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THE CABINET

Monday, 8th July, 2019 at 5.00 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader of the Council), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Guney Dogan (Cabinet Member for Environment and Sustainability), Mary Maguire (Cabinet Member for Finance & Procurement), Alev Cazimoglu (Cabinet Member for Health & Social Care), George Savva MBE (Cabinet Member for Licensing & Regulatory Services), Gina Needs (Cabinet Member for Social Housing) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Mustafa Cetinkaya (Associate Cabinet Member – Non Voting), Ahmet Hasan (Associate Cabinet Member – Non Voting) and Claire Stewart (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

Members of the public and representatives of the press are entitled to attend meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members of the Cabinet are invited to identify any disclosable pecuniary, other pecuniary or non pecuniary interests relevant to items on the agenda.

3. RESPONSE TO CLIMATE CHANGE EMERGENCY (Pages 1 - 8)

A report from the Executive Director – Place is attached.

4. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 9 - 14)

Attached for information is a provisional list of items scheduled for future Cabinet meetings.

5. MINUTES (Pages 15 - 28)

To confirm the minutes of the previous meeting of the Cabinet held on 12 June 2019.

6. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 17 July 2019 at 7.15pm.

MUNICIPAL YEAR 2019/2020 REPORT NO. 57

MEETING TITLE AND DATE:

Cabinet: 8 July 2019

REPORT OF:

Executive Director – Place

Agenda – Part:1	Item: 3
Subject: Response to Climate Change Emergency	
Wards: All	
Key Decision	
Cabinet Member consulted: Cllr Nesil Caliskan, Cllr Guney Dogan, Cllr Ian Barnes	

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1. EXECUTIVE SUMMARY

- 1.1** Enfield Council has actively reduced greenhouse gases and energy use through our 2020 strategy *Sustainable Enfield*. By 2017, the Council had reduced its carbon footprint by 45% vs 2008/09, exceeding its own target three years early. The Council has set a new target for a 60% reduction of carbon emissions by 2025.
- 1.2** However, there is increasing recognition of the damage to planet and danger to people and biodiversity from climate change. The Intergovernmental Panel on Climate Change (IPCC)'s Special Report on Global Warming (October 2018) is the latest warning of the catastrophic consequences of the planet warming to above 1.5 degrees Celsius and confirms that limiting Global Warming to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society and the private sector.
- 1.3** Enfield Council will take a greater leadership role for the borough to acknowledge the threat that climate change poses and do all in its powers within its available financial resources to achieve net-zero greenhouse gas emissions by 2030.

2. RECOMMENDATIONS

- 2.1** To approve the Council in joining other local authorities to declare a 'climate emergency' that requires urgent action.
- 2.2** To approve, for recommendation to Council, a commitment to make Enfield Council carbon neutral by 2030 – or earlier if possible – and undertaking to move all strategic, budgetary and policy decisions in line with this shift.
- 2.3** To establish a Climate Emergency Task Force of officers and members to determine how to achieve this target and to explore what more can be done to cut greenhouse gas emissions in the Council's operations and supply chain, as well as across the borough, and to:
 - Update the Sustainable Enfield plan by 2020 and submit it to Cabinet for approval
 - involve all our partners, but especially the Youth Parliament, in updating the plan
- 2.4** To recommend to the Pension Policy and Investment Committee that they consider revisions to the policy on Environmental, Social and Governance (ESG) within its Investment Strategy Statement. The new policy will require the Fund to review its holdings in companies ensuring they do contribute towards a de-carbonised economy. In particular, the Fund should continue to actively reduce its holdings in fossil fuel companies over a planned period of time.

3. BACKGROUND

Enfield Council has a strong track record in leading carbon reduction and innovative energy projects through its *Sustainable Enfield* programme. To date, the Council has reduced its carbon footprint by 45%, exceeding its own target three years early.

