

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 14 OCTOBER 2020**

**COUNCILLORS**

**PRESENT**

Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Rick Jewell (Cabinet Member for Children's Services), 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), Katherine Chibah (Enfield West) and Ergin Erbil (Non Geographical)

**ABSENT**

Guney Dogan (Cabinet Member for Environment and Sustainability) and Nneka Keazor (Cabinet Member for Community Safety and Cohesion),

**OFFICERS:**

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Tinu Olowe (Director of Human Resources and Organisational Development), Jeremy Chambers (Director of Law and Governance), Bindi Nagra (Director of Adult Social Care), Matt Bowmer (Interim Director of Finance), Doug Wilkinson (Director of Environment & Operational Services), Mark Bradbury (Director of Property & Economy), Joanne Drew (Director of Housing and Regeneration), Peter George (Programme Director - Meridian Water), Clare Bryant (Senior Governance Officer), Jayne Middleton-Albooye (Head of Legal Services), Doug Wilson (Head of Strategy, Performance and Policy) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) and Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion).

**2**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3  
DEPUTATIONS**

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

**4  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 16 September 2020 be confirmed and signed by the Chair as a correct record.

**5  
UPTON AND RAYNHAM REDEVELOPMENT**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place on the progress and delivery of the Upton and Raynham redevelopment scheme.

NOTED

1. That approval of this decision would allow progress on the delivery of the redevelopment scheme, as part of the Council's Building Council Homes for Londoners programme.
2. The proposals in relation to Beck House as detailed in the report.
3. That the scheme would significantly increase the supply of both affordable homes and private sale homes in the borough. It would be a significant investment for the Edmonton area and would also provide opportunities for construction jobs for local people.
4. That the homes would be delivered to the highest possible standard and so provide quality housing options for residents. The development would be in line with other significant regeneration projects in the Borough at Meridian Water and Snells and Joyce.
5. That the scheme currently proposed the delivery of 90 homes of London Affordable Rent and 60 units for private sale and two commercial units. The development would revitalise the area and provide an improved public realm.
6. The housing would be provided to a high standard, with 10% being wheelchair accessible, The development would be in line with the aims of the Council's Plan, the London Plan and would comply with environmental and climate change considerations, as set out in the report.
7. The proposals set out in the report and detailed in the decisions below.

## CABINET - 14.10.2020

8. A discussion followed with a number of questions and points of clarification raised by Cabinet Members, including the issues outlined below.
9. The scheme was welcomed; it was a significant investment in Edmonton and would provide a range of high-quality housing to suit a variety of needs including a percentage for disabled access, as set out in the report.
10. That the proposals were at the Concept Design stage, which was explained in detail to the Cabinet. The design and planning proposals would be prepared in consultation with the community. The Local Authority would also need to follow due planning processes as was the case for any developers external to the Council.
11. In response to a question raised, that it was proposed that 60 units be for private sale, this was necessary to allow the financial viability of the delivery of 90 units for social housing; and, was in line with the strategy to develop schemes of mixed housing tenure that were of high quality and affordable.
12. The positive regeneration of the area that would result from the scheme. Members were advised of the housing allocation proposals and how the local residents would benefit, as detailed in the report.
13. That the number of units had been reduced from 174 following discussions with planning officers. The regeneration and planning officers would continue to work together on the final scheme proposals.
14. The positive public health implications for the local area and community, as detailed in the report. The provision of high-quality housing and improved public realm would help to reduce health inequalities.

**Alternative Options Considered:** NOTED, the detailed options that had been considered as set out in paragraphs 64 to 67 of the report including: direct delivery; development agreement; development partnership/joint venture; and, disposal.

**DECISION:** The Cabinet agreed to

1. Approve the allocation of £40.35m from the Housing Revenue Account (HRA) to fund the development of 150 residential units for the Upton and Raynham scheme as per paragraphs 3 to 7 of appendix 3 to the report (containing exempt information). The Cabinet report of 12 February 2020 has approved an overall budget envelope for the development programme. Each proposed scheme would require a report to approve the budget and scheme. A total budget of £43.5m from the HRA capital programme had been identified in the 30-year

Business Plan (KD 4969) which Cabinet had agreed on 28 January 2020, to fund the development, land purchases and private treaty negotiations associated with the scheme.

