought and, the anxiety expressed by residents recognised. The addition of 2 recycling officers was welcomed. The need to encourage and include positive sustainable issues within the context of waste services noted, including awareness raising on how to minimise waste. The capacity of the bins to accommodate the waste of larger families was highlighted. (Councillor Brett)

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In response, Officers stated that there are always valuable lessons to be learned from any consultation processes and these would be taken on board in moving forward. Assurances were given that appropriate support would be provided to residents to encourage compliance and address any difficulties being experienced by individuals. The proposed investment in street cleansing and the appointment of additional recycling officers was reiterated. The new service was projected to increase the recycling rates to 49%, as explained in detail in the report. This would support sustainability improvements.

- It was reiterated that some of the options did not meet the London Mayor's Environment Strategy and therefore the possibility of being able to implement them was questioned as it would leave the Council open to challenge. (Councillor Georgiou).

In response officers confirmed that they could be implemented if that was the Members' decision, the Environment Strategy was not legally binding whilst recognising that the Council could be challenged on its decision by the Mayor.

- Table 9 of the report was highlighted on the consultation results – "You said, we will" and assurances sought on the work that had been undertaken to mitigate any risks. The proposals relating to communication were also highlighted. (Councillor Georgiou)

In response, assurances were provided of the extensive work which had been undertaken with industry experts, as set out in the report, and the high level of confidence that the projections would be achieved. Members had been fully briefed on all aspects of the proposals. The Cabinet Member for Environment, Cabinet Member for Finance and Procurement and the Section 151 Officer had also received a detailed briefing and run through of the complex and sophisticated modelling process to satisfy themselves that the figures were both robust and achievable.

- Clarification was sought on the size of the bin for the weekly food waste (Councillor Keazor) and the provision and use of bin liners. The report indicated they would be provided free of charge in the first year. The implication was that bin liners might have to be paid for in subsequent years, which could deter use of the food waste bins. (Councillor Anderson)

In response, officers reiterated the move towards waste minimisation was essential to achieve a reduction in the amount of household waste produced by all households. The arrangements to be put in place regarding the weekly food waste collection were clarified. The free provision of bin liners

would be reviewed after one year of operation. Residents would be supported as far as possible to encourage participation of separating food waste from general waste streams.

- The proposed option projected an increase in recycling rates. It therefore made sense to reduce the frequency of the black bin collections, but the move to fortnightly blue bin collections would surely be detrimental to the projected increase in recycling rates? Reference was made to Bexley, which has the highest recycling rate in London, but has weekly dry recycling collections. Also, if the blue and black bins are collected on alternate weeks, how will residents be incentivised not to place recycling in their black bins? (Councillor Anderson)

In response, it was explained that bigger recycling blue bins would be provided if required and that we would collect as much recycling materials as any household presented on for collection, additionally, increased capacity was being given to residents in the form of a new food waste container which will be collected on a weekly basis. Current experience indicates that the bins will have sufficient capacity on a fortnightly format. These measures would move waste out of the black bin creating capacity to be collected less frequently/fortnightly. The current size of the black bin would be retained to encourage waste minimisation. Therefore, the access to greater capacity availability for householders will be the blue dry recycling bin (plus any additional recycling presented will be collected and incentivise compliance) and the additional food waste (weekly) container. This has been modelled based on industry experience and tried and tested practices across the country. It was acknowledged that there would be some non - compliance but the recycling and enforcement officers would support and encourage the correct use of the bins. It was important to effectively communicate with residents on how to reduce waste. A composition analysis of the rubbish in black bins had shown 37% food waste so a change in behaviour would be necessary in order to effectively use the weekly food waste collection service. Other authorities with fortnightly dry recycling collections are achieving similar recycling performance to that of Bexley, namely Ealing.

- It was noted that residents were the “victims of unnecessary packaging” and that the burden of such packaging should be on the producers rather than individual residents. It was also asked if the Council could introduce mitigation measures that did not require residents to use cars to drive rubbish to the recycling centre or parks. (Councillor Barry)

In response it was stated that there was a national drive to reduce the amount of unnecessary packaging, and Enfield as

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part of London Councils was lobbying the Government on this issue and working on national policies such as Extended Producer Responsibilities. Efforts would continue to seek sustainable improvements and increasing recycling.

It was noted that there would continue to be challenges to face. A range of initiatives would be considered and developed for example, the promotion of the use of compost bins.

- Equalities issues were raised, for example the effect that the changes in service provision could have on older people and those unable to empty or move the bins themselves. It was suggested that the introduction of a volunteer scheme be encouraged to support those who needed help in complying the service provision. (Councillor Brett)

In response, it was explained that the Strategic Delivery Board and the operational arrangements being put in place, as outlined in the report, would monitor and consider such equalities issues. An Equalities Impact Assessment had been carried out for the proposed changes which includes elderly people, this is already covered by the current policy and EIA. The recycling team would be able to respond to specific concerns from individuals. A range of Members and Officers, led by the Cabinet Member for Environment, would be involved in overseeing and monitoring the delivery of the service. A structured approach would be taken to the implementation and delivery of the service.