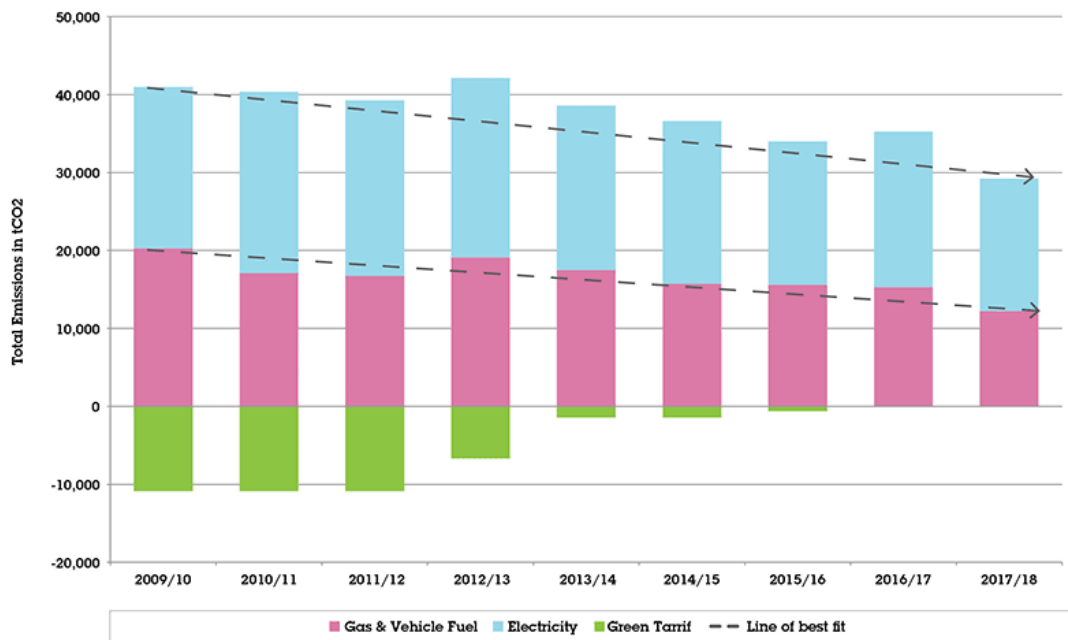
Council Operations

- 3.1** In our own operations, we have invested, and continue to invest, to improve the energy performance of Council buildings. We have invested £2.7 million in eleven schools and three corporate buildings that already generates over £400k annual energy bill savings. For example, we have recently installed 150Kw of solar panels on the Civic Centre, providing renewable energy to the building.

- 3.2 We also help residents to save money, energy and carbon, focusing on fuel poverty through a variety of projects. The Council has installed ground source heat pumps in eight tower blocks featuring 400 ground source heat which reduce bills for tenants. We also used the Smart Homes project to insulate 343 homes and ECO funding to improve the energy performance of 101 flats at Scott House in Edmonton.
- 3.4 The Council has reduced total gross greenhouse gas emissions over the past five years, by around 17%. This includes gas and vehicle fuel, shown on the pink bars and electricity consumption, shown on the blue bars. The spike in 2012-2013 was due to a long and very cold winter.

Table 1

Greenhouse Gas Emissions 2009/10 to 2017/18



- 3.5 The green tariff, shown by the green bars, represents the amount of renewable energy. For example, from wind and solar, through our contract with Laser Energy Buying Group.

Council Energy Use

- 3.6 As for energy usage, the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme measures our actual energy consumption, which we are legally required to report to the Environment Agency each year. Our reported energy consumption has reduced by over 60% over the last five years. This success has been driven by our energy saving projects, during a time when we've increased the use of our remaining

buildings, expanded our schools and provided additional street lights.

- 3.7 Enfield Council has been awarded Council of the Year in the Greater London Energy Efficiency Awards.

Across the Borough

- 3.8 In the eleven years from 2005 to 2016, Enfield's borough wide carbon emissions reduced by approximately 28%. This is in the context of our increasing population.
- 3.9 The Council has been recognized for innovative approaches to reduce flooding across the borough through rain gardens, river naturalization and introducing wetlands into parks. The Councils' Cycle Enfield programme and ongoing active travel and healthy streets investments reduce reliance on the private car and will lead to fewer transport related carbon emissions and better air quality.
- 3.10 The Council's Local Plan and the New Draft Local Plan seek to minimise the borough's contribution to climate change via the built environment and future development in recognition that emissions relating to buildings or building systems/processes consistently represent a large portion of emissions in the borough.

A Net Zero Carbon Target

- 3.11 A "net-zero" carbon emissions target refers to reaching net-zero carbon emissions by a selected date, but differs from zero carbon, which requires no carbon to be emitted as the key criteria.
- 3.12 Net-zero refers to balancing the amount of emitted greenhouse gases with the equivalent emissions that are offset or eliminated. This should primarily be achieved through a rapid reduction in carbon emissions, with offset mechanisms as secondary.
- 3.13 For Enfield, this implies reducing our current operational (fleet, electricity and heat consumption) carbon footprint from the current c. 30,000 tonnes and offsetting what is not feasible to eliminate so that the balance is zero.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The alternative option is to do nothing more and continue with the existing Sustainable Enfield programme. This is narrowly focussed on our Council operations, when in practice the Council also affects climate change through our purchasing, finance, property ownership and influence on residents and local businesses.

4.2 And the latest IPCC analysis and predictions show that despite the Enfield 2020 targets having been met and increased to 60% by 2025, these targets will not be consistent with the global level of reduction needed to keep warming within 1.5°C and therefore we need to increase our action.

4.3 If the Council does not take a leadership role on a wider range of sources of carbon emissions across the borough and work to reduce emissions further, it is possible that the borough will not reduce carbon emissions fast enough to prevent climate change. The consequences of inaction to address climate change include:

- Increased risk of flooding, subsidence, and damage to buildings and infrastructure through extreme weather
- Health problems, particularly for children, the disabled and older people associated with heat, air quality and respiratory issues
- Higher energy and food costs
- Increases in social injustice and inequality

5. REASONS FOR RECOMMENDATIONS

5.1 Climate change is a concept that we all live with and are affected by, however the future impacts of climate change for the next generation can be catastrophic. Recently we have experienced extremes of temperature in the same month, for example in March 2019 we had both the hottest and coldest days of the year within the space of a 2 weeks. These extremes of weather changes will increase in the shorter term and that can be dangerous for an ageing and sick population of Enfield residents which may suffer from fuel poverty. There is an estimated 11,000 residents in Enfield who are unable to afford to heat or cool their home adequately, if they are already sick and elderly this can lead to excess winter and summer deaths. Last year there was approximately 40,000 excess winter deaths in the UK.