2. Note that the 150 residential units and 2 commercial units that the scheme would provide represented a reduction from the 174 units that the £43.5m allocation, within the HRA Business Plan, had originally been intended to provide.
3. Delegate authority to the Director of Housing and Regeneration in consultation with the Executive Director – Resources, for the award of construction work contracts for the demolition and redevelopment of the site, project management and procurement arrangements including operational resourcing, design teams, and appointments for all pre and post contract construction services and the potential submission of a revised planning application.

**Reason:** To progress the deliver of the redevelopment scheme, as part of the Council's Building Council Homes for Londoners programme.

**(Key decision – reference number 5217)**

## **6**

### **MERIDIAN WATER SCRUTINY WORK STREAM 2019/20 REPORT AND RESPONSE**

Councillor Nesil Caliskan (Leader of the Council) introduced a report from the Meridian Water Scrutiny Work Stream 2019/20 together with responses from herself and the Meridian Water Programme Director including points of accuracy.

NOTED, the report and responses which had been received.

## **7**

### **MEDIUM TERM FINANCIAL PLAN (MTFP) 2021/22 - 2025/26 UPDATE AND EARLY SAVINGS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources updating the assumptions in the Medium-Term Financial Strategy approved by Cabinet in July and bringing forward early savings proposals for 2021/22.

NOTED

1. That the cost of the Covid-19 pandemic on the Council to date was approximately £64m; £27m of Government funding had been received so far. Prior to the pandemic the budget gap for 2021/22 had been estimated to be £1.75m; this had now risen to more than £18m.

## CABINET - 14.10.2020

2. That the report proposed bringing forward early savings proposals for 2021/22. The Council was continuing to lobby the Government robustly for full funding to meet the costs of the pandemic.
3. The number of Covid-19 related financial risks as detailed in the report. The challenges and uncertainties continued into the medium term. This included the Collection Fund deficit which were forecast to be £19.207m; local authorities could run a deficit for three years.
4. The significant number of residents in the Borough who had been furloughed and the increasing unemployment rates. Members noted the impact on the Council Tax Support fund which would continue to help to support the poorest families with their Council Tax payments.
5. The increasing cost pressures on demand-led services as set out in the report.
6. The significant level of uncertainties faced; for example, it was anticipated that there was likely to be only a single year announcement for Local Government funding for 2021/22 in December; Government funding reform had been delayed; the Fair Funding Review and Business rates reset would not take place before 2022/23; and, there had been no visible progress on Adult Social Care Funding, as detailed in the report.
7. The detailed savings proposals outlined in the report. A further report with additional savings would be presented to Cabinet in December.
8. That the experiences being faced by the Council were mirrored by other local authorities nationwide. A comprehensive Government funding plan for local government was required to meet the funding gaps arising from the impact of Covid-19 and to provide future stability and financial planning. This had followed ten years of austerity. The Cabinet was committed to do everything possible to seek to protect its most vulnerable residents and to maintain crucial services. This was a difficult economic period and residents would continue to seek support from the Council.
9. The risks and uncertainties being faced, as set out in the report. The pressures detailed in paragraphs 38 to 45 of the report were highlighted.

**Alternative Options Considered:** None applicable to this report.

**DECISION:** The Cabinet agreed to

1. Note the significant impact of Covid-19 on the Council's financial position:

**CABINET - 14.10.2020**

- (a) Excluding the impact of Covid-19; after the identification of £7.313m savings and income generation being brought to Cabinet for approval in this report, plus a further £2.690m to be considered at December Cabinet the updated budget gap for 2021/22 was £1.715m.
  - (b) Including the impact of Covid-19; the updated budget gap for 2021/22 was £18.117m.
- 2. Note the updated financial position for the medium term.
  - 3. Note the early savings of £6.718m and income generation proposals of £0.595m for 2020/21 summarised in paragraphs 49 to 55 of the report and set out in detail in Appendix E of the report.
  - 4. Note the refreshed prior year savings in the Medium Term Financial Plan in February summarised in paragraphs 46 to 48 of the report and set out in Appendix D of the report.
  - 5. Note that there were a number of Covid-19 related financial risks that it was difficult to quantify for the 2021/22 budget and beyond. The timing of the financial settlement meant that the Council was faced with needing to make savings to cover unknown or potential risks with unknown funding levels. In this context, Cabinet noted the risks set out in paragraph 40 of the report which had not been quantified in the 2021/22 budget.
  - 6. Instruct Officers to continue to lobby the Ministry of Housing, Communities and Local Government (MHCLG) for:
    - (a) Full recompense for all costs borne in responding to the Covid-19 pandemic.
    - (b) For an announcement on the 2021/22 settlement for local government at the earliest possible opportunity.
    - (c) Multi-year settlements.
    - (d) To bring forward Fair Funding and the Business Rate Reset at the earliest opportunity; and
    - (e) Reform adult social care funding.

