

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 13 MAY 2020**

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) and Claire Stewart (Enfield West)

OFFICERS:

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Matt Bowmer (Interim Director of Finance), Jeremy Chambers (Director of Law and Governance), Bindi Nagra (Director of Health and Adult Social Care), Doug Wilkinson (Director of Environment & Operational Services), Tinu Olowe (Director of Human Resources and Organisational Development), Doug Wilson (Head of Strategy, Performance and Policy), Andrew Golder (Press and New Media Manager), Claire Johnson (Head of Governance, Scrutiny and Registration Services) and Clare Bryant (Senior Governance Officer) Jacqui Hurst (Secretary)

1

WELCOME AND INTRODUCTIONS

Councillor Nesil Caliskan (Leader of the Council) welcomed everyone to the first virtual Cabinet meeting in Enfield which would be live streamed to the Council's website. The agenda for the meeting had been published in advance. Councillor Caliskan took this opportunity to recognise how difficult and traumatic the last few weeks had been for the Borough and its residents; across the United Kingdom as a whole; and globally. Many lives had sadly been lost to Covid-19. Councillor Caliskan led the Cabinet in a minute's silence in their memory.

Prior to the start of the meeting, all Members present at the meeting introduced themselves, as reflected in the minutes above.

**2
APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**3
DECLARATIONS OF INTEREST**

There were no declarations of interest.

**4
DEPUTATIONS**

NOTED, that there were no deputations to be considered at this Cabinet meeting.

**5
MINUTES**

AGREED, that the minutes of the previous meeting of the Cabinet held on 11 March 2020 be confirmed and signed by the Chair as a correct record.

**6
COVID-19 - INITIAL ASSESSMENT OF THE FINANCIAL IMPACT**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.249) outlining the initial assessment of the financial impact of dealing with the COVID-19 pandemic across both the General Fund and the Housing Revenue Account (HRA).

NOTED

1. That these were unprecedented and sombre times with many lives having been lost daily. It must be recognised that the Covid-19 pandemic was not only having a significant financial impact but a significant human cost as well. The Council's response had been immediate and comprehensive providing all the support required to the Borough's residents and to protect and help the most vulnerable. The response had been excellent from both Councillors and Officers. Local businesses had been supportive and generous donations received in seeking to support those in need.
2. That this report provided an initial assessment of the financial impact of dealing with the Covid-19 pandemic across both the General Fund and the Housing Revenue Account (HRA) and considered three areas: additional expenditure incurred; loss of income; and, the impact on

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2020/21 savings. Prior to this crisis, in February 2020, the Council had agreed a balanced budget, as detailed in the report. As a direct result of the Covid-19 crisis the Council was forecasting financial pressures of £68.086m.

3. That there were uncertainties at this stage and some major financial consequences would take some time to filter through, as detailed in the report.
4. That as an initial measure the Council had set aside £3m of its reserves to create a Covid-19 Fund. At this time the total funding received from the Government had been £17.9m. The Government had assured local government that funding would be forthcoming to meet the challenge of Covid-19; the Council would continue to seek further Government funding, alongside other local authorities, to meet the additional costs incurred; currently predicted at £68.086m, as detailed in the report.
5. That the work that had been undertaken in previous years to set a balanced budget had ensured that the Council's finances had been in a sustainable position. Rigorous processes had been undertaken and difficult decisions taken to achieve a strong, resilient and sustainable budget. This resulted in a good financial foundation, but all that work was not at risk due to the costs of dealing with Covid-19.
6. The huge financial pressures that had now arisen. A number of the most significant cost implications were highlighted including: Adult Social Care pressures and support; the implications and support for the Borough's care homes – both the staff and residents; the impact and cost of additional support to children and families social care; support of the Borough's homeless; and, the setting up of the Council's community support hub. In addition, the impact of the loss of projected income was significant including: parking fees; tax collection rates; business rates.
7. That the appendices to the report set out the financial pressures for each Council Department; an update on the impact on 2020/21 savings and income proposals; the funding allocation details for London Boroughs; and, the impact on the Housing Revenue Account (HRA).
8. That section 5 of the report provided an update on 2020/21 savings and income proposals.
9. That section 6 of the report set out the anticipated impact on the Council's capital programme; and, section 7, the situation to date regarding Government funding.
10. The impact on the Housing Revenue Account (HRA) as set out in detail in section 10 of the report.