5.2 In many cases the Council will derive economic benefit from tackling climate change both financial and social, whether it's an increase in uptake of renewable technology with longer payback periods or simply

investing in green roofs and adaptations measures such as sustainable urban drainage.

- 5.3 In some instances the business case for acting on sustainability or carbon emissions creates a difficult choice to be made between cost and impact. The presence of a collective commitment to tackling climate change will create a Council-wide policy driver to focus projects and speed delivery.

6. COMMENTS FROM OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 The commitment to make Enfield Council carbon neutral by 2030 (or earlier if possible) will incur both revenue and capital financial commitments as well as opportunities which will be incorporated into the council's five year medium term financial plan and capital programme as appropriate. As the proposals are developed and considered the accompanying business cases will be subject to financial due diligence and consider both the financial and qualitative implications over time.

6.2 Legal Implications

- 6.2.1 The Climate Change Act 2008 requires the UK to achieve an 80% reduction in greenhouse gas levels (below 1990 levels) by 2050. The Prime Minister announced on 12th June 2019 that the UK will eradicate its net contribution to climate change by 2050. The statutory instrument to implement this has been laid before parliament and will amend the 2008 Act.
- 6.2.2 The general power of competence (s 1(1) of the Localism Act 2011) allows the Council to do anything that individuals generally may do. The recommendations within this report are in accordance with this power.
- 6.2.3 The recommendations from the newly established Climate Emergency Task Force will have to consider compliance with the Council's Constitution, in particular the Council's Contract Procedure Rules and the Property Procedure Rules.
- 6.2.4 Any legal agreements required to deliver recommendations in this report will need to be in a form approved by the Director for Law and Governance.

6.3 Property Implications

No immediate implications; to be determined through the Task Force.

7. KEY RISKS

The main risk that the Council is unable to deliver on the commitment to be net zero carbon by 2030. This risk will be explored and described further through the Task Force and the plan.

8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

The Task Force should consider how the Corporate Plan should be updated to reflect the climate emergency.

8.1 Good homes in well-connected neighbourhoods

Declaring a climate emergency and establishing an action plan will influence and direct positive outcomes in the Council's regeneration schemes, transport plans, housing development, and local planning policies. This in turn will make Enfield's neighbourhoods more resilient.

8.2 Sustain strong and healthy communities

Declaring a climate emergency and establishing an action plan will directly support the commitment to work with partners to protect the local urban and green environment and supports our goal to embed public health in all our strategies and projects.

8.3 Build our local economy to create a thriving place

The Task Force will develop the action plan with our partners, including young people. This will help residents to take more responsibility and develop active communities.

9. EQUALITIES IMPACT IMPLICATIONS

The Joseph Roundtree Foundation found that the most disadvantaged groups in society are also more likely to be affected by the impacts of climate change. Taking action on climate change will have a positive impact on health and reduce health inequality in the borough. Specific impacts will be assessed through the development of the Task Force plan.

10. PERFORMANCE AND DATA IMPLICATIONS

The task force will develop climate change and carbon targets and performance KPIs for the Council to monitor.

11. PUBLIC HEALTH IMPLICATIONS

- 11.1 Public health across the world and in the UK is closely linked to climate risks – from an increase in extreme events such as flooding and heatwaves to the threat of new diseases carried here from non-native species of mosquitoes, for example.
- 11.2 And of course, climate change poses a serious threat to both national and global economies that we know have a major impact on the wider determinants of health such as having a decent job and a safe and warm home.
- 11.3 In particular, heatwaves are likely to become more frequent. At present, the health burden due to low temperature exceeds that of high temperature. However, heat-related mortality, which is currently around 2,000 premature deaths per year, is projected to increase steeply in the UK throughout the 21st century, from around a 70% increase in the 2020s to around 540% in the 2080s¹. Southern, central and eastern England appear to be most vulnerable to current and future effects of hot weather compared with other UK regions.
- 11.4 On the positive side, many interventions to reduce and mitigate climate change also have a positive impact on public health. For example supporting active travel, the role of accessible green and blue space in mental health, the importance of well insulated affordable homes and the evidence that sustainable nutrition is also healthier nutrition. Making a commitment to take action on climate change is highly likely to have a positive impact on public health.

THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

MUNICIPAL YEAR 2019/2020

17 JULY 2019

- 1. Medium Term Financial Strategy 2020/21 to 2029/30** Fay Hammond

This will update Cabinet on the Medium Term Financial Strategy covering a 10 year period. **(Key decision – reference number 4924)**
- 2. Revenue Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the final revenue outturn position for the financial year 2018/19. **(Key decision – reference number 4925)**
- 3. Capital Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the final outturn position on the capital programme for 2018/19. **(Key decision – reference number 4923)**
- 4. Treasury Management Outturn Report 2018/19** Fay Hammond

This will update Cabinet on the performance of the Treasury Management function during 2018/19 and the key statistics for the year. **(Key decision – reference number 4926)**
- 5. Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)
- 6. Future Commissioning of the 0-19 Services** Tony Theodoulou

This will seek approval to the proposals for future commissioning arrangements for the 0-19 Service in Enfield. These commissioning arrangements will improve community health services for children and young people through a more flexible and integrated approach **(Key decision – reference number 4721)**
- 7. Reardon Court Extra Care Housing Scheme** Tony Theodoulou

