

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON THURSDAY, 30 OCTOBER 2014**

**COUNCILLORS**

**PRESENT** Doug Taylor (Leader of the Council), Chris Bond (Cabinet Member for Environment and Community Safety), Yasemin Brett (Cabinet Member for Community Organisations), Ahmet Oykenner (Cabinet Member for Housing and Estate Regeneration), Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health) and Alan Sitkin (Cabinet Member for Economic Development)

**Associate Cabinet Members (Non Executive and Non-Voting):** Bambos Charalambos, George Savva MBE and Ozzie Uzoanya

**ABSENT** Achilleas Georgiou (Deputy Leader), Donald McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Andrew Stafford (Cabinet Member for Finance)

**OFFICERS:** Rob Leak (Chief Executive), Bindi Nagra (Joint Chief Commissioning Officer), Jayne Middleton-Albooye (Head of Legal), Eve Stickler (Assistant Director - Commissioning and Community Engagement), Mark Stone (Assistant Director of Transformation and IT), John Oakley (Principal Lawyer - Commercial & Contracts), Emma Carrigy (Finance, Resources & Customer Services) and David Greely (Corporate Communications Manager) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Daniel Anderson, Elaine Hayward, Jansev Jemal, Joanne Laban and Mike Rye.

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Don McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Andrew Stafford (Cabinet Member for Finance).

An apology for lateness was received from Councillor Yasemin Brett (Cabinet Member for Community Organisations).

**2**

**DECLARATION OF INTERESTS**

There were no declarations of interest in respect of any item 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, with the following exception:

Report Nos. 104 and 105 – Enfield 2017 – Savings Proposals (Minute Nos. 5 and 8 below refer).

These requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

**AGREED** that the above reports be considered at this Cabinet meeting.

**4**

**ITEMS TO BE REFERRED TO COUNCIL**

**AGREED** that the following reports be referred to full Council:

1. Report Nos. 104 and 104 – Enfield 2017 – Savings Proposals (for the addition to the Council's capital programme only)

**5**

**ENFIELD 2017 - SAVINGS PROPOSALS**

Councillor Doug Taylor (Leader of the Council) invited Mark Stone (Assistant Director for Transformation and IT) to present the report of the Chief Executive and Director of Finance, Resources and Customer Services (No.104) to the Cabinet.

NOTED

1. That Report No.105 also referred as detailed in Minute No.8 below.
2. That the report detailed the funding required and set out the programme for the next three years. Enfield 2017 aimed to improve the customer journey and service delivery whilst also resulting in financial savings for the Council. The Council had been developing the proposed way forward for some time with the pace of delivery now being accelerated. The appendices to the report set out the Operating Principles (as previously agreed by Cabinet) and examples of some of the high level future operating elements, including the Customer contact and assessment hub where the council would aim to fully resolve as many contacts as possible.

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3. Enfield 2017 would establish technology platforms for customer self-service access, including the delivery of services, as far as possible at the initial point of contact. However, the Council would continue to offer face-to-face assistance for customers as required, using the same technology processes.
4. Members' attention was drawn to Appendix B of the report setting out the customer contact and, assessment hub, which aims to directly resolve customer needs and the key principles listed. Front-line staff had been involved in developing the proposed models.
5. That in conjunction with the trade unions, a set of "people principles" had been developed as set out in section 12 of the report. There had been significant input from staff through the "Ideas Exchange".
6. That Counsel opinion had been sought on the proposed contracting and commercial model as referred to in section 6.2 of the report.
7. The funding model as detailed in the report highlights that; payment to third party contractors relating to Information Technology would be based on results.
8. In response, Councillor Taylor highlighted a number of issues for Members' consideration. Enfield 2017 represented the Council's single transformation programme. There would be no digital exclusion in meeting the needs of customers and access routes would be provided to services to continue to meet the needs of all of the Council's customers. There would be an improvement to service delivery which would also result in required savings and he highlighted the inclusion of Enfield Homes which would be formally reintegrated with the Council on 1 April 2015 following the expiry of the existing management agreement (section 3.3 of the report referred) within the Enfield 2017 programme. There had been significant engagement with staff to design the new systems, with over 500 staff involved so far. Identified key risks would be robustly managed, as detailed in section 7.3 of the report. The importance of the "people principles", agreed with the trade unions, was highlighted.
9. Councillor Taylor invited questions from the Opposition Members present at the meeting. Issues raised included the following:
  - A discussion took place on the bid that the Council had made to the Department for Communities and Local Government (DCLG) as noted in recommendation 2.2 of the report. Mark Stone outlined the current situation for Members. The result of the bidding process was still awaited.
  - The significance of the proposed transformational change was noted and, questions were raised over the effect on employees and post reductions; the risk and reward contract proposals and how the projected savings would be achieved; and, the

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membership of the Strategic Transformation Board. A number of issues raised were addressed in consideration of the part two report (No.105).

