

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 3 FEBRUARY 2021**

**COUNCILLORS**

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

**ABSENT** Ergin Erbil (Associate Cabinet Member – Non-Geographical)

**OFFICERS:** Ian Davis (Chief Executive), Fay Hammond (Executive Director Resources), Tony Theodoulou (Executive Director People), Sarah Cary (Executive Director Place), Jeremy Chambers (Director of Law and Governance), Matt Bowmer (Interim Director of Finance), Bindi Nagra (Director of Adult Social Care), Doug Wilkinson (Director of Environment & Operational Services), Kieran Murphy (Director of Digital, Data and Technology), Tinu Olowe (Director of Human Resources and Organisational Development), Joanne Drew (Director of Housing and Regeneration), Claire Johnson (Head of Registration and Governance & Scrutiny Services), Clare Bryant (Senior Governance Officer), Sue McDaid (Head of Regulatory Services), Eleanor Brown (Head of Transformation), Bob Doyle (Head of Economic Development) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

**1**

**APOLOGIES FOR ABSENCE AND TRIBUTE**

An apology for absence was received from Councillor Ergin Erbil (Associate Cabinet Member) because he had been invited to attend a Scrutiny Panel.

Councillor Caliskan announced that Enfield Council had been flying the Union Flag at half-mast today. She made the following statement:

**Enfield Council lowers flag in memory of Capt. Sir Tom Moore and all those who have died with coronavirus**

On behalf of Enfield Council I would like to take this opportunity to not only mark the death of Capt. Sir Tom Moore who has been a truly inspirational figure for the whole nation during the pandemic, but to express our condolences to all those who have lost friends and family during this national crisis.

Over 100,000 people have died with coronavirus in the UK, including more than 700 Enfield residents.

Captain Sir Tom Moore raised nearly £33m for the NHS by walking laps of his garden in Bedfordshire last year. It is a moment for us to remember the extraordinary work public sector workers in the NHS are doing, particularly those on the frontline, as they care for the many people who are currently unwell with coronavirus.

**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 9 December 2020 be confirmed as a correct record.

**5  
REVENUE MONITORING 2020/21 QUARTER 3 (DECEMBER 2020)**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources setting out the Council's revenue budget monitoring position based on information to the end of December 2020.

NOTED

1. That paragraphs 33 to 109 of the report provided the underlying position in the General Fund as at quarter 3 of £1.4m favourable variance after the flexible use of capital receipts of £1.9m were applied.

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2. That paragraphs 110 to 143 of the report provided an update on the Covid-19 financial impact of £73.1m. All expenditure had been included as explained in detail in the purpose of the report (paragraphs 1 to 11 referred).
3. That the Council remained in a financially challenging position for 2021/22 as set out in detail in the report.
4. The Council would maintain a robust, resilient and sustainable budget whilst continuing to respond appropriately to the impact of the ongoing pandemic. The detailed information provided in the report was outlined including in-year savings; fees and charges; and, Council reserves.
5. The forecast outturn position for the Dedicated Schools Grant as set out in the report.

**Alternative Options Considered:** Not relevant in the context of this report.

**DECISION:** The Cabinet agreed to

1. Note the General Fund and Dedicated Schools Grant (DSG) forecast revenue outturn position for 2020/21.
2. Note the Covid-19 impact of £73.1m or £18.9m net of grants and the Council's response to mitigating this pressure.
3. Note that without the pandemic the Council's service budgets were reporting a £1.4m favourable variance.
4. Note that the £1.6m planned drawdown from reserves and the corporately held contingency budget of £3m would no longer be required, enabling reserves to be strengthened.
5. Note the progress made on the journey to setting a robust and resilient budget.
6. Request that Executive Directors continue to work with Cabinet Members to robustly manage the underlying budget position and implement savings, whilst managing, mitigating and minimising the Covid-19 financial impact.
7. Recommend that Cabinet Members note the forecast level of reserves and implications for 2020/21 and over the life of the Medium-Term Financial Plan (MTFP).
8. Note the challenging financial position and need to draw on reserves to balance the overall budget for 2021/22.

**Reason:** To ensure that Members were aware of the forecast outturn position, including the level of reserves for the authority, including all major variances

which were contributing to the outturn position and the mitigating actions being taken and proposed to manage the financial position for 2020/21.

**(Key decision – reference number 5203)**

**6**

**CAPITAL PROGRAMME MONITOR PERIOD 8 (NOVEMBER) 2020**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources informing Members on the current position, as at the end of November 2020, of the Council's 10-year capital programme 2020/21 to 2029/30.

**NOTED**

1. That the 2020/21 forecast year end expenditure for the approved programme was projected to be £221m; £123m General Fund, £75m HRA and £23m for Enfield Companies.
2. That the HRA capital programme now formed part of a new standalone HRA monitoring report, covering both capital and revenue budgets (Minute No.10 below referred).
3. That Table 2 of the report and following paragraphs set out the budget reprofiling and detailed explanations of the projects. Good progress had been made on a range of significant capital projects. The impact of the pandemic was set out in the report.
4. The Council was continuing to deliver on its commitments for the Borough as explained in detail in the report.