- The need for effective communications with residents was highlighted. (Councillor Savva)
- The investment of £500k per year into Street Cleansing Services was noted and clarification was sought on what this would result in. (Councillor Lemonides)

In response, the proposed use of the funding was outlined, as detailed in the report, an example being an additional 19 street sweepers, this equated to an additional 57 kilometres of streets being swept. Resources would be targeted where necessary. This was an opportunity to invest in street cleansing. Structured plans would be put in place through the ongoing operational monitoring of the service.

Officers also highlighted the resources to be targeted for effective communications with residents, as set out in the report. Officers and Members visited Harrow where it was advised that effective and continued communications was essential to the success of any service change. Officers have included a substantial communications and marketing budget as part of the on-going business model.

- Reference was made to the proposal to charge £65 per annum for the collection of garden waste and clarification sought on the detailed proposals and implementation. (Councillor Cazimoglu). Attention was drawn to Harrow that offers residents both a seasonal and a full-year collection service, why isn't this being offered? Also it was noted that Redbridge having introduced a paid for green waste collection service in 2016, withdrew it less than 2 years later, how can we ensure that this won't happen here? (Councillor Anderson)

The detailed proposals were outlined, as set out in full in the report, including the options that would be available to residents. This would be an opt-in service for residents. There would be an annual charge, the reasons for which were explained. The effectiveness and implementation of this part of the service provision would be closely monitored and regularly reviewed. It was noted that a significant number of local authorities charged for the collection of garden waste which was a non-statutory service. The service would be actively marketed.

- As set out in the report, it was noted that the former Government grant of £2.4m to retain weekly collections for waste and recycling had now ceased. A significant number of other local authorities had already implemented fortnightly collections. The role and responsibilities of the Strategic Delivery Board were highlighted. (Councillor Caliskan).

In response, Members were reminded that the Government grant had been for £2.46m. Approximately 78% of Councils now operated fortnightly collections. Assurances were given on the operational responsibilities of the Strategic Delivery Board to implement and monitor the effectiveness of the service.

In addition, it was reiterated that the proposals would enable investment to be made in Street Cleansing Services and would lead to the creation of additional jobs, as set out in the report. The trade unions had been fully consulted.

In conclusion, Councillor Caliskan expressed her thanks to Councillor Dogan and the officers involved for their detailed and comprehensive work.

Councillor Caliskan also highlighted the number of representations that had been received from various groups in the Borough regarding the forthcoming budget setting process (Minute No.5 below referred) and reiterated the financial difficulties being faced by the Council in meeting the needs of its most vulnerable residents.

Alternative Options Considered: The primary driver of the evaluation was the financial savings that could be achieved. The evaluation also took into

account conformity with the Mayor's Environment Strategy, and the responses to the consultation. Proposals 1 to 6, the current collection system and the recommended proposal had been considered against the pre-agreed criteria. Proposals 1 to 6 and retaining the current collection system least aligned with the set criteria.

DECISION: The Cabinet agreed to approve:

1. The adoption and implementation of Proposal 7 for kerbside properties with a wheeled bin of: fortnightly refuse collections, fortnightly dry recycling collections, a new separate weekly food waste collection and the introduction of a charge of £65 per year for collecting garden waste from properties that opt into the service as set out in the report.
2. The creation of a Strategic Delivery Board made up of members and officers (such members to be appointed by the Leader of the Council) to oversee the implementation of the new service arrangements.
3. Delegation to the Director of Environment (in consultation with the Cabinet Member for Environment) the decision to procure, negotiate and award contracts (in accordance with the Council's Procurement Rules) for the vehicles and any works and services as appropriate associated with the implementation of the recommended proposal.
4. The one-off mobilisation and capital expenditure, of £2.28 million would be funded by the flexible use of capital receipts and £759k (£500k investment and £259k new posts and communications) would be revenue.
5. Delegate to the Director of Environment (in consultation with the Cabinet Member for Environment) the decision to make operational amendments to any of the proposals as set out in the report.

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report, including financial savings and conformity with the London Mayor's Environment Strategy.

(Key decision – reference number 4810)

5

BUDGET 2019/20 AND MEDIUM TERM FINANCIAL PLAN (MTFP) 2019/20 TO 2022/23 (GENERAL FUND)

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.160) proposing the general revenue budget and council tax for the 2019/20 financial year.

