

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 21 APRIL 2021**

**COUNCILLORS**

**PRESENT** Nesil Caliskan (Leader of the Council), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), 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), Ergin Erbil (Non Geographical)

**ABSENT** Ian Barnes (Deputy Leader) and Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Katherine Chibah (Associate Cabinet Member – Enfield West), Ahmet Hasan (Associate Cabinet Member – Enfield North)

**OFFICERS:** Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Fay Hammond (Executive Director Resources), Bindi Nagra (Director of Health and Adult Social Care), Mark Bradbury (Director of Property & Economy), Jeremy Chambers (Director of Law and Governance), Peter Nathan (Director of Education), Tinu Olowe (Director of Human Resources and Organisational Development), Matt Bowmer (Interim Director of Finance), Kieran Murphy (Director of Digital, Data and Technology), Nancie Alleyne (Service Development Manage), Matt Casey (Service Manager of Strategy and Service Development - People), Doug Wilson (Head of Strategy, Performance and Policy) and Clare Bryant (Senior Governance Officer), Jacqui Hurst (Secretary)

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ian Barnes (Deputy Leader), Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Councillor Katherine Chibah (Associate Cabinet Member – Enfield West), Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North) and Tony Theodoulou (Executive Director People).

**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 3 March 2021 be confirmed as a correct record.

**5  
ASSOCIATE CABINET MEMBER WORK PROGRAMMES**

NOTED for review, the Associate Cabinet Members' Work Programmes 2020/21.

Cabinet agreed to approve the presented work programmes.

**6  
QUARTERLY CORPORATE PERFORMANCE REPORT**

Councillor Nesil Caliskan (Leader), in the absence of Councillor Ian Barnes (Deputy Leader), introduced the report of the Executive Director Resources presenting the quarter 3 report on the Corporate Performance Scorecard reflecting the Council priorities outlined in the Council Business Plan.

NOTED

1. That Appendix 1 to the report showed the quarter three performance for 2020/21 (October to December 2020) and compared it to the Council's performance across the previous four quarters for a series of key performance indicators. Members noted the impact of the Covid-19 pandemic during this period when Council services had been impacted. The Council had however remained "open for business" and had provided additional support to its residents in order to meet the needs of the most vulnerable during this challenging period.
2. Examples of positive areas of improving performance were highlighted including Children's Social Care, Adult Social Care, Telephone services, and, Housing Benefits. The full performance information presented was noted by Members.
3. That Appendix 2 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 had been provided to

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demonstrate what was being done in each service area to address underperformance.

4. That during quarter 3, 28% of recorded sickness absence had been Covid-19 related with the frontline workforce having been most affected.
5. The information presented regarding Temporary Accommodation and the detailed action plan. This was a continuing area of pressure as set out in the report. Total numbers in temporary accommodation had dropped slightly from their height in August 2020 but remained slightly higher than at the start of the year. This had been due to the large intake of people into temporary accommodation during the first lockdown “Everyone in Policy”, and the difficulty in securing move on accommodation. The detailed action plan was noted together with the future pressures, including an anticipated increased number of applications arising as a result of evictions that had been delayed during the pandemic.
6. Additional resources had been directed to meet the demands of Adult Social Care reviews, as outlined in the report. The performance indicators had been affected by the Covid-19 pandemic and the challenges faced were highlighted. The actions proposed to bring performance levels back to normal were explained. The Council would continue to work with its NHS partners.
7. Members took this opportunity to recognise the incredibly difficult year that had been experienced by everyone and, praised Officers for their continued dedication and commitment to supporting the Borough’s residents during the pandemic. Officers had successfully met the challenges faced and ensured that the Council had continued to provide essential services and, had met additional demands placed upon them. In addition, the volunteers that had come forward to meet community needs were praised and their valuable contribution recognised.

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

**USE OF HIGH NEEDS BLOCK FUNDING TO SUPPORT EARLY INTERVENTION FOR CHILDREN AND YOUNG PEOPLE**

Councillor Rick Jewell (Cabinet Member for Children's Services) introduced the report of the Executive Director People.

NOTED

1. That the report detailed the Council's proposed response to help remedy the current High Needs Block overspend. The suggested approaches and investment proposals had been recommended by the Schools Forum.
2. That an independent review in 2020 had recommended an increase in early intervention and an expansion of in-borough provision and a reduction in independent placements, as detailed in the report. In addition, the report of the Enfield Poverty and Inequality Commission had previously recommended that children should be "school ready". The proposals in the report supported these recommendations.
3. That the proposals were intended to ensure that children and young people received a service as soon as it was required, helping to prevent the need for more intensive intervention in the future.
4. Members welcomed the recommendations and reiterated the Council's commitment to the provision of these essential services to children and young people in the Borough.
5. That the investment in the provision of such early intervention services would be beneficial in the long-term and, it was anticipated would in time reduce pressure on adult social care services.
6. In response to questions raised, an explanation was provided on ways in which the services could be accessed and the support that would be available to children and young people and their families.