**Reason:** The Council had a statutory duty to approve a balanced budget for 2021/22 in February along with consideration of the finances over the medium term and the Council's reserves and balances. It was essential that there was a clear understanding of the anticipated income and expenditure flows for the Council, despite the uncertainties, and for proposals for savings to come forward early to ensure full delivery from 1 April 2021 or indeed to also contribute to addressing the financial pressures in 2021/22.

**(Key decision – reference number 5215)**

**8**

**SECTION 75 AGREEMENT: APPROVAL OF REVISIONS 2020-21**

## CABINET - 14.10.2020

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People providing details of the 2020/21 Section 75 funding arrangement between the London Borough of Enfield and NHS North Central London Commissioning Clinical Group (CCG).

### NOTED

1. That no significant changes to funding arrangements were proposed. Both parties were seeking to renew the Section 75 (pooled funding) Agreement for 2020/21. The spending plan was subject to joint agreement by NHS North Central London Clinical Commissioning Group (CCG) and the Council.
2. That the Better Care Fund was a programme spanning both the NHS and local government which sought to join up health and care services, so that people could manage their own health and wellbeing and live independently in their communities for as long as possible, as detailed in the report.
3. The detailed funding and summary schedules provided in the report.
4. The significant impact of and increasing pressures arising from Covid-19. There was a joint commitment to continue to deliver the services required. The Council would continue to lobby Government for increased funding levels to meet service demands.
5. The proposals set out in the report and reflected in the decisions below.

**Alternative Options Considered:** NOTED, that the pooled budget arrangement had been an effective way for the Commissioning Clinical Group and the Council to pool 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 to

1. Note the arrangements for pooled funding.
2. Delegate formal sign off of the Section 75 Agreement between NHS North Central London CCG and the Council to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services).
3. That within the financial year 2020/21 the Director for Adult Social Care could make minor amendments throughout the year to the schemes and funding arrangements based on the Government Guidance published in 2019 up until the formal national guidance was available and launched.

**Reason:** The detailed reasons for the proposals were set out in paragraphs 10 to 13 of the report. The report informed Cabinet of the requirement to deliver the Section 75 agreement and of the pooled funding arrangements which underpin it.

**(Key decision – reference number 5173)**

**9**

## **MERIDIAN WATER ENVIRONMENTAL SUSTAINABILITY STRATEGY**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place providing an overview of the Meridian Water Environmental Sustainability Strategy and seeking approval for its adoption and implementation.

NOTED

1. That the Strategy was a detailed and thorough document which followed on from and supported the Enfield Climate Action Plan and was aligned with both the Council's and the UK targets. The Strategy would embed environmental sustainability into all stages of the Meridian Water development lifecycle.
2. That the Strategy was founded on three core goals: Carbon positive; environment positive; and, zero waste and circular, as set out in detail in the Strategy.
3. The significance of the Meridian Water development in the Borough and the environmentally sustainable approach that was being taken. This was not a statutory duty for local authorities but met the Council's clear aspirations and targets for tackling climate change. There would be robust performance monitoring; an annual report to Cabinet; and, regular reports to stakeholders on progress and actions.
4. The range of measures that would be included, as set out in the report, including active travel, low levels of parking provision, electric vehicle charging points and the use of Energetik for the reasons outlined in the report.
5. That the Strategy would be embedded into the tender bids for the Meridian Water project, including Housing Infrastructure works, the supply chains and through the detailed designs and specifications adopted. The Council was in control of the overall Meridian Water project and would ensure that the principles of the Strategy were followed. The Council would be able to adapt its approach as technologies developed and improved. For example, in the use of building materials that were environmentally sustainable. It was noted that Meridian Water was a significant long-term project. The Council would continue to work with suppliers to seek innovative and sustainable methods of construction. Members were advised that the

project had been successful in receiving European funding for one year regarding climate action innovation.