NOTED

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1. That Report No.172 also referred as detailed in Minute No.19 below.
2. That the budget was being set within difficult financial circumstances with continuing Government funding cuts and further savings of £18m being sought next year. The budget proposals were realistic, robust, delivered on the Council's priorities and sought to protect the most vulnerable residents in the Borough.
3. The detailed summary of the recommendations as set out in section 1 of the report. The proposals were the culmination of the 2019/20 budget planning process. The report included details of the Local Government financial settlement for Enfield, the cost pressures faced and, made recommendations regarding the Schools' budget.
4. That the Council's Treasury Management Strategy and Capital Strategy and 4-year Capital Programme were contained in separate reports as detailed in Minute Nos. 6 and 7 below.
5. The recommendations made within the report regarding the appropriate level for the Council's contingencies, balances and earmarked reserves. It was important to ensure that reserves were maintained at an acceptable level and a responsible approach taken.
6. The detailed proposals contained within the report and its appendices, including budget allocations to assist the most vulnerable for example, for the Council Tax Support Scheme; the Concessionary Fares Scheme; and, for Children's Services.
7. The national context and local government finance settlement set out in section 3 of the report. The settlement confirmed real term cuts to Settlement Funding Assessment of 6.5% across London and nationally in 2019/20 and cumulative real terms cuts to core funding of 63% across London between 2010 and 2020. Members noted the increasing financial pressures being faced and, the significant work undertaken by Cabinet Members and senior officers in minimising the negative effects of further saving requirements on the Borough's most vulnerable residents. Pressures were increasing on local government service provision at a time of continuing Government funding reductions. Further savings of £18m were required in 2019/20.
8. Members expressed their appreciation to Councillor Maguire and acknowledged the vigorous scrutiny of the Council's budgets that had taken place. Efforts were being made to maximise the Council's income generation.
9. The minutes of the Overview and Scrutiny Committee budget meeting held on 31 January 2019 which were tabled at the meeting. The scrutiny process had been thorough.

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10. A discussion followed on the budget proposals and comments made as summarised below. The hard work of both Cabinet Members and Officers was recognised and praised in the delivery of the budget which sought to minimise the impact on the Borough's residents.
11. Members' continued frustration at the level of Government funding cuts and the historical fair funding argument through which Enfield and other Outer London Boroughs' formula funding was disproportionately low to the detriment of Enfield residents. Such funding issues were becoming increasingly challenging and negatively affected the Council's continued ability to deliver the services required.
12. The issues relating to inadequate Public Health funding at a time of an increasing population in the Borough. Services were being remodelled where appropriate and contracts renegotiated to achieve efficiencies as far as possible. The importance of health prevention work was highlighted. Members noted the representations which had been made to reintroduce the consideration of "deprivation" in future funding considerations.
13. The proposals within the budget to tackle serious youth violence and, in supporting Children's Services.
14. In conclusion Cllr Caliskan (Leader of the Council) summarised the issues within the report and discussed at the meeting. The Council had made cuts of £178m over the last 10 years; savings of £18m for 2019/20 had been difficult; further savings would be required in 2020/21; Outer London had historically been under-funded by the Government; the Government's new funding formula proposals were unlikely to benefit Enfield and address current inequalities; the Council would continue to lobby and seek to secure the future of local government. The Cabinet Members had analysed the budget proposals in detail. The proposed cuts were necessary and Members were confident that the proposals were the best that could be achieved within the present challenging financial climate.

Alternative Options Considered: The Council operated a budget planning and consultation process during which a wide range of options were considered in detail before recommendations were made. Issues raised and discussed had greatly contributed to this report including information from the Budget Consultation set out elsewhere in the report. As part of its planning for both 2019/20 and future years the Council had considered future levels of Council Tax.

RECOMMENDED TO COUNCIL

1. With regard to the revenue budget for 2019/20:
 - (i) To set the Council Tax Requirement for Enfield at £127.311m in 2019/20.

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- (ii) To set the Council Tax at Band D for Enfield's services for 2019/20 at £1,311,48 (section 6 of the report referred), being a 2.99% general Council tax increase and a 1.00% Adult Social Care precept.
2. To agree the Medium Term Financial Plan (MTFP), including:
- (i) The pressures set out in Appendix 3 of the report, £26.8m in 2019/20, which includes:
 - An investment of £1m for Children's Social Workers in order to reduce caseloads.
 - An additional £11.4m allocated in 2019/20 to address Adults and Children's Social Care pressures, partly funded from the new Social Care Support Grant and increased Better Care Fund totalling £5.3m.
 - (ii) An allocation of £0.5m per annum within the 2019/20 and 2020/21 budgets which was recommended to provide mentoring related to serious youth violence and improve data to better target resources (paragraph 9.1.3 of the report referred).
 - (iii) The savings of £10.7m and income proposals of £2.4m in 2019/20 set out in Appendix 2a of the report.
 - (iv) Full year effects of prior year savings and income generation totalling £3.4m set out in Appendix 2b of the report.
 - (v) Adopt the key principles set out in section 10 of the report.
 - (vi) Note the additional £0.3m capital budget needed to deliver an annual savings of £0.4m on the CCTV budget, which would be recommended as part of the Capital Strategy (2019/20) and 4 year Capital Programme (2019/20 – 2022/23) report (Report No.162 – Minute No.7 below refers).
3. With regard to the robustness of the 2019/20 budget and the adequacy of the Council's earmarked reserves and balances to:
- (i) Note the risks and uncertainties inherent in the 2019/20 budget and the MTFP (section 11 of the report referred) and agree the actions in hand to mitigate them.
 - (ii) Note the advice of the Director of Finance regarding the recommended levels of contingencies, balances and earmarked reserves (section 12 and Appendix 8a of the report referred) and had regard to the comments of the Director of Finance (section 13 of the report referred) when making final decisions on the 2019/20 budget.
 - (iii) Agreed the recommended levels of central contingency and general balances (section 12 of the report referred).
4. To agree the Schools Budget for 2019/20 (section 7.6 and Appendix 5 of the report referred).

