

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON THURSDAY, 22 MARCH 2018**

**COUNCILLORS**

**PRESENT** Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts and Culture), Alev Cazimoglu (Cabinet Member for Health and Social Care), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenar (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):** Dinah Barry (Enfield West) and George Savva (Enfield South East)

**ABSENT** Dino Lemonides (Cabinet Member for Finance and Efficiency), Vicki Pite (Associate Cabinet Member – Enfield North)

**OFFICERS:** Ian Davis (Chief Executive), Tony Theodoulou (Executive Director of Children's Services), Sarah Cary (Executive Director of Regeneration and Environment), Bindi Nagra (Director of Adult Social Care), Jeremy Chambers (Director of Law and Governance), Fay Hammond (Director of Finance), Peter George (Assistant Director, Regeneration and Planning), Doug Wilkinson (Director of Operational Services) and Keith Rowley (Director of School Expansions & Asset Management Support) Claire Johnson (Head of Governance & Scrutiny) and Jane Creer (Secretary)

**Also Attending:** Councillor Derek Levy (Chair of the Overview and Scrutiny Committee), Councillor Edward Smith (Southgate Ward Councillor), Councillor Joanne Laban (Leader of the Opposition and Town Ward Councillor), Councillor Anne Marie Pearce (Cockfosters Ward Councillor), Councillor Alessandro Georgiou (Southgate Green Ward Councillor), approximately 40 members of the public

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency), Councillor Vicki Pite (Associate Cabinet Member – Enfield North), James Rolfe (Executive Director of Finance, Resources and Customer Services).

**2**

**DECLARATION OF INTERESTS**

There were no declarations of interest 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 with the exception of the following report:

Report No.167 – Meridian Water Developer Update

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

**AGREED**, that this report be considered at this meeting.

**4**

**DEPUTATIONS**

NOTED

1. No formal requests for deputations had been received for presentation to this Cabinet meeting.
2. In response to a request from members of the deaf community in attendance, the Leader agreed to listen to concerns in respect of the Enfield Disability Association (EDA) – Deaf Project.
3. Spokesperson for members of the deaf community Laurence Banks presented the deputation to Cabinet, including the following points:
  - He was involved in the Enfield Deaf Image Group (ENDIG) which had been campaigning to save the Deaf Project for about three years.
  - He thanked the Cabinet for permitting this opportunity to share the deaf community's feelings and concerns.
  - The Deaf Project was very valuable to the deaf community and had helped so many people to be supported in calls, emails, etc which could not be done by themselves because of a lack of access. Face to face contact with real people was a necessity, and professional explanation in language which could be understood.
  - It was a problem that different services did not offer the same access.

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- When the community heard that the Council was cutting funding for the Deaf Project it was such a loss. People were anxious and did not know where they would find support.
  - Cabinet was asked to recognise the strength of feeling and that the deaf community were trying to save a service which was of high value to them and to the Council. Cabinet were asked to reconsider the decision, to recognise the need, and to provide funding and support for the Deaf Project to continue.
4. Councillor Alev Cazimoglu, Cabinet Member for Health and Social Care, was invited to speak in response and advised:
- She had met the members of the deaf community in attendance many times previously and had worked closely with them and would continue to do so, and gave assurance that no-one was going to be forgotten about.
  - The present situation was confirmed. On 18/10/17 Cabinet had approved the Prevention and Early Intervention funding tender award. Outcomes Three and Six were deferred and referred back to Cabinet on 24/1/18. Given the delays in confirming the transition, funding had been given until 31/3/18. Procurement of voluntary service contracts were long overdue, but now there would be sustainable arrangements in place.
  - The voluntary and community sector would now be able to provide longer term services.
  - This had been challenging to organisations and there had been changes to what they were doing, and bringing in of new organisations and Council partnerships.
  - The anxieties of users was recognised and that was why things were being taken slowly and the new contracts were being worked through to ensure users' needs were going to be met.
  - There were ongoing meetings between partners. The lead organisations had funds to allow start up. The new model aimed to continue provision of a wide range of support and services as had previously been provided, but there may be different providers in the current constrained financial environment. No services would be taken away. Work would continue to ensure a sustainable voluntary sector community service.
5. Further information in response was provided by Bindi Nagra, Director of Adult Social Care, including:
- The final decision on award of contracts to voluntary sector organisations was made in January.
  - Transitional funding was made available to provide services up to the end of March.
  - New organisations were working hard to make sure that new services were put in place as quickly as possible.
  - The new arrangements would respond to people with sensory impairments including deaf people, and officers were having talks about needs being met going forward.