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11. This was a developing situation that would continue to be closely monitored and reviewed, and necessary actions taken.
12. That the Council was undertaking scenario planning should the Government not meet the full costs incurred. The Leader of the Council had written to the Prime Minister to honour his commitments to local government to enable Council's to achieve financial resilience during and post the Covid-19 crisis. Stable and resilient local government would be necessary for the long-term recovery of this Borough and nationwide. Section 12 of the report set out in detail the next steps for the Council. At present, the current estimated shortfall in funding was £45.186m.
13. That the Council would continue to actively review the financial impact and identify mitigating actions. Members paid tribute to Council officers who had responded quickly to the crisis. Financial pressures in relation to dealing with Covid-19 would continue to be assessed. The Government had made a clear commitment to fund the expenditure incurred by local government and the Council would continue to seek the financial support required, as set out in the report.
14. The Executive Director of Resources reiterated that the Council had a good financial base to work from with a 5-year medium term financial plan and 10-year capital programme. There were significant challenges and pressures to be met and the full costs of responding to the Covid-19 crisis would continue to be assessed and recorded. The Council would continue to work with other London Councils to lobby the Government for full recompense of the additional costs incurred by local government. Questions were invited from the Cabinet Members and responses provided including the following points set out below.
15. Members expressed their support and appreciation to Council's officers for their response and significant work in meeting the challenges faced.
16. The work that had been undertaken in providing shelter to the Borough's rough sleepers. Members' questioned what would happen post the current crisis. In response, it was noted that the Council had received a specific grant for homelessness and rough sleepers of £18k which fell significantly short of the costs incurred. Enfield was working with London Councils in considering proposals for post Covid-19 and was lobbying the Government for additional resources to meet service demand.
17. That the financial pressures on Adult Social Care provision had been at breaking point for several years. Members sought clarification on the Government funding provision for this sector. The financial pressures were recognised both in the short and long-term. The Council's support for this sector was outlined, as detailed in the report. Members noted the separate report, detailed in Minute No.8 below, in proposing additional support to Care Homes in the Borough.

18. Members reiterated the need for full Government funding to meet the additional financial pressures on local government. The financial detail set out in the report was highlighted together with the continuing work that was being undertaken. It was noted that through benchmarking information, Enfield's projections were comparable with other similar Councils. Enfield was working alongside other local authorities across London as set out in the report. Finance Directors of the North London Councils were meeting on a regular basis to assess the full financial impact on their Boroughs. Thanks and appreciation were expressed to the Service Directors for the provision of detailed financial projections to help in assessing the Council's financial position going forward. Work would continue to review projections against expenditure incurred.
19. That the Leaders of London Councils were communicating on a regular basis and would continue to lobby Government for sufficient funding to meet the costs being incurred. The robustness of the Council's budget and processes in place, provided a sound foundation on which to work going forward.
20. The significant cost in relation to Education and Children and Families as highlighted in Appendix C of the report. The current unquantified pressures in relation to Education, Appendix F of the report referred, were also noted. In response the Government and Council schemes in relation to the provision of free school meals were outlined and the costs met by Schools through the dedicated schools grant. Work would continue on assessing the full impact of costs incurred and regular updates would be provided to the Cabinet on the ongoing financial implications of the Covid-19 crisis.
21. In considering the financial impact of the crisis, Members reiterated the significant human cost.
22. Councillor Caliskan proposed, with the support of the Cabinet, to recommend that this report be referred to the Overview and Scrutiny Committee for its consideration and scrutiny of the financial impact on the Council, as reflected in the decisions below. These were unprecedented times and an evolving situation.

Alternative Options Considered: NOTED, that no alternative options had been considered.

DECISION: The Cabinet agreed to

1. Note the initial position of forecast cost pressures of £68.086m; less current grant funding allocation of £17.9m, and capital financing savings of £2m and reserves allocation of £3m; current estimated shortfall in funding of £45.186m.

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2. Note that officers would be reviewing actual expenditure, income shortfall and the impact on savings programmes in order to update the forecasts on a continuous basis given the ever-changing nature of the crisis with regular reports to senior management and Cabinet.
3. As a responsible Council, note that services were working to identify mitigating actions to help address the challenging financial position, including scenario planning in the event of the Government failing to fully fund the Council's Covid-19 costs.
4. Refer this report to the Overview and Scrutiny Committee for their consideration and scrutiny.

Reason: The prime purpose of the report was to provide an early assessment of the financial pressures the Council was facing as a consequence of the Covid-19 pandemic.

7

PROPOSAL FOR CONSISTENT CORPORATE CHARGING APPROACH AS RESPONSE TO COVID-19

NOTED, that this item had been withdrawn from the agenda.