**Alternative Options Considered:** Not relevant in the context of this report.

**DECISION:** The Cabinet agreed to

1. Note the inclusion of the following capital programmes which had been granted approval to spend:
  - Edmonton Cemetery
  - Highways and Street Scene
  - Vacant Property Review (Empty Homes)
2. Note the updated grant funding, in the Programme for:
  - Flood Alleviation
  - TfL: Healthy Streets
  - TfL: Traffic and Transportation
3. Recommend to Council the addition of £1.5m to the Council's approved ten-year Capital programme, subject to a forthcoming portfolio decision.

**Reason:** To ensure that Members were aware of and approved changes to the capital programme.

**(Key decision – reference number 5202)**

**7**

**BUDGET REPORT 2021/22 & MEDIUM TERM FINANCIAL PLAN 2021/22 TO 2025/26**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources setting the revenue budget and Council Tax for the 2021/22 financial year. The report also updated the Council's Medium-Term Financial Plan in the light of those decisions.

**NOTED**

1. The summary of the budget proposals as outlined in paragraphs 1 and 2 of the report.
2. The context of the budget setting with continued uncertainties and financial challenges ahead following 10 years of austerity, the impact of the pandemic and a number of future Government funding reviews awaited.
3. That table 2 in the report set out the summary position for 2021/22 followed by a narrative of the key issues including collection fund uncertainties; losses through fees and charges; growing pressures on Adult Social Care, Children's services and homelessness.
4. That without the impact of the pandemic the Council's budget had been in a positive, strong and resilient position.
5. The increases in Council Tax had been directed by the Government as explained in the report.
6. The detailed proposals as set out in paragraphs 7 to 16 of the report and reflected in the decisions below.
7. That Appendix 8a of the report provided the statement of the Section 151 Officer on the robustness of the budget estimates and adequacy of the reserves. The Council's contingencies and balances were considered prudent. Members were also provided with assurances at the meeting and the soundness and robust budget position reiterated. Good financial planning had been demonstrated and appropriate actions taken mid-year as a result of the pandemic. Reserves had been strengthened and a transparent approach adopted. There had been additional scrutiny this year through the Finance and Performance Scrutiny Panel. A sound budget was being presented to Members for approval despite the significant financial challenges arising from the pandemic.

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8. The budget proposals would continue to seek to protect the most vulnerable residents in the Borough and deliver on the Council's commitments.
9. The considerable loss in the Council's commercial income resulting from the pandemic. The Place Department had been most significantly affected with examples outlined to Members. This also highlighted the Council's income generation activities.
10. In response to a question raised, it was noted that Enfield had the highest Council Tax Support Scheme in London. Pressures had increased during the pandemic and were likely to increase further when the Government's furlough scheme came to an end. The financial impact was explained.
11. The measures being taken to support and retain Children's Services through savings in staff re-organisations and redirection of resources to support the early help family hub and children and family services with an increase in Children's social workers. The measures would support the Council's Children and Young People Plan and Poverty Strategy.
12. The continuing pressures on Adult Social Council and the need for adequate Government funding to meet growing demands. The additional pressures arising from the pandemic had been enormous and the Council and voluntary sector had responded well in continuing to protect the most vulnerable residents. Members reiterated the need for increased long-term Government funding to meet demand and so reduce the reliance on local council tax income.
13. The enormous public health challenges which had been faced this year and the impact on resources available. The Council would continue to lobby the Government for fair funding for Enfield to meet its public health requirements taking into account the demographics of the Borough and comparisons with other similar Boroughs.
14. The essential environmental services that had continued to be provided throughout the pandemic and in meeting the Government's lockdown requirements. The immense health and well-being value of the Borough's parks and open spaces during this time was highlighted. In addition, the Council had continued to fulfil its commitments for example, in the LED street lighting conversion programme and investing in projects such as the Albany Park flood alleviation works. Members expressed their thanks and appreciation to all officers in fulfilling key frontline services during this challenging time. Members noted the review of fees and charges and the Council's support to residents in financial hardship. The green waste collection fee was highlighted.

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15. The Council's priority to drive forward the climate action and sustainability targets and the need for Government funding to support the effective reduction of carbon emissions. A number of initiatives and areas of investment were highlighted, for example, retrofitting projects, tree planting, healthy streets and the Mayor of London's woodland projects.
16. The Council's continued support of the community and voluntary sector services. The importance of the Council's Community Safety Unit and CCTV provision was highlighted.
17. The need for Government funding to compensate the Council for the significant costs incurred in housing rough sleepers during the pandemic.
18. The importance and value of the Council's workforce in delivering the Council's priorities and objectives and fulfilling its service requirements. Ian Davis (Chief Executive) thanked all Council officers for their continued hard work and commitment during a very difficult year. Officers had successfully met a number of challenges and continued to fully support residents, maintain essential services and would fulfil Member priorities going forward. The Council's management team would continue to support the skills and knowledge of its workforces with appropriate training and professional development and schemes including apprenticeships and career returners. The Council had a strong workforce and the reliance on interim staff was being reduced. There were huge challenges ahead but the Council was well-placed to meet those challenges with a skilled and motivated workforce. The Council was a major employer in the Borough and many employees also being residents of Enfield.
19. Members welcomed the comments of the Chief Executive and expressed their appreciation to Council officers.
20. The extensive and detailed budget process which had taken place, including the consultation undertaken, as set out in the report. The budget proposals would be considered by the Overview and Scrutiny Committee prior to approval by full Council.
21. That a balanced budget was being presented; this was a significant achievement in the challenging circumstances. Cabinet Members would continue to work with Executive Directors going forward to implement the budget proposals for the benefit of the Borough and its residents.