This will seek approval for further funding to capital programme due to increase in units. **(Key decision – reference number 4898)**

8. Reduction and Recycling Plan Sarah Cary

The Mayor of London's London Environment Strategy 2018 proposes that waste collection authorities should produce Reduction and Recycling Plans. The purpose of the plans is to draw out how, individually and collectively, boroughs propose to make a contribution to the London-wide strategy targets. **(Key decision – reference number 4887)**

9. Council Tax Support Consultation Fay Hammond

This will consider potential changes to the Council Tax Reduction Scheme. **(Key decision – reference number 4906)**

10. Business Plans of the Council's Trading Companies – Enfield Innovations Ltd. and Housing Gateway Ltd. Fay Hammond

This will present the business plans detailed above. **(Key decision – reference number 4928)**

11. 2019/20 Corporate Capital Condition Programme Sarah Cary

This will ask Cabinet approval for spending relating to the Corporate Capital Condition Programme for the corporate property portfolio. **(Key decision – reference number 4853)**

SEPTEMBER 2019

1. Quarterly Revenue Monitoring (including HRA) 2019/20 Quarter 1 Fay Hammond

This will update Cabinet on the revenue monitoring position as at the end of the first quarter (April – June). **(Key decision – reference number 4944)**

2. Quarterly Capital Monitoring 2019/20 Quarter 1 Fay Hammond

This will update Cabinet on the capital monitoring position as at the end of the first quarter (April – June). **(Key decision – reference number 4943)**

3. Overview and Scrutiny Committee Work Programme 2019/2020 Ian Davis

This will present the Overview and Scrutiny Committee Work Programme 2019/20 for recommendation to Council. (Non key)

4. Transition of Children Leaving Care Scrutiny Work Stream Ian Davis

This will present the report of the Transition of Children Leaving Care Scrutiny Work Stream. (Non key)

5. **Tranche 2a Investment Decision** Fay Hammond

This will seek approval to draw down the Tranche 2 funding for Energetik's business case. Energetik's business case was approved in January 2017, with Tranche 2 funding added to the Council's Indicative capital programme. **(Key decision – reference number 4642)**

6. **Meridian Water Compulsory Purchase Order (CPO)** Sarah Cary

This will seek agreement to a compulsory purchase order to enable strategic infrastructure for Meridian Water. **(Key decision – reference number 4832)**

7. **Update Strategy and Approach to Delivering Pupil Places** Tony Theodoulou/
Fay Hammond

This will provide an update on the strategy and approach to delivering pupil places. **(Key decision – reference number 4893)**

8. **IWE Management Fees Uplift** Tony Theodoulou

This will seek approval to an IWE management fees uplift. **(Key decision – reference number 4935)**

OCTOBER 2019

1. **Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)

2. **Compulsory Purchase Order for the Redevelopment of The Montagu Industrial Estate** Sarah Cary

This will seek approval of the Compulsory Purchase Order (CPO) and amended capital budget to cover the estimated CPO cost, demolition, remediation and on-going vacant property management as part of the Montagu Industrial Estate Redevelopment. **(Key decision – reference number 4873)**

3. **Parking Strategy** Sarah Cary

This will review all of the car parks controlled in the Borough. **(Key decision – reference number 4818)**

4. **Meridian Water Financial Review** Sarah Cary

This will provide an update for Members. **(Key decision – reference number 4469)**

5. **Meridian Water Employment Strategy** Sarah Cary

This will seek approval to the employment strategy for Meridian Water. **(Key decision – reference number 4881)**

6. **Internal Audit Shared Service for Enfield and Waltham Forest Councils** Ian Davis

The London Boroughs of Enfield and Waltham Forest propose to develop a shared service for Internal Audit and Anti-Fraud. This will set out the preferred model for implementation and seek Member approval. **(Key decision – reference number 4824)**

7. **Joyce Avenue and Snells Park Estate Regeneration** Sarah Cary

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

NOVEMBER 2019

1. **Housing Strategy** Sarah Cary

This strategy will set out how the council will deliver an ambitious new approach to housing and good growth in Enfield. **(Key decision – reference number 4841)**

2. **Preventing Homelessness Strategy** Sarah Cary

This will set out how the council will help to prevent homelessness. **(Key decision – reference number 4809)**

3. **Joint Health and Wellbeing Strategy** Tony Theodoulou

This joint strategy will set out how the local system will work together to improve the health and wellbeing of the local community and reduce health inequalities. **(Key decision – reference number 4852)**

DECEMBER 2019

1. **Housing Allocations Scheme** Sarah Cary

The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**

2. **Temporary Accommodation Placement Policy** Sarah Cary

This policy will explain how the Council will assist homeless households in finding accommodation. **(Key decision – reference number 4676)**

JANUARY 2020

1. **Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)

FEBRUARY 2020

MARCH 2020

APRIL 2020

1. **Quarterly Corporate Performance Report** Fay Hammond

This will present the quarterly corporate performance report. (Non key)

TO BE ALLOCATED

1. **Invest to Save in Solar Photovoltaics** Fay Hammond

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

2. **Travel Assistance Policy** Tony Theodoulou

This policy will set out how the Council will identify and support those children and young people who need travel assistance to their school or setting and, provide it in a consistent, transparent and fair way. **(Key decision – reference number 4851)**