**Alternative Options Considered:** None, the Strategy was required for the reasons outlined in the report.

**DECISION:** The Cabinet agreed to

1. Adopt the Meridian Water Environmental Sustainability Strategy as set out in the report and its appendices.
2. Delegate responsibility for the implementation of the Meridian Water Environmental Sustainability Strategy to the Meridian Water Programme Director.

**Reason:** To adopt and implement the Meridian Water Environmental Sustainability Strategy.

**(Key decision – reference number 5089)**

## **10**

### **DISPOSAL OF SURPLUS OR UNDER-PERFORMING ASSETS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place.

#### **NOTED**

1. That the Council's Strategic Asset Management Plan, approved in June 2019, set out a number of core principles in order to reshape the Council's property portfolio which had influenced the proposals set out in the report.
2. That the list of assets in the confidential appendix to the report, containing exempt information, were either surplus to operational requirements; not "fit for purpose"; or were underperforming against the core principles of the Council's Strategic Asset Management Plan. The capital receipts from the disposals would reduce the Council's borrowing requirements and/or contribute towards the Council's capital programme.
3. The identification and sale of properties had been accelerated due to the financial impact of the Covid-19 pandemic and the shortfall of funding from the Government.
4. That a comprehensive exercise had been undertaken, as set out in the report, and all ward Councillors had been advised as appropriate.
5. That all disposals would be undertaken in accordance with the Council's Property Procedure Rules. Best value would be sought in all cases, as set out in the report. The most appropriate disposal method

would be considered for each individual sale, for example, overage would be looked at on a site by site basis but would not be appropriate in all cases.

**Alternative Options Considered:** NOTED, the options considered as set out in full in paragraphs 46 to 48 of the report, including: Do nothing; disposal with all identified properties sold immediately in a single wave without any effort to optimise potential value; and, disposal with all identified properties sold in a phased approach so that efforts could be made to maximise potential value.

**DECISION:** The Cabinet agreed that the

1. Council proceeds with the disposal of the assets listed as Wave 1 and Wave 2 in the confidential (part two) appendix to the report, at the earliest opportunity, and in accordance with the Council's Property Procedure Rules.
2. Director of Property and Economy had delegated authority to agree terms in consultation with the Cabinet Member for Finance and Procurement and the Executive Director of Resources in accordance with the Council's Property Procedure Rules.
3. Director of Property and Economy has delegated authority to appoint external property consultants as necessary to implement the decisions in accordance with the Council's Procurement Rules.

**Reason:** The assets listed in the part two appendix to the report were no longer required for operational purposes or were underperforming and therefore identified as surplus and released for sale to reduce the Council's borrowing requirements and/or contribute towards the Council's Capital Programme.

**(Key decision – reference number 5189)**

**11**

**REPORT OF THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN: INVESTIGATION INTO COMPLAINT AGAINST LONDON BOROUGH OF ENFIELD (REFERENCE NUMBER 19006598)**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Director of Law and Governance outlining the Ombudsman's report following the investigation of a complaint against the London Borough of Enfield.

**NOTED**

1. The comments of the Council's Monitoring Officer on the specific actions that the Council was required to take in the light of the report by the Local Government and Social Care Ombudsman and the finding of maladministration.

## CABINET - 14.10.2020

2. That the matter dated back to 2017, since that time changes had taken place and improvements implemented to the Council's processes and policies. The report set out the progress being made in the transformation of the Homelessness Service, including the new Housing Advisory Service, designed to improve the Council's offer and service to residents. In addition, the launch of Enfield Let would enable the council to take a more proactive approach to the supply of adapted properties. Cabinet was now being asked to agree the Temporary Accommodation Procurement Policy to guide the Council's procurement activity going forward.
3. That the Council had considered the findings of the Ombudsman in this case and believed that they were accurate. The Council had taken steps to ensure that the issues identified in the report had been addressed for the complainant and other service users, and that they were not repeated.
4. The assurances provided on the actions that had implemented since and prior to the Ombudsman's investigation and the improvements made.
5. The significant challenges continuing to be faced as a result of the current housing crisis.