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

**DECISION:** The Cabinet agreed

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1. To note the budget is a balanced position, however, the forecast costs of Covid-19 have been offset by underlying budget position is a surplus of £7.071m.
2. To note the total cost of Covid-19 in 2021/22 is estimated to be £28.868m; funding levels do not fully meet this gap which totals £10.259m and therefore will need to be funded in part from the reserves
3. To note Government funding assumptions continue to rely on council tax as a key source of funding for Adult Social Care through the Precept.
4. The continuation of the London Business Rate pool was dependent on Government response to London Councils and safety net; this will not proceed in 2021/22 and the impact on Enfield in 2021/22 is a £0.425m reduction in income.
5. With regard to the Revenue Budget for 2021/22 to recommend to Council to set the Council Tax Requirement for Enfield at £133.108m in 2021/22.
6. To recommend to Council to set the Council Tax at Band D for Enfield's services for 2021/22 at £1,431.81, being a 1.99% general Council Tax increase and a 3.00% Adult Social Care Precept.
7. To recommend to Council to agree the Medium-Term Financial Plan (MTFP), including:
  - i. The non Covid-19 pressures set out in Appendix 1 of the report totalling £29.426m in 2021/22, which includes
    - a. £3.466m for Demographic pressures within Adults and Children's Social Care and SEN Transport to reflect growing demand in these areas.
    - b. £5.885m of Inflation and pay award funding
  - ii. £1.819m investment in transformation funded by the flexible use of capital receipts.
  - iii. full year effects of prior year savings and income generation totalling £3.374m set out in Appendix 2a.
  - iv. the savings of £7.748m and income generation proposals of £1.875m in 2021/22 set out in Appendix 2b.
  - v. adopt the key principles set out in the Medium term Financial Plan section below (paragraphs 172 to 177).
  - vi. note the £2.709m for Capital Financing included within the pressures figure to invest in proposals to deliver long term benefits to the Borough.
8. To recommend that Council agrees the planned flexible use of capital receipts in 2020/21 being £1.864m and approves the planned flexible use of capital receipts in 2021/22, being £1.819m (paragraphs 139 to 144 and Appendix 3 of the report refers).



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9. To recommend that Council agrees the Schools Budget for 2021/22 (paragraphs 145 to 165 and Appendix 4 of the report refers).
10. To recommend to Council to agree the changes in Fees and Charges for 2021/22 as set out in paragraph 138 and Appendices 11 to 14 of the report and to note December Cabinet recommended to Council to delegate authority to Executive Directors and Directors to negotiate discounts and make in year amendments where appropriate.
11. To note the gap remaining in the MTFP for 2022/23 of £12.141m; and of £36.033m for the period 2022/23 to 2025/26 and the actions being taken to address this challenging position.
12. To recommend that Council agrees that the New Homes Bonus funding of £0.608m is applied as a one-off contribution to the General Fund in 2021/22.
13. To note Council will be provided with feedback from the Budget Engagement at Appendix 5a and minutes of the Overview and Scrutiny Committee Budget Meeting on 4 February 2021 which will be set out in Appendix 5b of the report to Council.
14. With regard to the robustness of the 2021/22 budget and the adequacy of the Council's earmarked reserves and balances to:
  - i. note the risks and uncertainties inherent in the 2021/22 budget and the MTFP (paragraphs 178 to 182 of the report refer) and agree the actions in hand to mitigate them;
  - ii. note the advice of the Executive Director of Resources regarding the recommended levels of contingencies, balances and earmarked reserves (paragraphs 183 to 190 and Appendix 8a of the report refers) and have regard to the comments of the Director of Finance (paragraphs 207 to 209 of the report) when making final decisions on the 2021/22 budget; and
  - iii. agree the recommended levels of central contingency and general balances (paragraphs 183 to 190 of the report refer).

**Reason:** To set the Council's Budget Requirement and level of Council Tax for 2021/22 within the timescales set out in legislation. The Council has a statutory duty to approve a balanced budget for 2021/22 along with consideration of the finances over the medium term and the Council's reserves and balances. It is essential that there is a clear understanding of the anticipated income and expenditure flows for the Council, despite the uncertainties, and for savings proposals to ensure full delivery from 1 April 2021 wherever possible to maximise their contribution to addressing the financial pressures in 2021/22 and beyond.

**(Key decision – reference number 5213)**

## 8

### **CAPITAL STRATEGY AND 10 YEAR CAPITAL PROGRAMME 2021/22 TO 2030/31**

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Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources setting out the 2021/22 Capital Strategy and 2021/22 to 2030/31 ten-year capital programme.

