

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 18 NOVEMBER 2015**

COUNCILLORS

PRESENT Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community Organisations and Culture), Alev Cazimoglu (Cabinet Member for Health and Social Care), Nneka Keazor (Cabinet Member for Public Health and Sport), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

Associate Cabinet Members (Non-Executive and Non-Voting): Bambos Charalambous (Enfield West), Vicki Pite (Enfield North) and George Savva MBE (Enfield South East)

ABSENT Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Andrew Stafford (Cabinet Member for Finance and Efficiency)

OFFICERS: Ian Davis (Director of Regeneration & Environment), James Rolfe (Director of Finance, Resources and Customer Services), Tony Theodoulou (Interim Director of Children's Services), Asmat Hussain (Assistant Director Legal & Governance Services), Bindi Nagra (Assistant Director Health, Housing and Adult Social Care), Mark Stone (Assistant Director for Transformation and IT), Jayne Middleton-Albooye (Head of Legal Services), Paul Davey (Assistant Director, Council Homes), Rupert Brandon (Development & Estate Renewal) and Suzanne Linsey (Press Officer) Jacqui Hurst (Secretary)

**1
APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) and, Rob Leak (Chief Executive).

**2
DECLARATION OF INTERESTS**

There were no declarations of interest declared in respect of any items listed on the agenda.

3

URGENT ITEMS

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

4

DEPUTATIONS

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

5

ITEMS TO BE REFERRED TO THE COUNCIL

NOTED, that there were no reports to be referred to full Council.

6

REVENUE MONITORING REPORT 2015/16: SEPTEMBER 2015 AND 2016/17 BUDGET UPDATE

Councillor Doug Taylor (Leader of the Council) introduced the report of the Director of Finance, Resources and Customer Services (No.111) setting out the Council's revenue budget monitoring position based on information to the end of September 2015.

NOTED

1. James Rolfe (Director of Finance, Resources and Customer Services) highlighted issues within the report for Members' consideration. The report forecast an outturn position of £2.7m overspend for 2015/16, this figure had reduced from previous forecasts and action was in hand to continue to reduce this further. Appendix D to the report set out the new savings proposals for 2016/17, as detailed in decision 4 below.
2. A report would be provided to the next Cabinet meeting setting out the analysis of the Spending Review and as much detail as possible as to the implications for Enfield, paragraph 9.9 of the report referred. This would be dependent on the publication of the Provisional Local Government Finance Settlement. If necessary a supplementary "to follow" paper would be circulated for the December Cabinet meeting, as detailed in decision 5 below.
3. A major review of the HRA Business Plan had been undertaken, as detailed in Appendix E of the report and decision 7 below.

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4. In response to a question raised by Councillor Brett, James Rolfe explained the funding in relation to the Empty Property Strategy as set out in Appendix A4 of the report. It was noted that the Council had received external grant funding in respect of this work.
5. Councillor Cazimoglu expressed her concern regarding the projected overspend for Children's Services, as detailed in the report, and the impact that this could have on the levels of savings required by other Council departments. It was noted that the demographic changes in the Borough had an impact across a wide range of Council services. James Rolfe outlined the work that was being undertaken to address such budget pressures and noted how Enfield compared to other London Boroughs. Members would be asked to take decisions regarding the next year's Council budget in due course.
6. In response to a question raised by Councillor Sitkin, James Rolfe explained the Council's strategy and actions in relation to short and long-term borrowing and how this impacted on the Council's budget forecasts, as set out in Appendix B of the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet

1. Noted the £2.7m departmental overspend revenue outturn projection.
2. Agreed that departments reporting pressures should formulate and implement action plans to ensure that all possible actions were undertaken to remain within budget in 2015/16. An exercise to reduce agency staff across the Borough was currently being finalised in order to achieve an in-year saving of £1.5m. This would be part of the mitigation actions in order to manage the departmental overspend. This was reflected in the September projection.
3. Noted the progress made to date in the preparation of the 2016/17 budget.
4. Agreed the new savings proposals for 2016-17 set out in Appendix D of the report.
5. Agreed that, if necessary, a supplementary paper regarding the Spending Review and Local Government Finance Settlement be submitted to the next Cabinet after the publication of the main monitoring report.
6. Noted the work that had been undertaken to bring the Council's 30-Year HRA Business Plan back into balance as described in Appendix E of the report.