**Alternative Options Considered:** NOTED, that currently it was necessary for the Council to provide additional ad hoc funding on an annual basis. This ensured that statutory obligations were met as more children and young people access these services. This option was costly and difficult to budget.

**DECISION:** The Cabinet agreed to approve the use of High Needs Block funding to invest in two early intervention models: Speech, Language and Communication Needs; and, Autism.

**Reason:** NOTED, the detailed reasons for the proposals as set out in paragraphs 4 to 7 of the report.

**(Key decision – reference number 5296)**

## **BUILD THE CHANGE PROGRAMME**

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

### **NOTED**

1. That the report provided an update on the positive progress of the Build the Change programme in relation to the Housing Hub and Children and Family Services Hub.
2. The proposals for the next phase of the Programme, as set out in detail in the report.
3. That Cabinet were reminded of the purpose of the Build the Change Programme and its aims and objectives as set out in detail in paragraphs 18 to 24 of the report. The programme would create a modern Council with fewer but better equipped buildings designed to meet the needs of services and its residents.
4. The detailed information provided regarding the development of the Edmonton Green Housing Hub; Thomas Hardy House Children and Family Services Hub; and the Civic Centre Business Hub.
5. The proposals in relation to the future of the Claverings industrial estate which was no longer fit for purpose. Buildings on the estate would not achieve the necessary energy efficiency standards required by law in 2023. The Council currently occupied 39% of the estate with the remainder leased to businesses and other organisations, as detailed in the report. It was recommended that the Council staff currently based at Claverings would be relocated to the Civic Centre as part of the Build the Change Programme.
6. That options for the future of the Claverings estate, as set out in the report, would be considered alongside the ongoing disposals strategy and presented to a future Cabinet meeting for consideration and decision in due course
7. That in line with the Council's new Culture Strategy, the Civic Centre would also form part of the Borough's cultural infrastructure, including the relocation of the Local Studies and Archive to the ground floor.
8. The recommendation for the development of a Mental Health Wellbeing Hub (paragraphs 40 to 45 of the report referred). A detailed business case, including the location of the new hub, would be developed and brought forward for a decision in due course.
9. That the funding approvals sought in the proposals of the report were in accordance with the Council's approved Capital 10-year programme.

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10. The in-principle decisions sought at this stage. Further reports would be presented to Cabinet in due course on the business case for the potential disposal of the Claverings estate and, the development of a Mental Health Wellbeing Hub.
11. In response to questions raised, Fay Hammond, Executive Director Resources, set out the detailed financial implications for the three potential options for the future of the Claverings Estate as outlined in the report. There was a strong business case for the proposed way forward. The revenue and capital implications of the Build the Change Programme had been incorporated with the Council's budget setting processes. A further detailed report would be presented to a future Cabinet meeting.
12. Members supported the proposals and highlighted the value of bringing services together in Hubs. Future service provision would be modern, accessible, and fit for purpose, for the benefit of both the Council, its staff, residents and service users. The recommendations were financially sound. The Build the Change Programme had potential wide-reaching and long-term benefits for the Borough and would facilitate investment and improvements.

**Alternative Options Considered:** None.

**DECISION:** The Cabinet agreed to

1. Note the allocations in the Council's approved Capital 10-year programme for the Build the Change programme of £10.7m in 2021/22 and £15.2m in 2022/23, £6.7m in 2023/24 and £6.9m in 2024/25.
2. Approve the spend of £14.5m in 2022/23 and £0.7m in 2023/24 in accordance with this approved Capital 10-year programme at the Council to deliver completion of the Housing Hub at Edmonton Green, the Children and Families Hub at Thomas Hardy House and improvements to the ground to fourth floors of A Block and to D Block at the Civic Centre.
3. Delegate authority to the Director of Property and Economy in consultation with the Executive Director Resources, to procure consultants and contractors in accordance with Contract Procedure Rules as necessary to deliver the programme.
4. Approve the principle of a disposal of the Claverings industrial estate to facilitate its redevelopment to provide modern, energy efficient employment space. The proposed disposals route and business case would be the subject of a Cabinet report to follow.
5. Approve the principle of a new Mental Health and Wellbeing Hub, which would provide an easy point of access for any person who had care and support needs for their mental health, and any person who

cares for someone with mental health needs. Under these proposals staff from the Integrated Mental Health Service currently located at 58-60 Silver Street (Enfield Town) and the first floor of Park Avenue (near Enfield Town) would be brought together in a single location (currently to be determined following an options appraisal), to deliver in a new re-provisioned community hub service.