### NOTED

1. The purpose of the report as summarised in paragraphs 1 to 5 of the report. The 10-year capital programme aligned with the 10-year treasury management strategy (Minute No.9 below referred). The Council would continue to take a strategic view of planned capital investment and the impacts on the Council's revenue budgets and overall borrowing.
2. That Appendix 7 to the report provided the Capital Strategy 2021/22 which was based on sound financial management.
3. The detailed information provided within the report on the capital programme and funding sources. Paragraphs 78 to 92 of the report provided the Department overviews and key outcomes. The programme was subject to regular and robust review. Substantial investment in the Borough continued to take place including the delivery of essential infrastructure. The Council would continue to adopt a financially responsible and planned approach to capital investment.
4. That the Council was only required to have a 3-year capital strategy and programme, but the Council's 10-year strategy enabled long-term effective and financially sound decision making to take place.

**Alternative Options Considered:** None appropriate in the context of this report.

**DECISION:** The Cabinet agreed to recommend to Council to

1. Approve the 2021/22 Capital Strategy as set out in Appendix 7 to the report.
2. Approve the 2021/22 Capital Programme and to note the 2022/23 to 2030/31 Ten-year Capital Programme as set out in Appendix 3 to the report.
3. Note the Projects in the Pipeline, detailed in Appendix 6 of the report.

**Reason:** To set the 2021/22 to 2030/31 Capital Programme and agree the Capital Strategy 2021/22. This was to facilitate long term financial planning which had become more important as the Council's capital programme becomes larger and more complex. Reporting on a rolling ten-year basis assists the Council in understanding the impact of the capital investment being made on the revenue budgets and overall level of borrowing. The Treasury Management Strategy was also being reported on a ten-year basis.

**(Key decision – reference number 5210)**

9

**TREASURY MANAGEMENT STRATEGY STATEMENT FOR 2021/22**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources setting out the Council’s proposed Treasury Management Strategy Statement for the period 2021/22 to 2030/31, and Annual Investment Strategy for the year ended 31 March 2022, together with supporting information.

NOTED

1. The detailed information provided within the report and Strategy statement. The Strategy set out the Council’s approach for ensuring its capital investment plans are prudent, affordable and sustainable and cash flow properly planned. The investment strategy would continue to give priority to security and liquidity of investment capital over return and would be prudent and transparent.
2. The detailed financial information outlined in the report including the impact of the pandemic.
3. That all treasury management activities would continue to be carried out in accordance with approved limits, be closely monitored and risks mitigated as explained in the report and Strategy. Members also noted the forecast Council loans to its companies.
4. The information set out in the report in relation to the Public Works Loan Board (PWLB), the interest rates and limitations of use. A variety of funding sources would continue to be used and a prudent approach adopted.
5. The Treasury Management Strategy Statement was in line with the requirements of the CIPFA Code and prudential indicators. The process was transparent and subject to good governance and scrutiny. The report had been considered by the General Purposes Committee prior to Cabinet consideration and would be referred on to full Council for formal approval. Robust processes were in place.

**Alternative Options Considered:** The CIPFA Treasury Management code required that the Council established arrangements for monitoring its investments and borrowing activities hence the performance and activities of the Council’s treasury operations was being reported Cabinet on a regular basis. This report was required to comply with the Council’s Treasury Management Policy statement, agreed by Council.

**DECISION:** The Cabinet agreed to review the Draft Treasury Management Strategy and considered the five areas below:

1. Agreed the Treasury Management Strategy Statement for 2021/22.

2. Noted the Economic context and interest rate forecast (Appendices A and B of the report referred).
3. Agreed the Prudential Indicators set out in Appendix D of the report.
4. Agreed the Minimum Revenue Provision Statement (Appendix E of the report referred).
5. Agreed the Counterparty List and Limits set out in Appendix F of the report.
6. Recommend to Council the Ten-Year Treasury Strategy.

**Reason:** The Treasury Management Strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the Treasury Management Code and MHCLG Guidance (paragraphs 11 – 13 of the report referred).

**(Key decision – reference number 5211)**

## 10

### **HOUSING REVENUE ACCOUNT (HRA) REVENUE AND CAPITAL PROGRAMME MONITOR PERIOD 8 DECEMBER 2020**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources informing Cabinet of the current outturn position of the HRA, covering both capital and revenue expenditure.

#### NOTED

1. That this was the first quarter that the Housing Revenue Account (HRA) was being reported separately, as set out in the report.
2. That Table 1 of the report summarised the HRA capital budget for the current financial year and, Table 2 analysed the HRA budget reprofiling. The impact of the pandemic was noted.
3. The HRA capital programme forecast and expected outcomes for 2020/21 as set out in the report.
4. The revenue forecast outturn provided within the report. The movements in outturn were explained in the report and Appendix B of the report. The level of HRA reserves had remained stable.
5. The significant estate regeneration works as detailed in the report which would deliver much needed affordable housing and unlock new homes for low cost home ownership for Enfield residents. The Council housing investment programme was also highlighted and, the fire

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safety works. Significant work was being undertaken across the Borough as set out in detail in the report.