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7. Agreed that the updated, balanced, 30-Year HRA Business Plan be adopted as the Council's new "base" Business Plan.

Reason: To ensure that Members were aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn. To agree the early implementation, where possible of the new "Amber" savings for 2016/17 in the current financial year. To agree the HRA 30 Year Business Plan.

(Key decision – reference number 4150)

7

ASSOCIATE CABINET MEMBERS UPDATE REPORT

Councillor Doug Taylor (Leader of the Council) introduced the report of the Director of Finance, Resources and Customer Services (No.112) providing updates on the activities undertaken by the three Associate Cabinet Members up to September 2015.

NOTED

1. Councillor Taylor invited the three Associate Cabinet Members to comment on their recent activities as outlined in the update reports presented to the Cabinet with this report.
2. Councillor Charalambous outlined the range of activities which he had undertaken over the last six months. He continued to support his Cabinet colleagues and represented the Council on a range of cross ward boundary projects including Broomfield House, Cycle Enfield, the Enfield Partnership Board and Crossrail 2. He had attended a number of ward forum meetings. Councillor Charalambous highlighted the strategic role undertaken by Associate Cabinet Members and the way in which this supported the Cabinet in its responsibilities and decision-making.
3. Councillor Pite supported the comments listed in 2 above and in addition highlighted the work that she had been involved with in developing a strategic approach to the continuing pressures on parking near schools. As an Associate Cabinet Member a wider view could be taken of issues of concern rather than focusing on issues within one ward only. This was valuable in moving issues forward for the benefit of the Borough. With regard to the proposed planning meeting for parents to discuss plans for secondary school provision, as set out in her update, Members were advised that this meeting would take place in January 2016.
4. Councillor Savva enjoyed his role as an Associate Cabinet Member and the support that they offered to their Cabinet Member colleagues. The Associate Cabinet Members provided an important focus for the public. Councillor Savva highlighted the work that he was undertaking

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to enhance the support available to children in poverty, for example, in the provision of adequate clothing for school. He would continue to work with the Interim Director of Schools and Children's Services to develop strategies with the Borough's schools and governing bodies.

5. In response to the comments above, Councillor Brett highlighted the discussions that she had had with Council officers to support families in need of additional food provision and outlined a scheme called "Fairshare" which was currently conducting a pilot scheme in Lambeth.
6. Councillor Taylor, supported by Cabinet Members, expressed thanks and appreciation to the Associate Cabinet Members for the valuable work that they undertook on behalf of the Council; their role was supportive and helpful to the Cabinet. It was noted that a formal review of the role of the Associate Cabinet Members would be undertaken in 2016, as detailed in the report.

Alternative Options Considered: The option to continue with the present arrangements had been considered but discounted on the grounds that they would not meet the new democratic imperative being sought by the administration and would fail to prepare the Council for future challenges arising from significant future budgetary pressures and changes to wider Government Policy.

DECISION: The Cabinet

1. Noted the progress made in exercising the new roles of the Associate Cabinet Members and the updates provided through the work programme outcomes summaries of activities up to September 2015.
2. Agreed that further outcomes updates be presented to Cabinet in May 2016 and November 2016.
3. Agreed that a formal evaluation of the impact of the Associate Cabinet Member role was to be commenced in early 2016 and a report with recommendations would come to Cabinet in May 2016.

Reason: To note the first work programme updates as presented. To agree that further updates would come forward in May 2016 and November 2016 with a formal evaluation to be commenced in January 2016 that would report back into Cabinet by May 2016.

(Non key)

8

SETTING UP A REGISTERED PROVIDER AND PROCURING AN INVESTMENT PARTNER FOR THE REGISTERED PROVIDER

Councillor Ahmet Oykenar (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment and Director of Finance, Resources and Customer Services

(No.113) outlining proposals for setting up a registered provider and procuring an investment partner for the registered provider.