**Reason:** NOTED, the detailed reasons for the proposals as listed below:

- To modernise and streamline the Council's property estate, enabling it to operate from fewer but better equipped buildings which were designed to meet the specific needs of residents, services and staff.
- To provide the necessary IT infrastructure to enable modern working practices which were agile and flexible.
- To support a longer-term approach to capital investment in the Council's assets, supporting further analysis, business case development and financial modelling to create a 10-year plan.
- To ensure savings and income identified in the Medium-Term Financial Plan could be delivered.
- To enable investment in the Council's property estate, by generating savings, increasing income and/or producing capital receipts where appropriate.

**(Key decision – reference number 5280)**

## **9**

### **TENDERING EXTRA CARE SERVICE**

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director People seeking approval to the contract award for extra care services at Alcazar Court and Skinners Court following a detailed tendering process.

NOTED

1. That extra care housing services supported Adult Social Care priorities for Older People in Enfield by reducing the number of people who go into long-term residential and nursing care as well as reducing the number of preventable hospital re-admissions.
2. That service users and their families and carers had been actively involved in the procurement process.
3. The detailed tendering processes and outcomes as set out in the report and the restricted appendix (containing exempt information).
4. That schemes of this nature were in short supply in the Borough. The Council was committed to such service provision in the future with long-term aspirations for the development of a care village. It was essential to provide fit for purpose accommodation for older and vulnerable residents.

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5. In response to questions raised, Members were advised on the robustness of the market for adult social care services and, the monitoring measures that would be undertaken on the performance of the service providers. The contract was for a 7 year period with break clauses and agreement to the extension of the contracts after the initial 3-year contract period would be made by the appropriate Cabinet Member, as set out in the decisions below.
6. Members were assured of the comprehensive performance reviews and close quality monitoring that would be undertaken on the service providers. At least monthly meetings would take place with the service providers and, intelligence would be sought from a variety of sources including service users and their families.
7. The current state of the domiciliary care market was outlined to Members. Providers had continued to operate throughout the pandemic with funding support. The potential impact of Brexit on the future workforce was noted. Members received an explanation on the Direct Payments processes in Enfield for home care services with elements of spot purchasing where necessary based on quality and delivery of services. The position of Care Homes in the Borough was more challenging and complex.
8. The Council would continue to ensure that Adult Social Care services in the Borough were of a consistent high standard for the benefit of vulnerable service users and their families whilst recognising the service and financial pressures being faced.
9. That the Council had a Brokerage service to support the Direct Payments function which provided a crucial support role to users and their families. There were a significant number of care providers in the Borough.
10. That an important element of the tendering process had been to address the cultural and religious diversity of service users. The contracts were mindful of the diversity of the residents and that providers were expected to meet basic culturally sensitive services covering a range of care needs. Comprehensive assessments were undertaken for each individual and where additional needs were identified, that could not be catered for by the provider, the Council would commission additional services as required to support the care provider and meet identified need. A personalisation approach was taken with users' individual needs carefully assessed with a focus on achieving the best possible outcome for each individual service user. This was a benefit of the direct payments system and personalisation approach.

**Alternative Options Considered:** NOTED, the detailed options considered as set out in paragraph 45 of the report.



**DECISION:** The Cabinet agreed to

1. Endorse and agree to award a 3+2+2 year contract for care and support services at Alcazar Court Extra Care Housing Scheme and Skinners Court Extra Care Housing Scheme respectively, to the successful service provider outlined in the part two appendix (containing exempt information) on the basis outlined in paragraph 4 of the report.
2. That a Cabinet Member agrees to the formal approval of the 2+2 year extensions periods of the contracts for both Alcazar Court and Skinners Court, subject to satisfactory performance.

**Reason:** The provision of extra care accommodation had been and continued to be a priority for the Council. It delivered a model of care which promoted independent living for a range of vulnerable people who would otherwise be at risk of social isolation, admission to hospital or residential care.

**(Key decision – reference number 5184)**

## **10**

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

NOTED, for information, the provisional list of items scheduled for the new municipal year.

## **11**

### **DATE OF NEXT MEETING**

NOTED, that this was the last scheduled Cabinet meeting in the current municipal year. The dates for future Cabinet meetings would be advised following confirmation of the Council's calendar of meetings for the municipal year 2021/22.