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5. To agree the changes in Fees and Charges for 2019/20 as set out in Sections 9.3 to 9.8 and Appendices 11 to 14 of the report.
6. To note the gap remaining in the MTFP for 2020/21 to 2022/23 and the actions being taken to address this.
7. To agree that the New Homes Bonus £1.594m was applied as a one-off contribution to the General Fund in 2019/20.
8. To agree the planned flexible use of capital receipts in 2018/19 being £4.212m and approve the planned flexible use of capital receipts in 2019/20, being £1.851m (Section 11 and Appendix 10 of the report referred).
9. To note the feedback and minutes from the Budget Consultation and Overview and Scrutiny Committee Budget Meeting on 31 January 2019 as set out in Appendices 1a and 1b of the report. Appendix 1b (the minutes of the Overview and Scrutiny Committee meeting) were tabled at the Cabinet meeting.

Reason: To set the Council's Budget requirement and level of Council Tax for 2019/20 within the timescales set out in legislation.

(Key decision – reference number 4744)

6

TREASURY MANAGEMENT STRATEGY 2019-20

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.161) seeking approval to the Council's Treasury Management Strategy 2019/20.

NOTED

1. That the Council's cashflow management, use of banks, investments and borrowing was governed by the Treasury Management Strategy, as detailed in the report.
2. The background information set out in section 3 of the report. The successful identification, monitoring and control of risk were central to the Council's Treasury Management Strategy and to mitigate these risks.
3. That as at 31 December 2018 the Council had £804m of borrowing in total, as set out in paragraph 3.7 of the report. The Council would not borrow more than or in advance of its needs. The Council was required to invest its funds prudently. Given the increasing risks and continued low returns from short term unsecured bank investments, the Council

aimed to reduce the level of investments held by continuing to internalise borrowing (paragraph 3.8 of the report referred).

4. The detailed information set out in the Treasury Management Statement and its appendices.
5. In response to questions raised, the mitigating measures that were taken to minimise risks were outlined to Members. It was noted that the budget proposals contained an interest rate risk reserve. A prudent approach was taken by the Council.

Alternative Options Considered: NOTED, that there were no other options, the Treasury Management reports need to be approved prior to the next financial year. Section 7 of the Treasury Management Strategy set out the alternatives considered.

RECOMMENDED TO COUNCIL

1. To agree the Treasury Management Strategy 2019/20.
2. To note the economic context and interest rate forecast (Appendices A and B of the Strategy referred).
3. To agree the Prudential Indicators (Appendix D of the Strategy referred)
4. To agree the Minimum Revenue Provision Statement (Appendix E of the Strategy referred)
5. To agree the Counter-party List and Limits (Appendix F of the Strategy referred).

Reason: These items had been brought to the attention of the Audit and Risk Management Committee in line with the requirements of the CIPFA Code of Practice.

(Key decision – reference number 4829)

7

CAPITAL STRATEGY (2019/20) AND 4-YEAR CAPITAL PROGRAMME (2019/20 TO 2022/23)

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.162) setting the 2019/20 – 2022/23 capital programme and seeking approval to the capital strategy 2019/20.

NOTED

1. That the Capital Strategy was a new requirement which became mandatory for 2019/20 onwards and introduced as part of the update of the Prudential Code, as set out in the report.

2. The capital programme summary and the schemes within the Corporate Property Investment Programme as set out in the report. The detail within the appendices to the report were noted.

Alternative Options Considered: Not applicable to this report.

RECOMMENDED TO COUNCIL

1. To agree the 2019/20 Capital Strategy.
2. The Capital Programme for 2019/20 to 2022/23 as set out in Appendix 2 – Table A of the report referred, including new projects arising from revenue savings.
3. To note the projects in the approval cycle as detailed in Appendix 2 – Table B of the report referred, which would be added to the 2019/20 Capital Programme pending approval.
4. To note the projects in the pipeline as detailed in Appendix 2 – Table C of the report referred.

Reason: To set the 2019/20 – 2022/23 Capital programme and agree the Capital Strategy 2019/20.

(Key decision – reference number 4828)

Members expressed their appreciation to the Director of Finance, Interim Director of Finance, all Executive Directors and Directors for the considerable work which had been undertaken on all of the budget related reports and proposals being presented to Members for approval at this meeting.