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- He offered his personal assurance that the issues for the deaf community had not been forgotten and work was going on to bring in new arrangements as quickly as possible.
  - He was aware of the forthcoming closure of the Deaf Project office, and acknowledged users' anxiety during the transition, but it had to be understood that existing services were stopping and new services that responded to the needs of all the community within the budget envelope of the Council were going to be provided, and that did mean change.
6. Councillor Taylor stressed the need for a seamless transition, and ensuring that the transition was monitored. Bindi Nagra confirmed that there were regular meetings with the new providers, and that conversations continued with Enfield Disability Association. Once the final agreements were signed and it was proper to give the information, the details of the new arrangements would be provided. Councillor Cazimoglu and Councillor Brett were also monitoring closely to ensure that the transition happened as seamlessly as possible.
  7. Councillor Alessandro Georgiou on behalf of the deaf community thanked Councillor Taylor for permitting the deputation and for his and Councillor Cazimoglu's response this evening.
  8. Councillor Taylor thanked the deputees and recognised the passion and concern among the deaf community. It was important to get services right for people, and good to know that Councillors Cazimoglu and Brett would be keeping a close eye on the issue and would want to maintain dialogue about the situation. He thanked the members of the deaf community for attending and for powerfully raising their cause.

## 5

### ITEMS TO BE REFERRED TO THE COUNCIL

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

## 6

### REVENUE MONITORING REPORT 2017/18: JANUARY 2018

Fay Hammond (Director of Finance) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.163) setting out the Council's revenue budget monitoring position based on information to the end of January 2018.

NOTED that Members' attention was drawn to Table 2 of forecast projected departmental outturn variances. The budget adverse variance has improved from £3.8m in December 2017 to £2.3m in January 2018.

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

**DECISION:** The Cabinet agreed to note

1. The £2.3m overspend revenue outturn projection.
2. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.
3. The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A of the report.

**Reason:** To ensure that Members were aware of the projected budgetary position, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.

**(Key decision – reference number 4550)**

7

**CAPITAL PROGRAMME MONITOR - THIRD QUARTER (DECEMBER 2017): BUDGET YEAR 2017-18**

Fay Hammond (Director of Finance) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.164), informing Members of the current capital programme position (2017/18 – 2020/21).

NOTED that Members' attention was drawn to the fact that the 2017-18 programme capital budget has been re-profiled to £308.5m reflecting the current programmed spend and the Table 3 which sets out new additions to the programme.

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

**DECISION:** The Cabinet

1. Agreed the revised four-year approved programme totalling £724m and the indicative programme of £162m as set out in Appendix A of the report.
2. Noted that the additions to the programme were for information only and either required no additional borrowing as they were grant funded or had already been approved as part of the Council's democratic process as detailed in Table 3 of the report.

**Reason:** To inform Members of the current position regarding the Council's capital programme and agree the revised four-year programme as detailed in the report.

**(Key decision – reference number 4652)**

8

**STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES**

Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) introduced the report of the Executive Director of Finance, Resources and Customer Services and the Executive Director of Children's Services (No.165) setting out the approach to the provision of school places for Enfield residents and updating the strategy for the provision of places.

NOTED

1. The Council had planned and had successfully delivered additional school places to meet demand, and would continue to deliver.
2. The strategy had been highly successful, and mitigated against uncertain conditions.
3. There was no child without the offer of a school place in Enfield.
4. Eventualities had been planned for and officers made alternative arrangements with existing schools to meet demand.
5. More places were being delivered for special need provision, to meet increased demand.
6. A report would be brought forward should there be a change required in School Expansion Programme capital budgets for 2017/18 to 2018/19.
7. There were a number of demographic changes in the borough and a constant watch would be kept to ensure that Enfield's policies met demand and that school places were accurately delivered.
8. In response to Members' queries, the legislation relating to new school building and the limits on local authorities' powers were confirmed.
9. In respect of every child getting a place of their choice, it was advised that c.90% gained one of their first three choice schools in Enfield, but it was also important that parents understood the principles around selection of schools, and that school provision in Enfield was good.
10. Councillor Orhan expressed her gratitude and sincere thanks to Tony Theodoulou (Executive Director of Children's Services) and Keith Rowley (Director of School Expansions and Asset Management Support) and all the officers in the team for their excellent work and making sure there were effective plans in place.