10. Councillor Taylor invited questions from the Cabinet Members and Associate Cabinet Members; the issues raised included the following:
  - Councillor Brett highlighted the importance of involving members of the public in the transformation process and also, having clear processes for the public to contact the Council and effectively address any complaints/concerns. Councillor Brett raised the possibility of a public representative being included on the strategic board and; referred to the content of council websites being suitable for diverse learning styles.
  - Councillor Sitkin drew attention to key risk (reference SR005) exploiting technology results in disadvantaging certain customer groups and the mitigating actions that the Council would take. Efficiencies would continue to improve as systems developed.
  - Councillor Charalambous highlighted the importance of robustly testing the new IT systems prior to going live.
  - Councillor Savva noted that technology skills of customers would improve over time and that this programme would develop over the next three years. The Council would continue to provide face-to-face assistance.
  - Councillor Uzoanya stated that the Council was following the trend to increased use of technology and many examples of this could already be seen in the private sector. The proposed approach would reduce both the Council's staffing and property costs.
11. In response Councillor Taylor raised a number of issues. He acknowledged the value in developing a "user interface" as systems were developed. Councillor Taylor would also join the membership of the Strategic Transformation Board in addition to Councillor Stafford (Cabinet Member for Finance) (as detailed in the decisions below). The Opposition Members would not be represented on the Board but would be kept informed of developments. The impact on the Council's employees was acknowledged; the Council was committed to the best possible consideration of the needs of staff and the options available to them would be clearly communicated.
12. Rob Leak (Chief Executive) reported on the planned customer focus groups. The involvement of users of the customer access systems was valuable in identifying areas of duplication. The views of customers were important. The proposed Council partners would be subject to a robust procurement process, as detailed in Report No.105.
13. Mark Stone (Assistant Director for Transformation and IT) provided clarification on a number of the issues which had been raised. He outlined that the programme had already made use of customer

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focus groups and the research which had been undertaken to support their use. He acknowledged the need to address the particular needs of individual customers including those with special needs. The proposed systems were at an early stage of development but he was able to confirm that the areas raised were being considered.

14. The need for good broadband connections across the Borough including on the Council's housing estates was highlighted.
15. In conclusion Councillor Taylor stated that the Council was aiming to develop a better, quicker and simpler transactional base with improved service delivery to its customers.

**Alternative Options Considered:** NOTED the alternative options which had been considered – Options 1, 2 and 3 as detailed in full in section 4 of the report.

**RECOMMENDED TO COUNCIL** to agree the total investment of £16.0m over the next three-and-a-half years, with a minimum of £10.2m of this cost being capital funding. Revenue costs of £5.8m would be funded by the earmarked reserves, as outlined in the 2013/14 outturn report considered at July Cabinet. These one-off costs would generate budget savings of £15m in 15/16, an additional £7m in 16/17 and then ongoing savings of £29m per annum from 2017/18.

**DECISION:** The Cabinet agreed to

1. Note that the Council had bid for Department for Communities and Local Government (DCLG) transformation challenge funding, following a successful expression of interest.
2. The contracting approach outlined in sections 3.8 and 3.9 in the report and detailed in the commercial arrangements in the part 2 report (Report No.105, Minute No.8 below refers).
3. Note that payment to private sector partners within the delivery partnership would be made on a risk and reward basis against specific product delivery as outlined in part 2 (Report No.105, Minute No.8 below refers). Payments within the overall cost envelope identified in section 3.10 would be triggered by the determination of the Cabinet Member for Finance, after confirmation from the Chief Executive and Director of Finance, Resources and Customer Services that the relevant product had been deployed in a manner that was fit for purpose and delivered the required level of benefit to the authority.
4. Agree that the Cabinet Member for Finance in liaison with the Chief Executive and Director of Finance, Resources and Customer Services be given delegated authority to agree and approve individual aspects of the programme, including spend (within the confines of the recommendation to Council and decision 3 above and the Council's overall governance arrangements).
5. Note that where sufficient skills, knowledge and ability existed, the Council would maximise the use of internal resources.

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6. Note the inclusion of the Leader of the Council and the Cabinet Member for Finance on the membership of the Strategic Transformation Board (STB) as outlined in section 3.5 of the report and that regular progress reports relating to the programme would be made to Cabinet.
7. Note that the £10.2m of the total programme costs had been identified by Finance as being suitable to meet via capital funding.
8. Agree the People Principles outlined in section 12 of the report.

**Reason:** To improve the overall performance of the Council and enable a far better customer experience, with more rapid service fulfilment at significantly reduced cost (Section 5 of the report set out in full the reasons for the recommendations).

**(Key decision – reference number 3979)**

### 6

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

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 12 November 2014 at 8.15pm.

### 7

#### **EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the item of business listed on part 2 of the agenda on the grounds that it involves the likely disclosure of confidential 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).

### 8

#### **ENFIELD 2017 - SAVINGS PROPOSALS**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Chief Executive and Director of Finance, Resources and Customer Services (No.105)

NOTED

1. That Report No.104 also referred as detailed in Minute No.5 above.
2. In response to questions raised it was noted that until the Council had completed the governance process and decisions made by Members, only limited discussions could take place.
3. The processes that would be followed in developing and designing the service delivery systems. Staff, residents and customers would be

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involved in the design processes. Once the systems had been agreed the implications for staff would become clearer. The options available to staff would be clearly communicated. The Council had a robust redeployment system and staff would be managed appropriately at all times. The trade unions would continue to be involved. The impact of staff reductions on the anticipated level of total savings was discussed.

4. That the report set out the anticipated costs and benefits together with the proposed partnership models.
5. The legal implications set out in sections 6.2 and 6.3 of the report.

**Alternative Options Considered:** As detailed in Report No.104, Minute No.5 above refers.

**DECISION:** The Cabinet agreed that external partners would be contracted as detailed in recommendation 2.1 of the report.

**Reason:** As detailed in Report No.104, Minute No.5 above refers.  
**(Key decision – reference number 3979)**