8

HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2019/20, RENT SETTING & SERVICE CHARGES

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place and Director of Finance (No.163) setting out the proposed HRA 30-year business plan, the detailed HRA Revenue Budget for 2019/20, the five-year Capital Programme and Right to Buy (RTB) One for One Receipts programme (2019/20 to 2023/24).

NOTED

1. That the report also presented the level of rents, service charges and heating charges to be operative with effect from 1 April 2019 for HRA Council Tenants and Leaseholders.
2. That the report should also be read in conjunction with Report No.165 – Better Council Homes Workplan and Budgets 2019/20 (Minute No.10 below refers).

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3. The changes in the Government's social rent policy as outlined in paragraphs 3.2 and 3.3 of the report. From April 2020 local authorities would be allowed to increase rents by CPI plus 1%.
4. The key changes for Housing since the 2018/19 Rent Setting report as set out in paragraph 3.4 of the report.
5. The detailed capital programme set out in section 7 of the report including major works to the housing stock. The major works programme would aim to deliver: priority fire safety works and development of piloting a high-rise homes standard; decent homes works to approximately 7,000 properties, including kitchens and bathrooms; and, environmental and energy improvements.
6. That the Council had been successful in securing £18.1m of GLA grant for the next 3 years as part of the Building Council Homes for Londoners scheme, paragraph 7.6 of the report referred.
7. The information within section 8 of the report regarding the Right to Buy one for one replacement receipts and expenditure.
8. The proposed rent charges for HRA properties and service charges for 2019/20 as set out in sections 10 and 11 of the report.
9. The heating charges outlined in section 13 of the report and the reasons for the proposed increases.
10. In response, Members expressed their thanks to Councillor Lemonides and the officers involved for the significant work that had been undertaken and now being presented for approval, within the current financial constraints and challenges faced. Members also took this opportunity to praise the work of individual housing members of staff for their sensitivity and dedication in dealing with difficult housing circumstances faced by residents.
11. That whilst the Government cap on borrowing had been lifted, as set out in the report, there were still limitations and requirements that had to be met, including the development of rigorous business plans. Members noted the work that was already being undertaken regarding stock condition surveys and long-term planning.
12. The importance of the proposed fire safety works, together with the need to ensure that residents were fully aware of all relevant fire prevention issues with the assistance of the fire brigade. Safety was paramount. Members were advised of the appointment of a Council Safety Director with effect from 1 March 2019.

Alternative Options Considered: NOTED, that since the Government had implemented the Social Housing Policy which implemented a rent reduction of 1% the Council's income had considerably reduced. This had created a

shortfall in the business plan of c.£25m which had been funded from maximising other income sources and the use of HRA balances, Several different options had been considered around increasing the level of reserves within the HRA to ensure a sustainable business plan. Phased efficiency savings of 10% were being implemented across various departments to ensure a healthy level of balances were held (section 14 of the report referred).

RECOMMENDED TO COUNCIL

1. To approve the HRA 30 – year Business Plan, as detailed in Appendix 1 of the report.
2. To approve the detailed HRA Revenue Budget for 2019/20.
3. To approve the 5-year HRA Capital Programme, RTB one for one receipts programme and additional borrowing requirements to deliver c.2,300 additional units.
4. To note the social and affordable rent levels for c.10,100 properties in 2019/20 and the introduction of the London Affordable Rent levels (only applicable to new properties included in the GLA programme).
5. To approve the level of service charges for 2019/20 for those properties receiving this service.
6. To note the heating charges for 2019/20 for those properties on communal heating systems.
7. To note the proposal to hold the weekly cost of private garages and note the increase in garage costs for council lets and parking bay rents.

Reason: The Council must comply with the law in setting its rents for Council tenants. The detailed reasons for the recommendations were set out in section 15 of the report.

(Key decision – reference number 4741)

9

REVENUE MONITORING 2018/19: QUARTER 3 (DECEMBER 2018)

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.164) setting out the Council's revenue budget monitoring position based on information to the end of December 2018.

NOTED

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1. That after the application of capital receipts for transformation purposes of £4.2m; the revenue budget forecast reflected an outturn position of £4.1m overspend for 2018/19 which would be funded using the Council's reserves. The key reasons for the improved position were noted, as outlined in paragraph 1.2 of the report.
2. That since 2010, the Council had saved £161m. Members noted the challenges for 2018/19 as detailed in paragraph 1.3 of the report.
3. That Table 1 of the report set out the forecast projected departmental outturn variances. Members further noted the management actions being taken, the key factors of the overspend and, the establishment of the Pressures Challenge Board, as outlined in paragraphs 4.4 – 4.6 of the report.
4. The departmental monitoring information, budget pressures and mitigating actions as set out in section 5 and the appendices of the report.
5. In response to a question raised, Members were advised on the availability of existing capital receipts of £4.2m for the current financial year.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note

1. The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.9 of the report).
2. The £4.1m overspend revenue outturn projection and the use of £4.2m of capital receipts to support organisation transformation.
3. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and implement savings.