8

COVID-19 CARE HOME SUPPORT

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – Resources (No.251) detailing the support being provided to Care Homes in Enfield.

NOTED

1. That every death as a result of Covid-19 was a tragedy and the impact on the adult social care sector, both for residents and staff, had been significant. The range of social care staff was highlighted, both in care homes and in supporting vulnerable residents in the community and their own homes. Members expressed their sincere thanks and appreciation of the valuable work that continued to be carried out by front line care staff and the voluntary sector who risked their lives on a daily basis in order to provide the care needed by the Borough's most vulnerable residents. The Council was doing all that it could to protect and support the staff and residents during this crisis, including through the funding of PPE; adequate staffing; and testing availability.
2. That the report detailed the support being provided to Care Homes in Enfield, which had the 3rd highest number of care homes of any London Borough. The provision of a time limited grant payment to each of the Borough's individual care homes (residential and nursing) providers was proposed, as detailed in the report. This would cover a period up

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to three months and provide a 5% uplift on all current placement spot purchased for this period, as set out in the decisions below.

3. Members expressed their sincere gratitude to the front-line staff who had continued to provide essential services in such difficult circumstances.
4. That a discussion followed including points of clarification and questions by Members.
5. Members reiterated their appreciation of the staff involved in the adult social care sector and their ongoing work and support of vulnerable residents. In response to a question on the short and long-term risks should the 5% uplift not be provided, the Council's duties under the Care Act 2014 for direct responsibility for the Care Home Market Management was highlighted, as set out in the report. It was essential to maintain the sustainability of the care home sector and service provision both in the short and long-term.
6. That Enfield had a significant care home sector and supported living schemes. The impact faced by the sector through the number of deaths in care homes, staff absences, and additional costs such as PPE provision was explained to Members in detail. It was noted that tragically the loss of life being experienced was four times higher than normal expectations. The significant financial and human cost was recognised. The Council, with other North Central London Councils, was seeking to provide the additional support as outlined in the report.
7. In addition to the financial uplift proposed, the Council was also providing support through the financial provision for PPE, the extension of the Council's employee assistance programme to the staff employed by the adult care sector, as set out in the report. The Council would continue to work with care providers, support them in whatever ways possible and fully communicate and engage with them as the situation continued to evolve and develop. It was acknowledged that more significant interventions could be required in the future.
8. The large care sector in Enfield was reiterated, as highlighted in the report, and the importance of maintaining the viability of the sector in the Borough was recognised. Officers had been asked to ensure that a joined-up approach was implemented, with a comprehensive and corporate response to the identified risks and required interventions being developed. The Council had sought to support the adult care sector through the provision to grants to secure PPE, which many had struggled to access due to the national shortage, and, seeking to ensure that adequate testing was available to all care homes and staff.
9. That there were approximately 5,000 care workers in the Borough and a further 6,000 front line key workers. The response of the NHS and care sector to the Covid-19 pandemic had been magnificent and

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humbling. Incredible efforts and sacrifices had been made and many individuals had sadly lost their lives. The loss of life in care homes was unprecedented. The impact on both front line workers and families throughout the Borough was significant and would have long-term consequences.

10. In addition to the work of care homes in the Borough, Members highlighted the other valuable work being carried out for example, in seeking innovative ways of supporting vulnerable adults in their own homes while they could not access normal services such as day centres. Service provision was being adapted as much as possible to meet continuing needs and to protect the most vulnerable.
11. Members expressed their appreciation to all involved including the Cabinet Member for Health and Social Care and Officers for their continuing hard work. Members acknowledged also the significant efforts of Councillor Caliskan as Leader of the Council in raising the national prominence of the issues highlighted and in seeking adequate funding and support from the Government. Members supported the recommendations set out in the report as reflected in the decisions below.

Alternative Options Considered: NOTED, that the principles had been considered and agreed by all councils across the North Central London (NCL). The Council's options were to enhance this payment or if not, to run the risk of residential and nursing homes becoming financially unstable and closing. Additionally, not paying the same rate as other NCL Councils.

Other alternatives had already been employed. The Council had provided, in kind, support through the provision of personal protective equipment (PPE) free of charge to all providers who need it as well as other types of support. Our local community health provider, Barnet, Enfield and Haringey Mental Health Trust also provided clinical support through qualified nursing/medical staff to cover an gaps in cover that homes might have due to staff absence.