3. **ICT and Digital Strategy** Fay Hammond

This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**

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CABINET - 12.6.2019

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 12 JUNE 2019**

COUNCILLORS**PRESENT**

Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Mary Maguire (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing and Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members (Non-Executive and Non-Voting): Mustafa Cetinkaya (Enfield South East), Ahmet Hasan (Enfield North), Claire Stewart (Enfield West)

OFFICERS:

Ian Davis (Chief Executive), Tony Theodoulou (Executive Director People), Fay Hammond (Interim Executive Director Resources), Jeremy Chambers (Director of Law and Governance), Mark Bradbury (Director of Property & Economy), Joanne Drew (Director of Housing and Regeneration), Jessie Lea (Head of Strategic Property Services), Anne Stoker (Director of Children's Services), Doug Wilkinson (Director of Environment & Operational Services), John Grimes (Highway Maintenance), Garry Knights (Head of Housing Property Services), Doug Wilson (Head of Strategy, Performance and Policy), Andrew Golder (Press and New Media Manager) and Bindi Nagra (Director of Health and Adult Social Care) Jacqui Hurst (Secretary)

Also Attending: Councillors: Guner Aydin, Hass Yusuf, Edward Smith, Lee-David Sanders.
Press representative

1**APOLOGIES FOR ABSENCE**

Councillor Nesil Caliskan (Leader of the Council) took this opportunity to welcome the new Cabinet and Associate Cabinet Members to their new roles; and, welcomed back those Members who were continuing in their Cabinet

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roles from the previous year. Councillor Caliskan looked forward to working with the new Cabinet during this municipal year.

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
DECLARATIONS OF INTEREST**

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
CHILDREN'S SOCIAL CARE OFSTED IMPROVEMENT PLAN DEMAND AND PRESSURES**

Councillor Rick Jewell (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.5) presenting the Enfield Ofsted report and associated improvement plan.

NOTED

1. The good outcome from the recent Ofsted inspection as detailed in the report. The Ofsted inspectors had identified further work that was required to improve consistency in the areas of: decision making and quality of plans for children in need; the response to children missing from home; the response to children in private fostering arrangements; and, providing health information for care leavers.
2. As detailed in the report, the Local Authority had put in place an Ofsted improvement action plan, and further investment was being sought to increase permanent staffing and reduce agency costs. An investment of £375k in Children's Social Care was sought to enable the service to deliver the actions identified in the Ofsted improvement plan, as set out in the report and the decision below.

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3. That the Cabinet had noted at their previous meeting the positive outcome of the Ofsted inspection, which had confirmed Enfield's positive position in comparison to other local authorities. Members praised Enfield's performance and noted the previous investment of £1m that had been made in Children's Services to support front line staff in meeting increasing demand and pressures at a time of significant financial challenges to local authorities. This investment had been reflected in the positive inspection outcome. A further investment was now required to enable the actions identified in the improvement plan to be met.
4. Members reiterated their congratulations and appreciation to Officers. Several positive comments from the inspection report were highlighted and noted. Members supported the request for further investment, as outlined in the report.
5. In relation to the Enfield Ofsted Improvement Plan (Appendix 1 of the report referred) Members were updated on the progress of the improvement actions set out in the report. The plans and actions in place regarding improving the quality of plans for children in need were explained in detail including the staffing provision in place and planned with the additional investment now being sought. There was an increased focus on improving educational outcomes for Children in Need which was being led by the Head of the Virtual School, as set out in the improvement plan.
6. A discussion took place on the actions followed for children missing from home and the improvements being sought. It was noted that the majority had wider social care issues. The statutory requirements which applied to cases of missing children were explained. The Local Authority worked closely with the Police in such cases.
7. In relation to private fostering, responsibility had now been transferred to the Council's Fostering Team as set out in the improvement plan, to ensure that the children were living in safe arrangements to meet their needs.
8. In response to questions raised, the process and timescales for monitoring and reviewing the Improvement Plan were explained to Members including regular progress reviews at the Practice and Performance Board and regular briefings with the Cabinet Member for Children's Services. An annual review was expected with Ofsted in December 2019 to track progress following the full inspection in March 2019. This would be followed by a focused visit by Ofsted, as detailed in the report. The further investment was necessary to ensure that the identified improvement actions could be completed.

Alternative Options Considered: NOTED, that a social care agency had recently been commissioned to deliver some children in need services to enable swift and speedy reduction in caseloads to meet statutory duties within

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set timescales however maintaining agency staff was not cost effective in the long term. The investment requested from Cabinet would enable a reduction in agency staff, increase in permanent recruitment, strengthen further the stability of the workforce and reduce staff turnover.

DECISION: The Cabinet agreed to

1. Note the good outcome published in the Enfield Ofsted report (15th April 2019), the associated Ofsted improvement plan that must be implemented and the press release that were attached as appendices to the report.
2. Approve £375k investment in Children's Social Care to enable the service to deliver the actions identified in the Ofsted improvement plan. The investment this year would be funded through risk reserves while the permanent investment of £375k in 2020/21 would be managed through the medium-term financial plan process. A review would be completed over the next 6 months to identify where further permanent investment was needed, this would be agreed with the Cabinet Member and presented to the October/November Cabinet.