**Alternative Options Considered:** NOTED, the options considered as detailed in paragraphs 36 and 37 of the report: The Council could have chosen to contest the findings of the Ombudsman, however the Council had accepted the Ombudsman's view that there had been fault causing injustice to Mrs B. The Council could contest the recommendations of the Ombudsman, but as it had acknowledged the failings in this case and taken steps to ensure that no other customer was similarly affected, it believed it should accept the recommendations that the Ombudsman had proposed to remedy these failures.

### **DECISION:** The Cabinet

1. Noted the findings of the Ombudsman report and the actions taken by the Council which included the rehousing of the family in permanent accommodation in the Borough.
2. Noted the further actions agreed, by the Council in relation to the complaint which had regard to the new, permanent accommodation in which the family now reside:
  - a. Apologised to the family for the faults identified.
  - b. Offered to complete a Care Act assessment should the family still require this.
  - c. Ensuring the equipment provided to the family following the occupational therapy assessments is fit for purpose.

## CABINET - 14.10.2020

- d. To provide guidance for the complaints team about what constitutes a new complaint.
  - e. Pay Mr and Mrs B £250 for each month they had spent in unsuitable accommodation from July 2018, to the month they were suitably housed.
  - f. Written a procurement policy for securing accessible properties.
3. Noted the progress with the implementation of the new Housing Advisory Service outlined in the report and that a review of performance was on the work plan for the Housing Scrutiny Panel.
  4. Approved the Temporary Accommodation Procurement Policy.

**Reason:** The detailed reasons for the above decisions were set out in full in paragraphs 7 to 21 of the report.

## 12

### QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Ian Barnes (Deputy Leader) introduced the report of the Executive Director – Resources presenting the quarterly report on the Corporate Performance Scorecard that reflected the Council's priorities as outlined in the new Council Business Plan.

### NOTED

1. That the report showed the quarter one performance for 2020/21 (April – June 2020). This period had been affected by the Covid-19 pandemic with approximately 300 staff having been redeployed to focus on supporting vulnerable residents through the delivery of food parcels, medication and telephone calls. These actions had been a lifeline to a significant number of residents in the Borough. Members praised the work undertaken. It had inevitably impacted on normal service delivery which was reflected in the performance indicators.
2. That 30% of staff sickness recorded had been Covid-19 related. However, it was noted that sickness levels within Housing had improved.
3. Several of the performance indicators were highlighted to Members, both negative and positive as set out in the report. The key performance indicators that were subject to additional challenge, where an action plan had been developed, were outlined in Appendix 2 of the report and were: waste and recycling; temporary accommodation; telephony and customer services; sickness absence; and, complaints, freedom of information requests and Members' enquiries. The significant progress being made by telephony and customer services was highlighted. Close monitoring of these indicators would continue.

## CABINET - 14.10.2020

4. Members praised the valuable work which had been undertaken during the pandemic to support the community. Cabinet also commended Councillor Nesil Caliskan (Leader of the Council) on all her efforts and in leading by example; appreciation was expressed on behalf of the Borough's residents. In response it was noted that the collective action and decision making of the Cabinet and, the response of Officers had enabled the Council as a whole to respond swiftly and excellently to the needs of its residents during the pandemic. Council services had continued to be delivered and adapted. Whilst a significant number of employees were not currently working within the Civic Centre, they were continuing to work hard and above and beyond expectations during a very difficult and anxious period for all. The Council continued to provide its services through skilful officers implementing the Labour values of the Council's administration.

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

**DECISION:** The Cabinet agreed to note, for information only, the progress being made towards delivering the key priority indicators for Enfield.

**Reason:** The report was part of the quarterly timetable for Cabinet to review performance.  
(Non key)

### 13

#### **CABINET AGENDA PLANNING - FUTURE ITEMS**

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

### 14

#### **DATE OF NEXT MEETING**

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 11 November 2020 at 7.15pm.