6. The social value aspects of the works (paragraph 109 to 111 of the report referred) including apprenticeships; a local workforce; carbon reductions; and, addressing fuel poverty and energy consumption.
7. Members welcomed the comprehensive programme of works and housing investment in the Borough. The Council's ambitions regarding climate change and the positive environmental impacts being sought was commended. The provision of low cost and affordable housing in the Borough was welcomed.
8. The detailed information provided on the estate renewal schemes in the Borough. It was noted that a level of uncertainty in funding had been introduced by GLA conditions and a decrease in grant funding with increased building costs. The programme had been re-profiled as necessary to meet delivery aspirations.
9. The ongoing commitment to tackle crime and anti-social behaviour on the Council's housing estates.

**Alternative Options Considered:** Not applicable to this monitoring report.

**DECISION:** The Cabinet agreed

1. To note the Housing Revenue Account (HRA) and the forecast outturn position for 2020/21 for both revenue and capital.
2. To approve the additional capital budget requirement of £85.8m, funded from the HRA reserves.
3. To note the revenue Covid-19 impact of £0.208m.
4. To note the review of the HRA Business Plan for 2021 (KD 5219 referred).

**Reason:** To advise Members of the current outturn position.  
**(Key decision – reference number 5250)**

11

### **HOUSING REVENUE ACCOUNT (HRA) BUDGET 2021/22. RENT SETTING AND SERVICE CHARGES**

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place setting out the proposed HRA 30-year business plan, the detailed HRA revenue budget for 2021/22, the ten-year capital programme and right to buy one for one receipts programme.

NOTED

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1. The approvals being sought for recommendation to full Council as set out in the report and detailed in the decisions below.
2. That in October 2019 the Government had announced a change to the Social Housing Rent Standard Policy that from April 2020 for a 5 year period, local authorities could increase rents by Consumer Price Index (CPI) plus 1% which had been incorporated into the Business Plan.
3. The efficiency savings as set out in paragraph 23 of the report.
4. Members' view that the Government should maintain the current uplift in Universal Credit.
5. The consultation which had taken place through Customer Voice, and the ongoing consultations that took place with residents.

**Alternative Options Considered:** Not applicable to this report.

**DECISION:** The Cabinet agreed to approve and recommend to Council to:

1. Approve the HRA 30-year Business Plan as shown in Appendix 1 of the report.
2. Approve the detailed HRA Revenue Budget for 2021/22 as shown in paragraph 20 of the report.
3. Approve the 10-year HRA Capital Programme and borrowing requirements to deliver 3,500 additional units.
4. Approve a rent increase for 1.5% in line with Government guidelines noting the social and affordable rent levels for 10,400 properties in 2021/22.
5. Approve the level of service charges for 2021/22 for those properties receiving this service.
6. Approve the charges for community hall hire, garages and parking bay rents.
7. Note the heating charges for 2021/22 for those properties on communal heating systems.
8. Approve the Rent and Tenancy Policy as set out in Appendix 2 of the report.
9. Note the introduction of service charges to the later living schemes for existing residents subject to engagement.

**Reason:** To ensure that a balanced 30-year HRA Business Plan is approved by Council. To ensure that the HRA Budget is set by the Council and that this budget does not put the HRA into deficit. To set the affordable and social rent and service charge levels for HRA properties, in line with the Government's Social Housing Rent Policy. This decision must be taken early enough for the tenants to be advised of the change at least 4 weeks prior to the date of that change.

**(Key decision – reference number 5212)**

**12**

**BETTER COUNCIL HOMES - PROGRESS, PLANS AND REVIEW OF HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN FOR 2021**

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Resources and Executive Director - Place.

NOTED

1. That the report set out the progress, plans and review of the HRA Business Plan for 2021. The Good Growth Housing Strategy published in 2020 had outlined an ambition to invest in and be proud of our Council homes. Improvement of housing services had been a priority during the year.
2. The wider social benefits of good quality housing provision and investment in the Borough with local job creation opportunities and climate change benefits.
3. The legal position of leaseholders regarding contributions to improvement works and the hardship support that would be provided.
4. The continued commitment to bring services in-house and to re-procure contracts where required to ensure best value for money and service provision.
5. That the Business Plan was financially viable and borrowing was within approved levels, as detailed in the report.
6. The report supported the delivery of the Good Growth Housing Strategy. The challenges being faced were highlighted including funding limitations and timescales for delivery. A summary of the key points of the GLA affordable housing programme were set out in paragraph 38 of the report.
7. That Members would continue to lobby the Government for adequate funding to meet required fire safety works.
8. The good progress that was being made by the Enfield Repairs Service and bringing services in-house.

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9. That a robust and prudent financial approach would continue to be followed and works re-profiled as necessary as set out in the report. This was a long-term programme of works that could be adjusted accordingly. The programme was ambitious and in line with prudential accounting requirements.