Reason: To ensure that Members were aware of the projected budgetary position, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.

(Key decision – reference number 4764)

10

BETTER COUNCIL HOMES WORKPLAN AND BUDGETS 2019/20

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Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director – Place (No.165) setting out the Better Council Homes Workplan and Budgets for 2019/20.

NOTED

1. That the provision and growth of good quality, affordable Council homes was a key priority for the Council, as set out in the report. This was an ambitious workplan which would result in significant improvements.
2. As set out in Appendix 2 and section 6 of the report, the major works programme for 2019/20 was expected to cost £41m. This would fund existing and proposed projects including £6.5m for fire safety works. This would be funded from HRA reserves.
3. The detailed proposals set out in the report regarding Better Quality Homes and Environments; Better Quality Housing Services; Delivering More Affordable Homes; and, Regenerating Estates (section 3 of the report referred).
4. The proposals for reinvigorating the Housing Advisory Board to ensure that residents including tenants and leaseholders had a role in advising Cabinet on housing policy and performance issues.
5. Members welcomed the report and noted the significant investment into the Council's housing stock with approximately 7,000 homes set to benefit. The specific proposals regarding fire safety was also recognised, this was a key priority for the Council.
6. That good quality housing was one of the main determinants of good health and the proposals would have a positive impact on addressing health inequalities and improving outcomes for residents.
7. Both the short and long-term proposals in going forward. Further reports would be presented to future Cabinet meetings as appropriate, as set out in the report.

Alternative Options Considered: Not spending the GLA external funding of £18m would restrict the delivery of affordable housing on key housing sites and damage the Council's reputation as an investment partner with the GLA. If the Council did not spend the Right to Buy Receipts on Council Homes in the specified period it would be required to repay receipts plus interest to government. Although the GLA Right to Buy offer would give the Council longer to spend any returned receipts it would be given less flexibility on the projects that the Council could fund.

DECISION: The Cabinet agreed to

Better Quality Homes and Environments

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1. Consider the recommendations from the Repairs Task Force regarding the preferred option for the delivery of the responsive repairs service at the Cabinet meeting in April.
2. Delegate authority to the Cabinet Member for Housing in consultation with the Director of Housing and Regeneration to approve the Major Works programme for 2019/20 based on a priority approach including fire safety works as outlined in Appendix 2 of the report.
3. Delegate authority to the Cabinet Member for Housing in consultation with the Director of Law and Governance to approve the major works procurement plan noting that all such procurement activity would be carried out in accordance with the statutory OJEU framework and the Council's procurement rules to ensure that the programme delivers value for money for tenants and leaseholders and to note that arising from this process the Executive Director – Place would authorise the award of the contracts.
4. Note that in the light of the results of the stock condition survey an accelerated programme would also be considered and brought back to Cabinet as appropriate.

Better Council Housing Services

5. Note the review of the Council housing service Target Operating Model to be undertaken during 2019 and the aim to monitor and deliver an increase in resident satisfaction.
6. Recommend to Council to approve the capital and revenue budget of £1.3m on the Civica Cx project, Workflow 360, Choice Based Lettings module and the development of the Target Operating Model.

Building New Homes

7. Note the positive outcome of the Council's bid for grant funding and retention of right to buy receipts from the GLA "Building Council Homes for Londoners" programme.
8. Approve the 2019/20, 2020/21 and 2021/22 Greater London Authority Building Council homes for Londoners programme and the Council Housing affordable housing programme as outlined in Appendix 1 of the report.
9. Delegate to the Cabinet Member for Housing in consultation with the Director of Housing and Regeneration and Director of Finance to approve individual schemes included in the Building Council Homes for Londoners and affordable housing programme, and any substitute schemes as outline in Appendix 1 of the report.

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10. Delegate authority to the Director of Housing and Regeneration in consultation with the Director of Law and Governance to approve the procurement and award of works contracts and consultants in support of the development programme.
11. Delegate authority to the Director of Housing and Regeneration in consultation with the Director of Finance to approve third party land and property acquisitions subject to due diligence and valuations.

Regenerating Estates

12. Approve the allocation of a feasibility budget of £450k in the HRA to develop additional proposals for Estate based regeneration schemes which increase affordable housing for Enfield.

Governance

13. Approve the establishment of a Housing Advisory Board effective from May 2019.

RECOMMENDED TO COUNCIL to approve the capital and revenue budget of £1.3m on the Civica Cx project, Workflow 360, Choice Based Lettings module and the development of the Target Operating Model.

Reason: To improve services for residents by improving the quality of existing and new homes and increasing the delivery of affordable homes for those in housing need, section 5 of the report referred.

(Key decision – reference number 4830)

11

APPROVAL OF LIST OF SHAREHOLDER RESERVED MATTERS

Councillor Ahmet Oykenar (Cabinet Member for Property and Assets) introduced the report of the Director – Commercial (No.166) seeking approval to a list of Shareholder Reserved Matters.

