

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 9 DECEMBER 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), 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 Ergin Erbil (Non-Geographical)

**ABSENT** Rick Jewell (Cabinet Member for Children's Services), Katherine Chibah (Associate Cabinet Member – Enfield West)

**OFFICERS:** Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Executive Director Resources), Matt Bowmer (Interim Director of Finance), Jeremy Chambers (Director of Law and Governance), Joanne Drew (Director of Housing and Regeneration), Tinu Olowe (Director of Human Resources and Organisational Development), Andrew Golder (Press and New Media Manager), Claire Johnson (Head of Registration and Governance and Scrutiny Services), Clare Bryant (Senior Governance Officer) and Peter George (Programme Director - Meridian Water) Jacqui Hurst (Secretary)

**1  
APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Rick Jewell (Cabinet Member for Children's Services), Councillor Katherine Chibah (Associate Cabinet Member – Enfield West), Doug Wilkinson (Director of Environment and Operational Services) and, Mark Bradbury (Director of Property and Economy).

**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 11 November 2020 be confirmed as a correct record.

**5  
MEDIUM TERM FINANCIAL PLAN (MTFP) 2021/22 TO 2025/26  
DECEMBER UPDATE AND SAVINGS**

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

NOTED

1. That the report included four key elements: a further review of the assumptions in the Medium Term Financial Plan (MTFP): an initial assessment of the Chancellor's Spending review announcement on 25 November and its potential impact on the Council's 2021/22 Budget; further savings to address the funding gap; and, to bring forward the Council's Fees and Charges for 2021/22.
2. That a balanced budget would be presented to the February Cabinet meeting, as set out in the report. This had been a financially challenging year which had followed ten years of Government austerity with significant cuts to the core funding of local government and extensive savings having already been made. The significant financial challenge being faced by the Council was emphasised.
3. That the report set out the funding gap, with and without the impact of Covid-19. Including the impact of Covid-19, and after identification of £11.395m of savings, there remained a gap of £17.325m.
4. That Appendix A of the report set out the second tranche of savings for 2021/22.
5. That Officers would be fully assessing the impact of the Spending Review and the details of the Local Government Finance Settlement which would be reflected in the report to the February Cabinet meeting.
6. That one of the key drivers for the Collection Fund deficit forecast was the increased take up of Council Tax Support, as set out in the report, including the number of working age residents in the Borough who were now unemployed or furloughed.

7. The key points arising from the Spending Review 2021 as set out in the report. Core spending power increase of 4.5% in the funding settlement assumed a 2% increase in core council tax and 3% in adult social care precept. A full analysis of the detail of the Government funding settlement is now underway to assess the full impact. Officers were also working through the specific grants arising from Covid-19 as detailed in the report.
8. That further work had been undertaken to close the budget gap and savings of £1.050m were set out in Appendix A of the report. There were a further £0.280m of further savings under development which would come forward in a future report.
9. The review of Fees and Charges and the principles that had been applied to the review as set out in detail in the report and in Appendix B of the report. A robust review had been carried out and discussed with the Cabinet Members responsible. Benchmarking exercises had been undertaken as part of the review and there had been a focus on strengthening income streams. The detail contained within the report was discussed with Cabinet Members highlighting and explaining the impact on the fees and charges within their own areas of responsibility.
10. That there had been little progress on other developments which had the potential to be financially beneficial for Enfield: the implementation of the Business Rates reset; Fair Funding; and, a long-term solution to the appropriate funding of Adult Social Care.
11. Members continued disappointment at the lack of sufficient Government funding to meet the cost of Covid-19 despite the assurances that had previously been given. The difficulty in financial planning caused by a one-year Government spending review and the announcement being made at such a late stage in the budget planning process. Work would continue to assess the full implications for Enfield and a balanced budget would be presented to the next Cabinet meeting.
12. That there had been no substantial increases in the charges for Adult Social Care, any increases had been inflationary and in line with corresponding benefit increases. Members were proud of the approach that Enfield had taken and expressed their thanks and gratitude to the social work staff for their continued valuable work. This was in the context of continued budget pressures, lack of Government funding and increased demand for Adult Social Care services.
13. Members highlighted the reviews undertaken of fees and charges within their own portfolio areas including, registrars, libraries and environmental services. The fees remained competitive and income sources were being maximised as far as possible. Appropriate

benchmarking had been carried out. The fees and charges proposed were appropriate and comparable with other local authorities.

14. In considering the remaining financial challenges, the significant areas of deprivation in the Borough and the high level of need for council services from the Borough's residents. The shortfall in the Council tax collection fund and the growing pressures on the Council Tax Support Scheme were reiterated. The significant and damaging impact of Covid-19 was highlighted over a range of areas including employment levels and the impact of missed education for many children. There had been no further Government funding to meet public health needs.
15. Members acknowledged the Council's sound financial management and that the Council would continue to lobby the Government for sufficient funding to continue to provide essential services to its residents.

**Alternative Options Considered:** The Council was modelling a range of options which were very much dependent on the overall impact of the Spending Review.