**Alternative Options Considered:** As incorporated within the body of the report.

**DECISION:** The Cabinet agreed to

1. Note the progress made to date on the Council's Housing Development Programme and in the light of this agree the updated Development Strategy proposed in the report.
2. Recommend to Council to approve the updated 13-year Housing Development Programme, noting the reduction in homes from 3,804 to 3,500.
3. Approve a bid to the GLA for its Affordable Housing Programme 2021-26 and for additional schemes through the Building Council Homes for Londoners programme as appropriate and based on capacity that had been established with the HRA Business Plan and as outlined in the report, and to note the risks and impact to the Housing Development Programme.
4. To authorise the Executive Director – Place, in consultation with Executive Director – Resources, to enter into development partnerships, award contracts for works and professional services and enter into or agreements for the acquisition or disposal of property for development schemes.
5. Approve the revised budget of £21,303,999 for Bury Street West in the updated 13-year Housing Development Programme per paragraphs 78 of the report, subject to a forthcoming portfolio decision.
6. Delegate authority to the Director of Housing and Regeneration after consultation with the portfolio holder and Executive Director – Resources, to initiate and agree changes to housing development and estate renewal schemes, including submission of planning applications, provided they do not impact on the revised HRA Business Plan.
7. Agree applications for the Mayor of London Energy Efficiency Fund (MEEF) and Government's Green Homes Fund to support planned investment in carbon efficient homes, subject to the approval of loan terms by the Executive Director – Resources.
8. Approve the entering into a collaboration agreement (the Retrofit Accelerator Homes Innovation Partnership (RAHIP) to enable the



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Council to access BEIS funding, to support the retrofitting of council homes to achieve carbon zero standard.

9. Agree the schemes for investment in Council homes for 2021/22 and updated 10-year programmed as outlined in paragraph 56 of the report.
10. Approve the extension of the existing measured term repairs contracts for mechanical and electrical services and compliance management up to and inclusive of October 2021, to enable OJEU compliant re-procurement exercises to be completed.
11. Approve an introduction of additional financial hardship measures for leaseholders as outlined in paragraph 65 of the report.
12. Recommend to Council to approve the revised HRA Business Plan which incorporated the updated strategy and 10-year HRA capital programme budget, which would come forward as part of the Council's 10-year Capital Programme recommended to Council.
13. Note the £500k savings to be generated from a restructure in Council Housing and agreed to delegate authority to the Director of Housing and Regeneration to implement the changes required.

**Reason:** NOTED, the detailed reasons for the proposals as set out in paragraphs 18 to 24 of the report.

**(Key decision – reference number 5219)**

### 13

#### **ECONOMIC DEVELOPMENT STRATEGY 2020-2030**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place seeking approval of an Economic Development Strategy 2020-2030.

NOTED

1. That this was a 10-year Strategy that would support the Council's economic development goals, as highlighted in the Council's Plan and vision for the future of the Borough.
2. The challenges faced by the Borough which had been accelerated and increased through the Covid pandemic. The Borough needed to maintain and develop a strong local economy which was sustainable and supported local communities and residents; and, provided the right skills and opportunities.
3. The Strategy would assist in managing the changing town centres and high streets in the Borough post Covid and recognised the importance of the creation of high-quality employment and skilled local workforce.

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4. The Council would continue to explore and seek all available funding opportunities to support the economic development of the Borough.
5. The 4 key themes of the Strategy as set out in the report covering: high quality employment; people; places; and, culture.
6. The Council would seek to build on the benefits and opportunities as a London Borough. The Strategy would align to the Council Plan and other Council strategies and initiatives including the recently agreed Culture Strategy for the Borough. This Strategy was well-timed.
7. The cultural and economic developments taking place in the Borough with the TV and film hub being established at Meridian Water together with the provision of a skills academy which would benefit young people in the Borough. Good progress was being made.
8. In response to a question raised, Members were advised the work that the Council had undertaken in distributing Government grants to eligible businesses in the Borough in response to the pandemic, the work and funding involved had been significant. The council was continuing to work hard to contact eligible businesses and provide all possible support to them in order to support the local economy.
9. That the decline of town centres and high streets was a national issue. This Strategy would help to attract investment to the borough and the diversification of the high street to include for example culture and leisure facilities as well as retail. This provided a clear policy framework to seek future funding. A strategic approach would support bids for project and investment funding such as the recent successful Good Growth Fund bid for Angel Edmonton, as set out in the report.
10. The potential funding streams that would continue to be explored as detailed in the report.
11. The Council would continue to work closely with other London Councils and a co-ordinated approach would be pursued with the GLA and the London economy as a whole. The initiatives coming forward from the Mayor of London and GLA were outlined to Members. Positive and exciting policy developments were emerging with a clear plan for recovering from the economic impact of the pandemic.

**Alternative Options Considered:** None, the Council had committed through its Council Plan to the creation of an economy that works for everyone, create more high-quality employment and to do this required a clear strategy with supporting actions.

**DECISION:** The Cabinet agreed to

1. Approve the Economic Development Strategy provided in Appendix 1 of the report.

2. Delegate to the Executive Director of Place, in consultation with the portfolio holder for Economic Development, authority to make minor edits and finalise the presentation of the Strategy.

**Reason:** NOTED, the detailed reasons for the proposals as set out in paragraphs 5 to 13 of the report.

**(Key decision – reference number 5088)**

## 14

### INTRODUCTION OF NEW PUBLIC SPACE PROTECTION ORDERS

Councillor George Savva (Cabinet Member for Licensing and Regulatory Services) introduced the report of the Executive Director – Place and Executive Director - People.