NOTED

1. Councillor Oykenor explained in detail to Members the innovative proposals and the reasons for them, as set out in full in the report. The initial aim of the For Profit Registered Provider would be to purchase completed properties on Council led housing development schemes that it would then retain ownership of and manage with the use of contracted managing agents. In order to meet the condition for spending the retained right to buy receipts, the Council could not have a controlling interest in the new company. The opportunities that would be provided by moving forward with these proposals were outlined to Members.
2. In addition to the proposals set out in the report, officers would continue to investigate alternative delivery models for future consideration by Members.
3. In response to questions raised by Cabinet Members, Councillor Oykenor explained in detail all of the Council's housing elements and the roles and responsibilities undertaken through the following: Housing Gateway; Enfield Innovations; Registered Provider: and, the Housing Revenue Account. The functions of all of these elements were outlined and the way forward explained in full. In conclusion, Members expressed their support for the proposals, as set out in the report.
4. Councillor Taylor highlighted the need to use existing examples from elsewhere to inform the way forward. It was noted that a new company name would be required.
5. Councillor Oykenor concluded that it was the Council's intention to build more homes. He outlined the potential financial implications for the Council.

Alternative Options Considered: NOTED the detailed alternative options which had been considered as set out in section 4 of the report which included the following:

- The Council could decide not to spend the retained right to buy receipts already received.
- The Council could choose to withdraw from the right to buy one for one scheme now and return all receipts retained with effect from quarter 3 (December) this year.
- The Council could attempt to spend all the money on the provision of new Council homes within the HRA
- The Council could enter a joint venture registered provider with one or more other Councils. This option was being further considered.

DECISION: The Cabinet

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1. Noted that a budget of a maximum of £120k, was required to engage consultants to assist with the setting up of a new registered provider company, seek registration of the new registered provider company as a registered provider, and to procure an investment partner. This cost would be recouped against future corporation tax liability once the company was set up.
2. Agreed to authorise, in principle, the setting up of a new Limited Liability Company with the intention that this new company once formed seeks to become a registered provider.
3. Agreed that subject to the consultant's recommendation, to authorise the Council's Housing Development and Renewal Team to undertake a procurement exercise working with the Council's Finance, Resources and Customer Services directorate to procure an investment partner(s), as set out in section 7 of the report, for the new registered provider company with the intention that the Council would become a non-controlling shareholder in the new registered provider company once the investment partner(s) was in place. Once the registered provider company had been formed the Council would undertake its main liaison role via the Regeneration and Environment Department.
4. Agree to authorise, in principle, the allocation of the Right to Buy One for One receipts as the Council's equity share in the new registered provider company once that new registered provider company had achieved registered provider status, and had an investment partner(s) in place.
5. Agreed to delegate the selection of the investment partner, and potential other local authority partners (who might bring financial economies of scale or other advantages of joint working) to the Cabinet Members for Housing and Housing Regeneration and Finance and Efficiency, in conjunction with the Directors of Regeneration and Environment and Finance, Resources and Customer Services.

Reason: The Council had signed up to participate in the scheme and was committed to retaining the right to buy receipts in order to address the growing demand for affordable rented homes in the borough. It was clear that the Council would not be able to comply with the scheme and retain the receipts unless it could identify a solution to raise a significant proportion of the 70% match funding required outside of the HRA. Key advantages to the Council of this proposal:

- Expenditure of right to buy receipts
- Development of affordable homes thereby meeting housing needs and meeting housing targets
- Attraction of new external funding that would not otherwise be available to invest in Enfield
- Income to the Council via: potential capital receipts and/or ground rent

- Dividend payments from the rental payments made to the registered provider.

(Key decision – reference number 4205)

9

ENFIELD 2017 TRANSFORMATION PROGRAMME - A YEAR ON

Councillor Doug Taylor (Leader of the Council) introduced the report of the Chief Executive and Director of Finance, Resources and Customer Services (No.114) outlining the progress made on the Enfield 2017 Transformation Programme.