Reason: NOTED, that an annual conversation was expected with Ofsted in December 2019 to track progress following the full inspection (March 2019). This would be followed in quick succession by either a 2-day focused visit or a 4-week Joint Targeted Area Inspection. Through additional investment, the service would be able to deliver on the Ofsted improvement plan, firm up the strong foundations in social care and further hone the trajectory of continuous improvement. Ensuring that Enfield Council delivers a high quality, safe service to children and families that meets regulatory expectations.

(Key decision – reference number 4913)

5

SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2019/2020

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health and Adult Social Care (No.6) providing details of the 2019/2020 Section 75 funding arrangement between the London Borough of Enfield and NHS Enfield Clinical Commissioning Group (CCG).

NOTED

1. The detail of and background to, the Section 75 funding agreement as set out in the report. Approval was now being sought for the 2019/2020 Section 75 funding arrangement between the London Borough of Enfield and NHS Enfield Clinical Commissioning Group (CCG).

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2. That the integrated service provision sought to improve the lives of the most vulnerable and included the enabling of more people to live independently; reduce demand on health care services; and, avoid unnecessary emergency admissions to hospital and care provision.
3. The detailed funding of the arrangements as set out in the report. The total included within the Section 75 agreement was £43.36m.
4. The positive outcomes that had resulted from the integrated health and social care schemes as set out in section 3.3 of the report.
5. The continuing pressures on service provision at a time of population growth and Government funding cuts. Enfield would continue to seek to improve service provision whilst recognising the significant challenges being faced. Members noted the uncertainty regarding future funding arrangements and would continue to lobby the Government for a fair and sustainable funding settlement.
6. In response to a question raised, it was noted that the funding did not sufficiently address the additional pressures being faced on Adult Social Care services. The funding enabled the statutory obligations to be met; the continuing pressures were highlighted. Enfield was recognised as being one of the top service providers nationally. The hard work of all involved was acknowledged. The Council would continue to seek to support its most vulnerable residents.
7. In conclusion, it was noted that this was a reflection on the national funding situation and at a local level, the positive key indicators for providing good value for money services.

Alternative Options Considered: The pooled budget arrangement had been an effective way for the Commissioning Clinical Group and the Council to pull resource together to support some of the most vulnerable people in the community. A collaborative approach to meeting both organisations' strategic goals had delivered the desired outcomes. NHS England guidance required the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet agreed

1. To note the arrangements for pooled funding.
2. To delegate formal sign off of the Section 75 Agreement between NHS Enfield Clinical Commissioning Group (CCG) and the Council to the Director of Health and Adult Social Care as the approved statutory Director of Adult Social Services (DASS).
3. That the Director for Adult Social Care, in agreement with the Director of the Clinical Commissioning Group (CCG), to make minor

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amendments throughout the year to the schemes and funding arrangements to reflect any change in circumstances.

4. That the Section 75 Agreement must be in a form approved by the Director of Law and Governance.

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4885)

6

LED CONVERSION PROJECT 2019 FOR HIGHWAY STREET LIGHTING

Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) introduced the report of Executive Director – Place (No.7) proposing a solution to realise energy consumption savings from the Council's street lighting stock through the introduction of LED technology and a SMART central management system.

NOTED

1. The proposal for the introduction of LED highway street lighting as detailed in the report. The LEDs would produce a white light which was more aligned to daylight. This improved lighting would be of benefit to both motorists and pedestrians and could help to reduce accidents and improve community safety. LED lighting would also result in significant reductions in energy usage and carbon emissions. The light source was also more controllable and resulted in less light pollution, as explained in the report. Maintenance costs would also be reduced.
2. That the project was estimated to generate a net revenue saving of £382k per annum once fully implemented. This was made up of £434k of energy savings and £326k reduced operational and maintenance costs giving total savings of £760k offset by the financing costs of £378k per annum. The detailed funding implications and requirements going forward were set out in the report.
3. That street lighting was an important service to all of Enfield's residents. It was noted that the introduction of LED technology and a SMART central management system would enable greater individual and remote control over specific lights enabling issues and concerns raised to be dealt with effectively.
4. In response to issues raised, Members discussed the Street Lighting PFI contract awarded in 2006 for a period of 25 years, as set out in the report. Members were advised of the proactive work undertaken by the

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Council in seeking such energy and financial savings to ensure that the Council continued to achieve best value in service provision. As set out in paragraph 4.4 of the report, Members noted that the option to terminate the PFI contract had been discounted based on the significant termination charges and loss of government grant funding that this would incur.

5. Members welcomed the proposals and noted that this was an invest to save proposal. The proposed funding arrangements were noted as detailed in the report.

Alternative Options Considered: NOTED, the detailed alternative options that had been considered as set out in section 4 of the report.

DECISION: The Cabinet agreed to

1. Approve a project to replace the existing street lights with LED lighting in line with current design standards and introduce a smart central management system.
2. Approve for recommendation to Council, the inclusion of the Street Lighting Project in the Council's approved Capital Programme at a cost of £6.375m.
3. Approve, for recommendation to Council, funding arrangements as set out in the report being external borrowing of £6.375m of which there was a five year interest free loan of £4.09m from SALIX.
4. Note the updated net savings would be reflected in the Medium Term Financial Plan for 2020/21 and future years.
5. Delegate to the Director of Environment and Operational Services, in consultation with the Director of Law and Governance, approval to make any necessary changes to the terms of the Street Lighting PFI contract.