NOTED

1. That the current PSPOs were introduced in January 2018 for 3 years. It was proposed to introduce them for a further 3-year period to continue to address a range of anti-social behaviours as set out in the report and its appendices.
2. Members were informed of the differences between the existing and proposed PSPOs, as set out in the report.
3. The consultation which had been undertaken and the results to the consultation as provided within the report. There had been a high level of support for the proposals. A key theme which had emerged was the ability and resources available to enforce the PSPOs. The Council would ensure that resources were targeted appropriately and joint work undertaken with the Police as set out in the report.
4. The proposals were welcomed by Councillor Nneka Keazor as Cabinet Member for Community Safety and Cohesion. There had been a significant rise in anti-social behaviour in the Borough which the Council was committed to reducing as much as possible using all appropriate resources available to tackle the issues which had been highlighted. The proposed PSPOs were widely supported.

**Alternative Options Considered:** To not introduce the new Public Space Protection Orders (PSPOs), as set out in paragraphs 83 and 84 of the report.

**DECISION:** The Cabinet agreed that the Public Space Protection Orders (PSPOs) as outlined in paragraph 27 and Appendix 3 of the report be approved, and that the Director of Law and Governance sign the PCSOs and be delegated authority to make any minor amendments.

**Reason:** The proposed PSPOs would continue to help address concerns raised by the public with the Police and Council about anti-social behaviour

occurring in the borough. The purpose of PSPOs was to stop individuals or groups committing anti-social behaviour in a public space so that the law-abiding majority could use and enjoy public spaces, safe from anti-social behaviour.

**(Key decision – reference number 5255)**

**15**

**A MODERN COUNCIL - DIGITAL BUSINESS PORTFOLIO 2020-2030**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources setting out the Council's future digital transformation programme of work.

NOTED

1. That the priority of delivering a customer first service, as set out in the report. Further funding was not being sought through this report; the programme of work was included in the Council's 10-year capital programme and approved digital funding as explained in the report.
2. The detailed proposals set out in paragraph 5 of the report; approval was sought to the realisation of 52 projects and programmes during 2020-2023.
3. The financial information set out in the report and its appendices. Projects had been reviewed and priorities set to ensure the most effective use of funding. A number of the projects, as detailed in the report, were highlighted to Members as summarised in paragraphs 29 to 42 of the report.
4. The robust and detailed governance arrangements set out in the report and Appendix D of the report.
5. That Appendix A to the report set out a clear and detailed project and programme description. Appendix E to the report outlined the achievements to date.
6. That there would be comprehensive training and coaching of staff as appropriate.
7. That this was a thorough and detailed area of work commended to Members for approval.

**Alternative Options Considered:** NOTED, the detailed options that had been considered as set out in paragraphs 92 and 93 of the report.

**DECISION:** The Cabinet agreed

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1. The realisation of 52 projects and programmes during 2020-2023 as the first tranche of the portfolio as detailed in the report and Appendix A of the report.
2. That the remaining budget of the current ICT capital budget secured via KD 4410 of £2.375m be re-profiled across the existing projects and programmes as detailed in Appendix C, table 1 of the report.
3. To authorise the draw-down of £18.4m from the digital capital budget ringfences via the capital strategy and 10-year capital programme (KD 5026) as a funding stream for the portfolio's first tranche of projects and programmes between 2020-2023 (Appendix C, table 2 of the report referred).
4. To a further report following the discovery work and business cases for additional capital funding to deliver new critical projects in the Digital Investment Portfolio.
5. To note an allocation of up to £761k use of capital receipts would be included in the Medium-Term Financial Plan to develop business cases for new projects as part of the portfolio's pipeline and detailed in Appendix A of the report. Note that subject to viable business cases, these projects would require additional capital funding which would be secured via future authority reports to Cabinet and Council.
6. To the progress reporting proposals included in this report regarding the Digital Investment Portfolio.
7. To note the achievements to date of the previous ICT programme as set out in Appendix E of the report.

**Reason:** NOTED, the detailed reasons for the proposals as set out in paragraphs 6, 7 and 8 of the report. The Digital Investment Portfolio 2020-2030 would support the delivery of the Council's aims as set out in the Council Plan.

**(Key decision – reference number 5223)**

## 16

### **HOUSING OMBUDSMAN COMPLAINT CODE - SELF ASSESSMENT**

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place and Director of Law and Governance.

NOTED

1. The Housing Ombudsman had introduced a new Complaint Handling Code on 1 July 2020, which came into operation in September 2020. As part of the new code, Councils were required to self-assess their complaints system against the Code, and report to Cabinet.

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2. The action plan and benchmarking information set out in the appendices to the report. Enfield had performed well when compared to other similar London Boroughs. The action plan set out clear priorities and timelines for improvements to be made. Further update reports would be presented to Cabinet periodically as and when appropriate.

**Alternative Options Considered:** The Housing Ombudsman required the Council to take the action set out in this report.

**DECISION:** The Cabinet agreed to

1. Note the contents of the Housing Ombudsman's Complaints Handling Code (the Code), including the new sanctions available to the Housing Ombudsman.
2. Note the outcome of the self-assessment and the actions required to meet the standards of the Code.
3. Note the action plan attached to the report.
4. Delegate to the Director of Housing and Regeneration, after consultation with the Cabinet Member for Social Housing the approval of a revised Compensation Policy for tenants and leaseholders.