NOTED

1. That there was an additional recommendation to the report as follows and set out in decision 10 below: “The Assistant Director Legal and Governance would clarify responsibility of the Cabinet Member portfolios in light of the implementation of the Enfield 2017 transformation programme and would provide a briefing to a future informal Cabinet meeting”.
2. James Rolfe (Director of Finance, Resources and Customer Services) highlighted a number of issues within the report for Members’ consideration and outlined in detail the proposals set out in recommendations 2.7 and 2.8 of the report (decisions 7 and 8 below refer). Significant progress had been made and the programme was on track to deliver. Positive feedback had been received from customers and staff to date. It was recognised that there was still a lot more work to be done but significant achievements had already been reached, as set out in full in the report.
3. James Rolfe outlined both the short term and long term proposals for the creation of the Procurement and Commissioning Hub as set out in recommendations 2.7 and 2.8 and section 3 of the report. Members were advised of the future benefits that this would provide to the Council.
4. Councillor Taylor invited questions from the Cabinet Members and the following points were raised during discussion.
5. Councillor Oykenor advised Members that he had asked officers to commission a report into the risk surrounding the unique nature of the HRA rental income. This was to ensure that there was no reduction in HRA rental income performance. The review was on-going and because of the nature of the HRA, the outcome of the review would be reported to him as the Cabinet Member for Housing and Housing Regeneration. Councillor Oykenor undertook to report back to Cabinet on the findings of this report.

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6. Councillor Cazimoglu noted that the spend this year on the programme and associated staffing was projected to be £13.4m, as set out in recommendation 2.6 of the report. Councillor Cazimoglu questioned the release of such a significant proportion of the budget at this stage in the project. In response, James Rolfe explained that the release of monies was linked to delivery and a lot of investment was required early on in the project for example in the necessary digital developments and design work. This was in line with agreed payment structures and was as expected. The total project was on track to deliver the identified savings.
7. Councillor Sitkin highlighted paragraph 3.3.2 of the report detailing that the hubs would be supported by a revised IT platform that would enhance self-service. This would also reduce the duplication of data provision.
8. In response to a question raised by Councillor Sitkin, the previously agreed People Principle of: "We will institute an initial recruitment freeze in the affected areas" was clarified for Members. This was applied when a restructure was taking place, once affected staff had been dealt with and redeployment processes completed, then recruitment to any remaining vacant posts could take place in order to meet the identified needs of the service in question.
9. Members noted the role and responsibilities of the Business Support Hub as detailed in section 3.7 of the report.
10. In response to questions raised, Mark Stone (Assistant Director for Transformation and IT) explained that a separate update would be provided to a future meeting on the development of the business portal. It was noted that the proposed development was ahead of schedule.
11. Councillor Brett highlighted the needs of vulnerable and hard to reach groups in the voluntary sector who would benefit from specific briefings on the new systems and how they would work in practice. It would be helpful for appropriate customer testing to take place with them to provide guidance and reassurance where required. Mark Stone outlined the work that had already been undertaken with a range of customers which he could repeat with a variety of voluntary sector groups. Councillor Brett stated that there were a number of vulnerable groups that could require additional support from the Council.
12. Mark Stone was pleased to advise Members that to date activity levels on the Council's new website was three times higher than on the old website. Activity levels would continue to be monitored.
13. Councillor Georgiou reported that Mark Stone would be presenting to the Labour Group meeting in January how the new website works in detail and to provide any necessary IT support to Members arising from

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the changes that were taking place. The new website was likely to be fully operational by February/March 2016.

14. Councillor Brett also highlighted the benefit of presenting to 16-18 year olds in schools. The pupils could then in turn support their parents in the use of the new IT systems.
15. In response to a question raised by Councillor Sitkin, Mark Stone explained in detail the proposals for the creation of Procurement and Commissioning Hub and provided assurance that the proposals would not have any negative effect on current performance and overall targets. The current principles would remain in place. The benefits of the proposals were outlined for Members.

Alternative Options Considered: The programme had been delivered as per its Cabinet approvals and was on track to achieve its planned savings over the life time of the programme. This will be within the overall financial cost envelope approved by Cabinet. The decision to proceed to a co-sourced model of procurement and commissioning was a logical extension of the savings work already undertaken within Enfield 2017. Officers had considered developing a service without the leadership of a delivery partner, but this would not address the need for additional innovation and breadth of experience that was now required in this area to drive out further savings and opportunities for multi-partner working.