NOTED

1. That the Council must be able to exercise appropriate control and influence over its wholly-owned companies in order for them to contribute to its objectives and manage risks whilst at the same time allowing the companies appropriate freedoms and flexibilities to operate commercially, as set out in the report.
2. That the list of shareholder reserved matters had been taken to the Shareholder Board at its meeting on 29 January 2019. The list had originally included an item on “payment of a political donation”. The Board had requested that this should instead be addressed via a

blanket prohibition included in all Company Articles (section 9 of the report referred).

Alternative Options Considered: Do Nothing. The companies continue to operate with divergent and in some cases minimal shareholder reserved matters. This option would not improve governance and strategic alignment with the Council's objectives.

DECISION: The Cabinet agreed that

1. Each company adopted the list of shareholder reserved matters as detailed in Appendix 1 to the report.
2. Changes be made to the Company Articles (if required) in order to give effect to the list of shareholder reserved matters.
3. Authority be delegated to the Council's Commercial Director, acting in consultation with the Director of Law and Governance and the Director of Finance, to finalise and implement the list of shareholder reserved matters.
4. The Council works with each company to develop a Shareholder Agreement and timetable for changes needed to governance arrangements.
5. Authority be delegated to the Council's Commercial Director, acting in consultation with the Director of Law and Governance and the Director of Finance, to agree the terms of and implement the Shareholder Agreement with each of the companies.

Reason: These governance changes were required to improve the way the Council worked with its companies as a Shareholder and to ensure that suitable and streamlined governance was in place across the companies.

(Non key)

12

ENFIELD RURAL CATCHMENT PROJECT

Councillor Guney Dogan (Cabinet Member for Environment) introduced the report of the Executive Director – Place (No.167) seeking approval to the Enfield Rural Catchment Project as outlined in the report.

NOTED

1. That it was proposed to use natural flood management measures to reduce flood risk in the Salmons Brook catchment. A feasibility study would also be carried out to investigate the additional benefits and

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costs associated with creating a significant amount of publicly accessible woodland in rural areas of Enfield.

2. That the project had been awarded £303k funding by the Thames Regional Flood and Coastal Committee and the Environment Agency. Additional external funding would be sought and used to expand the scope of the project where bids were successful.
3. Members praised the excellent work which was being undertaken and commended the officers involved, particularly Ian Russell. The work being undertaken in Enfield was a beacon to other Local Authorities.
4. The public health benefits of the project. In this regard, Officers were asked to give consideration to the future possibilities of “forest bathing” and “woodland burials”.

Alternative Options Considered: Do nothing. This scheme is part of a series of improvements to reduce the risk of flooding in the Salmons Brook catchment. To do nothing would lose an opportunity to attract significant funding to the London Borough of Enfield, improve the environment, for both people and wildlife, and reduce flood risk to local residents and infrastructure. Furthermore, it would mean the loss of an opportunity to comply with one of the actions identified in the Local Flood Risk Management Strategy.

DECISION: The Cabinet agreed to

1. Approve the works to deliver the Salmons Brook Natural Flood Management project.
2. Note the proposal to sue grants to fund a feasibility study to investigate the benefits and costs of creating up to 100 hectares of woodland in rural areas of Enfield with associated access improvements.
3. Delegate authority to the Cabinet Member for Environment to approve delivery of the Woodland Creation scheme based on the findings of the feasibility study in consultation with the Cabinet Member for Property and Assets.
4. Delegate authority to the Director of Environment and Operational Services to authorise the placing of orders through any of the Council’s existing relevant term contracts or to invite and evaluate tenders/quotations and, where suitable tenders/quotations were received, to authorise the award of contracts for the works in compliance with the Council’s procurement rules.

Reason: Improved flood protection through the creation of Natural Flood Management features which would reduce the risk of flooding to properties downstream. The detailed reasons for the recommendations were set out in section 5 of the report.

(Key decision – reference number 4795)

13

BUSINESS CASE FOR CAPITAL FUNDING FOR HIGHWAYS AND STREET SCENE (INCLUDING BRIDGES AND FLOOD MANAGEMENT) FOR 2019/20

Councillor Guney Dogan (Cabinet Member for Environment) introduced the report of the Executive Director – Place (No.168) setting out the business case and seeking approval for capital funding of £6.45 million for the 2019/20 programme for Highways and Street Scene.

NOTED

1. That the programme included maintenance activities for roads, pavements, bridges and other associated highway assets, public realm improvements, flood management and alley-gating. The budget also included £0.25m to contribute to the Albany Park River Restoration Scheme.
2. Members welcomed the programme of works as set out in the report, whilst recognising the financial challenges being faced. In response to questions raised regarding the use of sustainable materials for road surfacing and repairs, Members were advised of the trials which were taking place and, the developments which were continuing. The use of sustainable materials and techniques continued to be explored and developed. Members noted the specific trials which had taken place within Enfield and the positive reactions which had been received.
3. In discussion, questions were raised in addressing equalities issues through such works where possible; for example, incorporating dropped kerbs in pavements and, the use of sensors on pavements where appropriate to activate specific lighting. In response Members were advised of the programme of installing dropped kerbs and an energy saving example within the Borough of pavement lighting sensors.