**DECISION:** The Cabinet agreed to

1. Note the significant financial challenge faced by the Council:
  - Excluding the impact of Covid-19 and after the identification of £11.395m of savings a gap of £3.075m.
  - Including the impact of Covid-19 and after the identification of £11.395m of savings a gap of £17.325m.
2. Note the potential impact of the single year Spending Review on the Council's 2021/22 Budget.
3. Agree the second tranche of savings for 2021/22 as detailed in Appendix A of the report.
4. Instruct officers to bring back a balanced budget to the February Cabinet meeting having fully assessed the impact of the Spending Review and being in receipt of the details of the Local Government Finance Settlement.
5. Recommend to Council to approve the 2021/22 Fees and Charges as detailed in Appendices B(i) to B(iv).
6. Recommend to Council to delegate authority to Executive Directors in consultation with the relevant Cabinet Member to amend the fees and charges by service during the year.

**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 5224)**

## **6**

### **WORKING WITH REGISTERED PROVIDERS**

Councillor Gina Needs (Cabinet Member for Social Housing) and Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place seeking to establish a new way of working with Affordable Housing Providers.

#### **NOTED**

1. Members expressed their thanks to the officers involved for a detailed and thorough report. The report sought to establish a new way of working with Affordable Housing Providers to maximise contributors towards the delivery of the Council's Good Growth Housing Strategy and delivery of 12,460 homes over the Local Plan period.
2. That the Charter would set out clear expectations, as detailed in the report, to ensure quality of affordable housing provision across the Borough and speed of delivery of new homes. There would be an annual review process reported to the Cabinet in future reports.
3. The reasons for the proposed partnership working with registered providers as explained in the report including effective housing delivery and financial implications of the approach being recommended.
4. That this would enable a strategic approach to housing delivery to be adopted utilising the expertise of registered providers and fulfilling the Council's housing and regeneration ambitions.
5. The benefits of the proposed approach including speed of housing delivery and procurement processes. High quality registered providers would be selected with the required skills and expertise. The developments would be under the Council's control. The establishment of a clear Charter would enable the Council to attract high quality registered providers to work with them in partnership.
6. In response to any potential impact on the procurement processes resulting from the Brexit arrangements, Members were advised that the same OJEU processes would apply in the short-term. The Council had a Brexit Panel, Chaired by Councillor Barnes, that had a comprehensive and thorough risk register that was regularly reviewed and reported on, which included procurement implications. The

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reporting process was set out, and assurances provided to Members that the risk register was kept under constant review.

7. Members discussed the benefits to residents living in housing association accommodation which currently represented approximately 8,000 homes in the Borough. The importance of all residents receiving a high standard of service was highlighted. The Charter would clearly set out the standards expected by the Council and would enable current arrangements to be built on through effective collaborative working with registered providers, as set out in the report.
8. That the proposals were in line with the Council Plan and Housing and Growth Strategy.
9. That there would be an opportunity for smaller registered providers to work with larger providers. The Charter would enable future collaboration to take place. Members noted that smaller providers could offer niche services for example, housing for young people or specific ethnic minorities.
10. That the report clearly set out the Council's future approach to working in partnership with Registered Providers.

**Alternative Options Considered:** NOTED, the detailed options that had been considered as set out in paragraphs 83 to 95 of the report including: creating a framework; single procurement exercise; procurement/disposal on a site by site basis; and, other frameworks.

**DECISION:** The Cabinet agreed to

1. Delegate to the Director for Housing and Regeneration approval of the establishment of a Charter, setting out the expectations for working in the Borough both for stock-owning and developing Registered Providers entering into the local Enfield housing market. Performance against this Charter would be reported to Cabinet on an annual basis.
2. Approve the procurement of an Affordable Housing Developer Framework for the works and services included in the report (including exploring the scope of the framework to potentially enable other local authorities in London to access it).
3. Delegate authority to the Director of Housing and Regeneration (in consultation with the Director of Law and Governance and the Programme Director for Meridian Water) to determine the most appropriate procurement approach and to take all necessary steps to complete the procurement process.
4. Delegate authority to appoint selected providers to the Affordable Housing Developer Framework and to award subsequent call off contracts in accordance with the Framework terms, to the Director of

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Housing and Regeneration, in consultation with the Programme Director for Meridian Water.

5. Authorise spend up to £300k allocated within already approved budgets in the General Fund and HRA for professional and legal services related to the procurement proposals in the report.

**Reason:** NOTED, the full and detailed reasons for the proposals as set out in paragraphs 7 to 20 of the report.

**(Key decision – reference number 5191)**

**7**

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

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

**8**

### **DATE OF NEXT MEETING**

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 3 February 2021.

Councillor Caliskan (Leader of the Council) took this opportunity to thank everyone for their hard work during a very challenging year. The valuable work of public sector workers continuing to deliver services above and beyond normal expectations to keep residents safe and respond to the pandemic, was acknowledged with gratitude.

Thanks were also expressed to the Cabinet Members and Associate Cabinet Members for their hard work and commitment during the year.