**Alternative Options Considered:** NOTED that Enfield Council had a statutory responsibility to provide the necessary school places. The School Expansion Programme (SEP) creates a mechanism to assist with the delivery

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of extra capacity required. Failure to provide enough school places was not an option. The following proposals had been considered but rejected:

- Complete reliance on additional capacity from new free schools or existing free school/academy expansions. There was no guarantee that high quality providers would come forward with proposals for new schools that the ESFA would then accept and then deliver, this was particularly true for Special Schools. The Council would continue to work with the ESFA and current providers that provide high quality services and contribute to the wider education community in the borough to assess potential expansion opportunities.

### **DECISION:** The Cabinet

1. Agreed the continuation of the school expansion programme, with the focus on special provision and high needs pupil places in both primary and secondary phases.
2. Agreed the increase capacity in special schools and establishments that provide education services for some of the most acute special need categories subject to further approval for the manner in which this was to be achieved.
3. Noted that the SEP capital budgets for 2017/18 to 2018/19 were maintained at £27.4 million (section 6.1 of the report referred), funded entirely from Central Government grants. Any budget revision was to be updated by separate report(s) brought forward as necessary on any land acquisitions required to facilitate provision of extra places and/or the need to increase budgets from Council resources.
4. Agreed to support continued delegated authority to the Cabinet Member for Education, Children's Services and Protection in consultation with the Cabinet Member for Finance and Efficiency:
  - (a) The individual schools, sites and preferred partners for expansions, and decisions on statutory requirements, to meet the demand for extra pupil places, both mainstream and special, up to 2021/22.
  - (b) Conducting suitable procurement exercises and either calling off EU-compliant framework agreements or conducting suitable procurement exercises, entering into contractual arrangements with successful contractors and placing orders for any capital works required for the projects; and
  - (c) Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold up to the value of £500,000, as individual schemes were developed.
5. Agreed to support continued delegated authority to the Executive Director of Finance, Resources and Customer Services in consultation with the Assistant Director Education:

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- (a) Programme management arrangements and operational resourcing, including procurement of any required support services.
  - (b) Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity.
  - (c) Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme.
  - (d) Submission of planning applications.
  - (e) The appropriate procurement routes for professional support services and construction for individual schemes.
6. Noted that if options for schemes could not be progressed then alternative options would need to be brought forward for decision and inclusion on the Council's Capital Programme.

**Reason:** The Council had an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This report set out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that became available. This strategy and delivery arrangements would deliver the additional reception places required in the areas of highest demand up to 2020. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increases in demand.

**(Key decision – reference number 4594)**

**9**

**PROPOSAL FOR MEMBERSHIP OF LOCAL GOVERNMENT ASSOCIATION (LGA) INSURANCE MUTUAL COMPANY**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.179) outlining a proposal for membership of the Local Government Association (LGA) Insurance Mutual Company.

**NOTED**

- 1. Councillor Taylor had reported verbally on this concept previously.
- 2. The Local Government Association was going through the process of establishing a new insurance mutual for local authorities.
- 3. It was recommended that Enfield Council become a founding member of the new company. There would be no risk or liability to the Council and no contribution to set-up costs was sought.
- 4. There was no obligation on Enfield Council to utilise the mutual subsequently.

**Alternative Options Considered:** That the Council did not accept the LGA offer and continued with its current Corporate Insurance Arrangement including the use of any surpluses within the insurance fund as reserves set aside to smooth expenditure between years and meet contingent risks within the Council.

**DECISION:** The Cabinet agreed to

1. Approve the concept of the Council becoming a founding member of a new company limited by guarantee, from which to develop an insurance mutual.
2. Authorise the Director of Law and Governance in consultation with the Leader of the Council and the Executive Director of Finance, Resources and Customer Services, to sign binding documents including the Memorandum of Association, subject to due diligence by Legal and other relevant Council services.
3. Authorise the Executive Director of Finance, Resources and Customer Services to share the Authority's relevant risk transfer and protection date with the LGA officers working on the project on a strictly confidential basis.
4. Note that once the new Mutual was established, a report on options and recommendations for the Council would be presented to Cabinet.

**Reason:** A mutual was an alternative option for the transfer of insurable risks. (Non key)

## **10**

### **MERIDIAN WATER DEVELOPER UPDATE**

NOTED, that this report would be considered in part two of the meeting, Minute No. 18 below refers.

## **11**

### **ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

#### **Enfield 2017 Scrutiny Work Stream**

Councillor Doug Taylor (Leader of the Council) invited Councillor Edward Smith, as Chair of the Scrutiny Work Stream, to present the report (No.169) to the Cabinet.

Councillor Edward Smith presented the report and the following issues arose.