RECOMMENDED TO COUNCIL to approve

1. the inclusion of the Street Lighting Project in the Council's approved Capital Programme at a cost of £6.375m (decision 2 above refers).
2. funding arrangements as set out in the report being external borrowing of £6.375m of which there was a five year interest free loan of £4.09m from SALIX (decision 3 above refers).

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4863)

7

FUTURE OF THE RESPONSIVE REPAIRS SERVICE

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Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place (No.8) outlining proposals for the future of the responsive repairs service.

NOTED

1. Members' appreciation of the significant work that had been undertaken by officers working with the Repairs Task Force, and the positive results achieved to date as outlined in the report.
2. That the report set out the proposals going forward for the future of the responsive repairs service; the key priorities for the new service model were as set out in section 3.11 of the report. This included the employment and development of local people including the creation of apprenticeships. The proposals would result in investment in the Council's housing stock and greater control over the repairs services provided.
3. That the report had been considered by the Overview and Scrutiny Committee as part of the pre-scrutiny processes. In response to issues raised it was noted that an equalities impact assessment had been provided with the report. It was also noted that the Council would be engaging with Customer Voice on an on-going basis to seek their views on the proposal, the service model and approach to delivery.
4. That the proposals would be implemented on a phased basis as explained in the report. The financial implications were noted.
5. The proactive work undertaken by the in-house MOT repairs service in addressing issues at an early stage and in identifying vulnerable residents who required additional support services.
6. That the in-house MOT repairs team had been set up with an investment of £500k to address an acute problem and had the support of residents. The results were cost neutral. In the period of implementation positive outcomes from using an in-house team had been demonstrated. The clear aspirations of the Council's Administration were reiterated. In-house provision had been shown to be a positive use of resources in service provision at a time when outsourcing services was encouraged as the most effective solution to addressing budget pressures.
7. Members welcomed the proposals for creating apprenticeships as detailed in the report. This would enable succession planning in service delivery. It was important to ensure that the required infrastructure was put in place to support the apprentices.

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8. Members supported the proposals and the increased control over the repairs service for the benefit of residents.
9. The investment that was required in order to improve and build upon current service provision as set out in the report.
10. The value of the service in identifying vulnerable residents who required additional support.
11. The positive feedback from residents that had been received to the MOT repairs service.

Alternative Options Considered: NOTED, that a number of models had been identified which could be used to deliver the repairs service as set out in section 4 of the report.

DECISION: The Cabinet agreed to

1. Agree a phased approach to in-sourcing the day to day repairs service as detailed in section 3 of the report and note the creation of a multi-disciplinary Operational Board which would report on progress to the Repairs Task Force.
2. Approve a mobilisation budget of £1.2 million, allocated over 2 years, funded from HRA repairs service.
3. Note that a 5 year business plan would come forward as part of the annual HRA budget cycle for 2020/21.
4. Delegate authority to the Director of Housing and Regeneration to commence procurement and tendering exercises to mobilise 5 year contracts, for compliance works including gas servicing, electrical checks and lift services along with back up responsive repairs services.

Reason: This model provided the best balance of risk management and resilience whilst enabling the Council to implement a new service model and take control of the culture, quality and right first-time approach which would form the core requirements of the service by directly employing, training and engaging with operatives (as detailed in full in section 5 of the report).

(Key decision – reference number 4868)

8

PROPERTY SERVICES - STRATEGIC ASSET MANAGEMENT PLAN

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place (No.9) outlining the Property Services – Strategic Asset Management Plan.

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NOTED

1. That the Strategic Asset Management Plan (SAMP) was a significant document that covered all Council-owned property, except for Housing Revenue Account (HRA) residential housing stock. The previous SAMP had been produced in 2009.
2. As detailed in the report, all Council-owned property assets must be fit for purpose and continue to meet the Council's legal requirements to obtain best consideration for its property assets. There was an opportunity for the Council to increase income, reduce expenditure and optimise its property assets to continue to deliver quality services and meet the Council's corporate objectives.
3. That the new SAMP would set a clear direction for the next 5+ years to ensure that Enfield could make informed decisions about its property assets in an appropriate context.
4. The value of the Council's property estate as set out in section 3.1.7 of the report. The priorities going forward were noted as outlined in the report. A holistic approach would be taken. The Core Principles of the Plan were highlighted as set out in detail in section 3.2 of the report.
5. The historic lack of investment in maintenance of the property portfolio which had led to a general dilapidation of property stock, having a direct impact on levels of income achievable, and compliance liabilities for the Council. Ensuring value for money in the management of assets was a fundamental part of the approach.
6. That a copy of the full Strategic Asset Management Plan had been provided in part two due to the commercially sensitive information included, Minute No.14 below referred.
7. In response to questions raised, it was noted that consideration would be given to the social and community benefits of property assets as well as the financial considerations. The SAMP would link in with the Council's other strategic plans and priorities.
8. That Officers were commended for compiling the SAMP which was a significant document. It was noted that this would be developed alongside other Council plans currently in development including the Local Plan; Housing Growth Strategy and Economic and Growth Strategy. Several key strategic documents were being established. It was important to effectively utilise the Council's assets and link in with the Council's corporate priorities and service delivery requirements. The value of property assets was not purely financial and could be used for to effectively support service delivery by the Council and its partners.