DECISION: The Cabinet noted

1. The continued use of the SIAM based contract between the Council and Serco to deliver relevant elements of the E2017 programme, to the extent that these elements fall within the scope of SIAM based IT contract with Serco or a permitted modification of its terms.
2. The content of this update regarding the Enfield 2017 Transformation Programme.
3. The in year cashable savings predicted of £9.6m for 2015/16 and that the full year effect of these savings was predicted to be £15.4m from 2016/17.
4. That the programme was on track to achieve its long term full year effect savings of £29m per annum by the end of the programme, with some re-profiling of these to better reflect part year and full year impacts in 2016/17, 2017/18 and 2018/19.
5. The need to ensure that payments to delivery partners involved in release three were proportionate to the effort they expend in its delivery and reflect the SIAM contracting model and the requirement to ensure all digital products perform as expected.

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6. That the spend this year on the programme and associated staffing was projected to be £13.4m and officers were confident that the programme would be delivered in full within the identified budget of £16m and would deliver its required savings over the lifetime of the programme.
7. The proposal to award a contract for the interim leadership of a council wide procurement and commissioning function until 31 March 2016 following a mini-tendering exercise across Consultancy One, and delegate this award to the Cabinet Member for Finance and Efficiency and the Director of Finance, Resources and Customer Services. This contract would be funded via reserves on a “spend to save” basis and would therefore be awarded only if the tender process identifies net savings for the council.
8. That the creation of the Procurement and Commissioning Hub, which was in progress, would be best sustained via a co-sourced partner model and delegate authority to commence the tender process and approve the award of final contract from 1 April 2016 (or as soon as possible thereafter) to the Cabinet Member for Finance and Efficiency and the Director of Finance, Resources and Customer Services, with any award being subject to a review of delivered savings at 31 March 2017, 31 March 2018 and 31 March 2019.
9. That the Director of Finance, Resources and Customer Services would ensure that any procurement for co-source partner for Procurement and Commissioning be undertaken in such a way that should the London Borough of Waltham Forest wish to join a co-sourced joint procurement arrangement with Enfield they were able to do so, recognising that the London Borough of Waltham Forest would need to follow their own governance processes to gain authority to do so.
10. The Assistant Director Legal and Governance would clarify responsibility of the Cabinet Member portfolios in light of the implementation of the Enfield 2017 transformation programme and would provide a briefing to a future informal Cabinet meeting.

Reason: The recommendations update Cabinet on the progress of E2017, confirm that it would be delivered within its approved cost envelope and that over the life time of the programme, its planned savings would be delivered or exceeded. Additionally the recommendations reflect the work being done to create a co-sourced model for the delivery of Procurement and Commissioning to maximise the knowledge and skills available to the council to drive further savings from this area and seek Cabinet approval to delegate award of a contract for this to the relevant member and officer.

(Key decision – reference number 4228)

10

CABINET AGENDA PLANNING - FUTURE ITEMS

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

11

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED, that no issues had been submitted for consideration at this meeting.

12

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 21 October 2015 be confirmed and signed by the Chair as a correct record.

13

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED, that there were no written updates to be received at this meeting.

14

INFORMATION ITEMS

1. Councillor Doug Taylor took this opportunity to advise Members that he, together with the Mayor and Opposition Leader, had written to the Mayor of Courbevoie on behalf of all the people of the London Borough of Enfield, to show our support and solidarity with the people of Courbevoie, Paris and France, following the terrible events that had taken place on Friday 13 November 2015. Cabinet endorsed the sentiments of the letter and extended their collective support of the actions which had been taken following the terrible events.
2. Councillor Ahmet Oykenner was pleased to report that he had today attended an event at London Olympia, "Homes 2015", where he had been invited to speak on Enfield's housing developments and future proposals in the Borough. The event had been well-attended and had raised Enfield's profile.

15

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 16 December 2015 at 8.15pm.

Councillors Georgiou and Cazimoglu extended their apologies for absence for this meeting