NOTED

1. The work stream had been completed a while ago and was a snapshot of the situation as it was seen then.
2. Councillor Smith thanked the councillors and officers involved in the work stream.
3. The reasons for the introduction of the transformation programmes were acknowledged. The Council had decided to move to a self service mode, with many operations and communications being accessed by electronic means. It was recognised that such a transformation was a great challenge.
4. Examination of the hubs showed that some were very large, in particular the Gateway & Assessment Hub, which made its management very challenging, whereas others were more limited in their function. It was understood there was currently a review of the hubs and potential changes to improve effectiveness.
5. One of the main findings related to customer services aspects. Some residents found it difficult to access the new digital services. Issues for vulnerable users needed to be addressed, and there should be more work in explaining the approach being taken and what customers should expect. The website also had similar issues with unfamiliar terminology and insufficiently thorough testing before launch.
6. Councillor Taylor thanked Councillor Smith and the councillors involved in the work stream for the review and noted the recommendations.
7. Councillor Levy (Chair of the Overview and Scrutiny Committee) endorsed the report of the work stream, and clarified that monitoring would continue by Overview and Scrutiny. The work of the Quality of Communications Work Stream was also related, and the process was ongoing. He also expressed his thanks to Councillor Smith and all members of the work stream.

**Alternative Options Considered:** None.

**DECISION:** The Cabinet noted, for information, the following recommendations from the work stream and the comments of the Cabinet Member and Executive Member as set out in Appendix A of the report and listed below:

1. The Council provide further information on the Hubs internally to all staff and councillors including clear guidance on:
  - The services each hub provided
  - How to use them
  - Contact details in the event of queries (Section 7, 10.6 of the report referred)

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2. The Council consider broadening the strategic leadership of the Hubs more widely to spread across all the Executive Directors to embed shared responsibility and ensure the necessary culture change to the new ways of working throughout the local authority (sections 4.5, 7.4 and 7.5 of the report referred).
3. As part of the on-going review of the hubs, to look at synergies between the hubs to see if further efficiencies and greater resilience could be achieved, the work stream felt that the Performance Hub and the Data and Management Information Hub seemed to perform very similar functions and this was an area that could possibly be combined (sections 7.3 and 7.10 of the report referred).
4. Whilst the Council was moving towards self-serve, some residents still required fact to face support. Currently it was unclear to some residents and groups how to access this support. Clear guidance to residents was required on where they could access this support. (sections 5.5, 5.6 and 10.5 of the report referred).
5. Feedback from customers on issues with accessibility to the council needed to be regularly monitored and reviewed to ensure that on-going changes did not significantly impact on service. The work stream were particularly interested in the areas covered by the Gateway and Assessment Hub and wished to receive a further report to the Overview and Scrutiny Committee detailing whether resilience had been increased, service levels had either been maintained or improved and whether scheduled major IT investments had been successfully completed. (sections 7.8-7.13 and 10.3 of the report referred).
6. Noted that, following queries raised by the work stream, positive changes had occurred on finding ways to share information with voluntary organisations within existing resources, and that blind software guides were now available for staff and users in all hub libraries. (sections 5.7-5.11 of the report referred).
7. The Overview and Scrutiny Committee would liaise with Internal Audit to ensure that all outstanding actions from their report had been resolved.

**Reason:** To support and further improve the Council's transformation programme.

(Non key)

12

## CABINET AGENDA PLANNING - FUTURE ITEMS

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

**13  
MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 14 February 2018 be confirmed and signed by the Chair as a correct record.

**14  
MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE MEETING HELD  
ON 1 MARCH 2018**

NOTED, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 1 March 2018.

**15  
ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**16  
DATE OF NEXT MEETING**

**AGREED**, that the next meeting of the Cabinet take place on Wednesday 18 April 2018 at 7.00pm.

**17  
EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and the public from the meeting for the item listed on part two of 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).

**18  
MERIDIAN WATER DEVELOPER UPDATE**

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development) introduced the report of the Executive Director of Regeneration and Environment (No.167).

NOTED that negotiations were ongoing and that briefings had been provided to Members.

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**Alternative Options Considered:** As detailed in section 4 of the report.

**DECISION:** The Cabinet

1. Noted the position in relation to the ongoing negotiations with Pacific Century Premium Developments (PCPD) and endorsed the response to PCPD (exempt information) and the action taken by officers to date.
2. Agreed that an appropriate report be brought to Cabinet following the local elections on 3 May 2018.

**Reason:** As detailed in section 5 of the report  
**(Key decision – reference number 4649)**