DECISION: The Cabinet agreed to

1. Note the distressing and disproportionate impact that Covid-19 had had on our Care Home residents, their relatives and staff.
2. Note the extent of the support provided to the Care Home Sector.
3. Note the potential future considerations and requirements for rescue of care providers that had been significantly impacted by Covid-19.
4. Agree the additional time limited grant payment to each of our individual residential/nursing care home providers equivalent to 5% of the cost of current placements.

Reason: NCL care home commissioners had suggested that a regional approach to meeting short-term additional costs associated with COVID-19 would be helpful. This was because the market-place was regional, and consistency was therefore helpful to prevent an upward pressure on cost; and also because multiple organisations were purchasing services from shared providers. Enfield currently had 82 homes with 1831 beds. In total Enfield had placed 862 individual placements in care homes both in and out of Borough. Enfield's providers were a significant source of both employment and care placements within the borough. As a council we must support this vital sector who support Adult Social Care and the local economy.

9

IN-SOURCING OF THE ROAD GULLY CLEANING SERVICE

Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) introduced the report of the Director of Environment and Operational Services (No.252) proposing the in-sourcing of the road gully cleaning service.

NOTED

1. That the report recommended in-sourcing the road gully cleaning services on, or as soon as possible after, 1 July 2020 as set out in the report. This function would be managed within Public Realm Services, specifically, under the Council's Street Cleansing Service, based at Morson Road depot.
2. That the current contractor's performance provided cleaning of circa 15,000 gullies per year. With the introduction of modern technology and data intelligence now used in this industry, the Council's highways engineers had estimated that by managing the service in-house, the performance of this service could be significantly improved with up to 20,000 gullies cleaned per year. This represented a 30% improvement in service. There would also be further opportunities for the service to operate more commercially, generating additional income through servicing and cleaning gullies on housing land, educational premises, private developments and privately managed industrial estates, as detailed in the report.
3. The cost of providing the service in-house had been estimated to be £160,000. The current annual budget allocation with the highways service for the cleansing of highway gullies is £149,500. Highway Services will accommodate the additional £10,500 from wider existing budgets through income associated with highway licences and street works permits and traffic orders.
4. Members supported the proposal to bring the service in-house and were pleased to note the anticipated improvement in both service provision and flexibility as set out in the report.

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5. Members reiterated their commitment to insourcing Council services as much as possible and were pleased to be able to make progress on this during this challenging time. The proposals would result in improved service provision to the benefit of Enfield residents.
6. The Council would continue to explore further possibilities for in-house provision across the range of highway services providing the Council with increased levels of control over service provision and performance.

Alternative Options Considered: NOTED, that delaying the opportunity to in-source the gully cleaning service until the end of the Ringway Jacobs contract would be a missed opportunity to achieve an improved service as soon as possible. Gully cleaning could be tendered as a specific activity or as part of a wider highway maintenance contract, however this would deprive the Council of the benefits of direct service provision.

DECISION: The Cabinet agreed to

1. Approve the in-sourcing of the road gully cleaning service and deliver the service from within Public Realm Services based at Morson Road with effect from 1 July 2020, or as soon as practicable after this date.
2. Develop the business as set out in the report, to be the provider for gully and drainage services to Housing Services.

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

1. In-sourcing the gully cleaning service would enable the Council to have greater control and flexibility of this activity by directly setting and monitoring cleaning programmes and priorities.
2. This activity could easily be accommodated under existing management arrangements within the Environmental Services' Public Realm services teams based at Morson Road depot.
3. The in-sourcing of the gully cleaning activity in advance of the end of the current contract would provide an opportunity for a "test run" for a potential larger service transfer at the end of the contract on 1 April 2021.

(Key decision – reference number 5118)

10

CABINET AGENDA PLANNING - FUTURE ITEMS

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

11

DATE OF NEXT MEETING

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NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 10 June 2020 at 7.15pm. This would be a virtual meeting live streamed to the website for public viewing.

Councillor Caliskan took this opportunity to express Members' thanks to senior Council officers for their response to this unprecedented crisis; an emergency situation that had not been experienced previously. The Council's response had been positive and effective in supporting its residents and businesses in many ways including the setting up of a Supply Centre providing essential support to vulnerable residents; providing support to the care sector; provision for rough sleepers; and, continuing to ensure that the Council's services continued. Enfield's response had been extraordinary, and Officers had worked above and beyond their normal working expectations. Thanks and appreciation were extended to Ian Davis, Chief Executive, on behalf of all Council officers. In response, it was acknowledged that there was still a long way to go in overcoming the current pandemic situation and, the big challenges that were still to be faced. The Council would continue to work hard to support its residents and continue to provide the services required.