**Reason:** Self-assessment against the Code was mandatory and had to be completed by 31 December 2020. The Ombudsman also required the Council to report to Members and to publish the outcome of its assessment. The Ombudsman might request sight of the assessment and evidence in its support. The Ombudsman might require Councils to periodically repeat the self-assessment, for example following any amendments to the Code or a significant change to the landlord's organisational structure.

**(Non key)**

17

## **QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 2 2020/2021)**

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 priorities as outlined in the new Council Business Plan.

NOTED

1. That the report showed the quarter two performance for 2020/21 covering the period from July to September 2020, which had been during the Covid pandemic period, as reflected in the performance data. Members noted the impact that the pandemic had had and was continuing to have on certain areas of service delivery and

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performance targets as set out in the report. Despite the pressures being experienced, the Council had continued to perform well in several areas including in Children's and Adults' social care.

2. The impact of the pandemic on areas of performance, including staff absence where 28% of absences had been Covid related; increasing pressures on temporary accommodation; and an increase in domestic violence cases and anti-social behaviour.
3. That Appendix 2 of the report focused on a selection of priority measures where performance was currently off target and/or direction of travel was negative. For each measure an action plan with delivery timeframes had been provided. Regular meetings took place to monitor and seek improvements in performance.

**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)**

**18**

### **FIRE SAFETY - COUNCIL HOUSING**

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place providing an update on progress made to date regarding the delivery of safe and secure council homes across the borough.

NOTED

1. The progress which had been made to date as highlighted in the report and outlined to Members. The report set out the Council's preparation for the new regulatory framework; the Council's high rise retrofit programme; the wider building safety programme; the housing management policies and processes; the resident engagement strategy; building internal resources, competence and resilience; and, the supply chain competence and remedial work delivery.
2. The areas of work highlighted to Members at the meeting as set out in the report. This represented a significant investment in council homes. The Council was working hard to mitigate risks and improve fire safety. The Council would continue to lobby the Government for funding to undertake these essential works.

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

**DECISION:** The Cabinet agreed

1. To note the comprehensive fire safety programme outlined in the report and the positive progress made to date.
2. That the Council continued to lobby central government to support the Council with the costs of building safety measures arising from forthcoming Building Safety legislation.

**Reason:** To ensure the safety of residents living within Council owned and managed homes and to fulfil the Council's legal duties as a Landlord under the Regulatory Reform (Fire Safety) Order and the Social Housing Regulators Homes Standard.

**(Non key)**

**19**

### **HEALTHWATCH RE-TENDER CONTRACT AWARD**

Councillor Alev Cazimoglu (Cabinet Member for Adult Social Care) introduced the report of the Executive Director – People informing Cabinet of the outcome of the competitive tender for the local statutory Healthwatch service and seeking approval for contract award.

NOTED

1. That a part two report also referred as detailed in Minute No.23 below setting out the financial information and details of the winning bidder.
2. The statutory requirement for local authorities to have a local Healthwatch organisation and its core functions, as set out in the Local Government and Public Involvement in Health Act 2007, and amended by the Health and Social Care Act 2012, as set out in paragraph 12 of the report.
3. The thorough process which had been followed to ensure that a value for money service continued to be provided as detailed in full in the report.
4. That approval was being sought to delegate any contract extensions to the Director of Health and Adult Social Care in consultation with the Cabinet Member as set out in the decisions below.

**Alternative Options Considered:** None as this was a statutory service.

**DECISION:** The Cabinet agreed



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1. To award the Healthwatch contract to the winning bidder identified in the part two report, for an initial period of three years with an option to extend for a further two periods of two years as appropriate (Minute No.23 below referred).
2. That delegation for any further contract extensions be granted to the Director of Health and Adult Social Care in consultation with the Cabinet Member.

**Reason:** The Healthwatch function was a statutory requirement under the Care Act 2012. The current contract ends on 31 March 2021.

**(Key decision – reference number 5227)**

### 20

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

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

### 21

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

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 3 March 2021 at 7.15pm.

### 22

#### **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 virtual meeting for the item of business listed as part two on the agenda on the grounds that it involves 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).

### 23

#### **HEALTHWATCH RE-TENDER CONTRACT AWARD**

Councillor Alev Cazimoglu (Cabinet Member for Adult Social Care) introduced the report of the Executive Director – People.

NOTED

1. That a part one report also referred as detailed in Minute No.19 above.
2. The financial information detailed in the report in relation to the tender of the contract. A thorough and transparent process had been followed.

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3. The option to extend the contract subject to satisfactory performance, as set out in the report. Regular performance reviews would take place throughout the term of the contract and appropriate action taken if necessary.

**Alternative Options Considered:** None as this was a statutory service.

**DECISION:** The Cabinet agreed

1. To award the Healthwatch contract to the winning bidder, as detailed in the report; for an initial period of three years with an option to extend for a further two periods of two years as appropriate.

**Reason:** The Healthwatch function was a statutory requirement under the Care Act 2012. The current contract ends on 31 March 2021.

**(Key decision – reference number 5227)**