Alternative Options Considered: It was recognised that that level of funding required far exceeded the level of funding available taking into account the many other pressures and priorities for the Council. Alternative levels of funding would allow programmes to be progressed at different rates with corresponding implications on the maintenance backlog. Like all highway authorities, Enfield therefore deploys a combination of asset management techniques to deal with this scenario, including reactive and programmed treatments and, in the worst case scenario, closure.

DECISION: The Cabinet agreed to

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1. Approve the business case for a sustained level of capital funding for Highways and Street Scene as shown in the Council's Indicative Capital Programme up to and including 2021/2022.
2. Approve, for recommendation to Council, the 2019/20 capital budget of £6.45 million for highways and street scene, and for its inclusion in the capital report to Council.
3. Delegate authority to the Cabinet Member for Environment to approve programmes and schemes within the approved allocation for 2019/20.

RECOMMENDED TO COUNCIL to approve the 2019/20 capital budget of £6.45 million for highways and street scene, and for its inclusion in the capital report to Council.

Reason: Confirmation of the capital budget would allow the Council to continue with its programme of maintaining the condition of its carriageways, footways, bridges and associated assets, thereby supporting the Council's ability to comply with legal obligations and codes of practice. A sustained level of capital funding was essential to maintain the highway network and avoid potentially more costly maintenance in future years.

(Key decision – reference number 4821)

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 23 January 2019 be confirmed and signed by the Chair as a correct record.

16

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Tuesday 12 March 2019 at 7.15pm.

17

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 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).

18

POTENTIAL CHANGES TO WASTE AND RECYCLING COLLECTIONS

Councillor Guney Dogan (Cabinet Member for Environment) introduced the report of the Executive Director – Place (No.175).

NOTED

1. That Report No.159 also referred as detailed in Minute No.4 above.
2. The financial sensitivity analysis as set out in the report.
3. A detailed discussion took place on the information provided with Officers present responding to points of clarification raised by the Cabinet Members and giving assurances on the projections and service delivery.
4. An explanation was provided on the modelling which had taken place based on the Enfield socio-demographics, as detailed in the report, and the projected figures. It was accepted that officers could not “guarantee” an exact figure. However, every effort had been made to reach a considered and reasoned proposal and officers were committed to delivering the changes as set out in the report.
5. The role of the Strategic Delivery Board was reiterated; and, the importance of monitoring both financial and recycling performance and taking appropriate actions to ensure that the service was operating as effectively as possible was noted. Resources would be targeted as necessary.
6. A discussion took place on the experiences of other local authorities, examples of those (Teignbridge and Hounslow) achieving the take up rates that had been predicted by the modelling. Assurances were provided on the rigorous processes which had been undertaken by the consultants and officers in reaching the proposals set out in the report and recommended to Members for approval.

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7. The financial implications and projections were discussed and assurances provided to Members.
8. That thorough scrutiny of the proposals had taken place. Councillor Caliskan commended officers on the detail of the work that had been undertaken and the quality of the reports presented. Thanks were expressed to Councillor Dogan and all of the officers involved. It was reiterated that this had been a difficult decision for the Council to take.

Alternative Options Considered: As detailed In Report No.159, Minute No.4 above referred.

DECISION: The Cabinet agreed the recommendations as set out in the part one report (Report No.159, Minute No.4 above referred).

Reason: As detailed In Report No.159, Minute No.4 above referred.
(Key decision – reference number 4810)

19

BUDGET 2019/20 AND MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2022/23

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Finance (No.172).

NOTED

1. That Report No.160 also referred as detailed in Minute No.5 above.
2. That the report provided the commercially sensitive information relating to the proposed fees and charges as set out in the report. Section 9.3 of the part one report (Report No.160, Minute No.5 above) set out the basis on which the fees and charges had been reviewed for 2019/20.
3. In response to questions raised, Officers undertook to provide Cabinet Members with information relating to non-commercial activities for parks and outdoor facilities and any discretionary elements that existed; and, information regarding biodiversity and insect numbers.

Alternative Options Considered: As detailed in Report No.160, Minute No.5 above referred.

RECOMMENDED TO COUNCIL that the Pest Control, Commercial Waste, Schedule 2 waste, clinical waste, Planning pre-application service, Parks events and outdoor facilities, People Transport Services, Fleet services fees and charges for the Place Department; as well as the Schools Health and Safety Charges and Print Services charges within the Chief Executive's Department be agreed as set out in Section 3 and Appendices 1 and 2 of the

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report. In addition, reference was made in Appendices 3 and 4 of the report to the potential discounts available within Resources and People (Children's) Services Departments where appropriate to market conditions.

Reason: As detailed in Report No.160, Minute No.5 above referred.
(Key decision – reference number 4744)