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9. The core principles of the SAMP were reiterated. Where possible the Council would seek to increase sustainable income from its property assets but it was recognised that this would not be possible in all cases.
10. Officers present outlined in detail the considerations that would be undertaken including financial, community and economic issues. It was important to ensure that the Council's property assets were being used effectively. All possible options would be considered in line with the Council's priorities and key strategic aims.
11. A discussion followed on the provision for Council staff and it was noted that staff were currently located in several different sites across the Borough. Whilst it was important to maintain required community provision, it was intended to consolidate the staff bases within the Enfield Town area, currently five. It was acknowledged that suitable accommodation was an important issue for staff and their morale. An example of Charles Babbage House was given with a lack of public transport provision and access to local services for staff located there. The negative impact of moving staff out of the newly refurbished floors of the Civic Centre was also acknowledged. Staff views would be taken into consideration when assessing future office provision. Members highlighted the priority of decent toilet facilities for all staff and, noted their concern regarding the current location of the Civic Centre post room.

Alternative Options Considered: Not having and implementing a Strategic Asset Management Plan. The Council could maintain the status quo, managing its property assets in a non-strategic, reactive and un-co-ordinated way. Doing so would leave the Council vulnerable and with limited opportunities to achieve efficiencies.

DECISION: The Cabinet agreed to

1. Approve and adopt the Strategic Asset Management Plan for 2019-2024 (Appendix 1 summary version and Appendix 2 – confidential full version – Minute No.14 below refers).
2. Specifically approve and adopt the Core Principles set out in the Strategic Asset Management Plan and listed in the report.
3. Approve the key milestones set out in the report.
4. Delegate delivery of the Strategic Asset Management Plan and any related sub-strategies to the Head of Strategic Property Services within the boundaries of the Council's Constitution.
5. Delegate monitoring performance of the Strategic Asset Management Plan to the Council's Executive Management Team. Strategic Property Services would produce the annual business report for the next five

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years for the Executive Management Team, in consultation with the Cabinet Member for Finance and Procurement, as part of their regular Cabinet Member briefings.

6. Commit to reviewing, refreshing and re-approving the Strategic Asset Management Plan in 5 years' time.
7. Note that all key decisions in relation to property transactions, creation and delivery of Strategies for Operational Assets and Commercial Investment Assets would continue to be made and scrutinised in the usual way, in line with the Council's Constitution, with Member involvement at all appropriate decision-making points.
8. Note that any requests for funding related to the Strategic Asset Management Plan would follow the usual Council processes, and in relation to any requests for new Capital, these would be taken to the Capital Finance Board for approval, prior to any request to Cabinet and full Council being made.
9. Note the requirement of the Strategic Asset Management Plan that all property budgets and property functions within the Council must be consolidated under Strategic Property Services, to ensure a strategic and comprehensive approach going forward, with a full understanding of all the Council's expenditure and income in relation to property assets, which also ensures that silo and reactive decision making was avoided.

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4806)

9

CABINET SUB-COMMITTEES FOR THE MUNICIPAL YEAR 2019/20

AGREED, that the following Cabinet Sub-Committees be established for the municipal year 2019/20:

Shareholder Board

Cllr Nesil Caliskan (Leader)
Cllr Ian Barnes (Deputy Leader)
Cllr Mary Maguire (Cabinet Member for Finance and Procurement)
Cllr Alev Cazimoglu (Cabinet Member for Health and Social Care)
Cllr Gina Needs (Cabinet Member for Social Housing)

Local Plan Cabinet Sub-Committee

Cllr Nesil Caliskan (Leader)

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Cllr Mary Maguire (Cabinet Member for Finance and Procurement)
Cllr Gina Needs (Cabinet Member for Social Housing)
Cllr George Savva (Cabinet Member for Licensing and Regulatory Services)

The Associate Cabinet Members to be invited to attend meetings of the Local Plan Cabinet Sub-Committee in a non-voting capacity.

NOTED, that the memberships had been based on the most appropriate Cabinet Member portfolio responsibilities for the issues to be considered by the Sub-Committees.

**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 24 April 2019 be confirmed and signed by the Chair as a correct record.

At this point in the meeting, Councillor George Savva (Cabinet Member for Licensing and Regulatory Services) took the opportunity to advise Members that the winners of the Anti-Counterfeiting Group Awards for Excellence in Anti-Counterfeiting 2019 had been announced today. Councillor Savva was pleased to advise Members that the London Borough of Enfield Trading Standards team had been highly commended for the Departmental Award for Excellence in Anti-Counterfeiting Enforcement. Congratulations were extended to all the officers involved.

Members were also pleased to note that the Council had been nominated for two MJ Awards and an Enfield Social Worker had also been nominated for the MJ rising star category. Congratulations were extended to all involved.

**12
DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 17 July 2019 at 7.15pm.

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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).

14

PROPERTY SERVICES - STRATEGIC ASSET MANAGEMENT PLAN

NOTED, the restricted Appendix 2 to Report No.9 as detailed in Minute No.8 above.

(This document contains 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 Schedule 12A to the Local Government Act 1972, as amended).