



**PUBLICATION OF DECISION LIST NUMBER 52/17-18**

**MUNICIPAL YEAR 2017/2018**

Date Published: Friday 16 February 2018

This document lists the Decisions that have been taken by the Council, which require publication in accordance with the Local Government Act 2000. The list covers Key, Non-Key, Council and Urgent Decisions. The list specifies those decisions, which are eligible for call-in and the date by which they must be called-in.

A valid request for call-in is one which is submitted (on the form provided) to the Governance and Scrutiny Team in writing within 5 working days of the date of publication of the decision by at least 7 Members of the Council.

Additional copies of the call-in request form are available from the Governance and Scrutiny Team.

If you have any queries or wish to obtain further report information or information on a decision, please refer to:  
– Claire Johnson (ext.4239)

*Phone 020 8379 then extension number indicated*

**INDEX OF PUBLISHED DECISIONS – Friday 16 February 2018**

<b>List Ref</b>	<b>Decision Made by</b>	<b>Date Decision comes into effect</b>	<b>Part 1 or 2</b>	<b>Subject/Title of Report</b>	<b>Category of Decision</b>	<b>Affected Wards</b>	<b>Eligible for Call-In &amp; Date Decision must be called in by (If Applicable)</b>	<b>Page Number</b>
1/52/17-18	Cabinet	Following the Council meeting on 21 February 2018	Parts 1 & 2 (para 3)	Budget 2018/19 and Medium Term Financial Plan 2018/19 to 2021/22 (General Fund)	Key Decision KD:4597	All	No – recommendation to Council	1
2/52/17-18	Cabinet	Following the Council meeting on 21 February 2018	Part 1	Housing Revenue Account (HRA) Business Plan Budget 2018/19, Rent Setting and Service Charges	Key Decision KD:4586	All	No – recommendation to Council	2
3/52/17-18	Cabinet	Monday 26 February 2018	Part 1	Older People’s Housing and Care Project	Key Decision KD:4624	All	Yes – Friday 23 February 2018	3
4/52/17-18	Cabinet	Monday 26 February 2018	Part 1	Governance of Enfield’s Trading Companies	Non key	All	Yes – Friday 23 February 2018	4
5/52/17-18	Executive Director of Finance, Resources & Customer Services	Monday 26 February 2018	Part 1 and 2 (Para 3)	Housing Systems Programme (incl. Civica Housing Cx) Urgent Funding Request	Key Decision KD 4587	All	Yes – Friday 23 February 2018	5
6/52/17-18	Executive Director – Regeneration & Environment in consultation with the Executive Director – Finance, Resources & Customer Services	Monday 26 February 2018	Part 1 and 2 (Para 3)	Appointment of civil engineering-led, multidisciplinary team to support the strategic infrastructure design and planning services at Meridian Water	Key Decision KD 4620	Upper Edmonton	Yes – Friday 23 February 2018	6

**DECISIONS**

For additional copies or further details please contact Claire Johnson (020 8379 4239), Governance and Scrutiny Team.

**CABINET AGENDA – REASONS FOR RECOMMENDATIONS AND ALTERNATIVE OPTIONS CONSIDERED**

Please refer to the Cabinet Agenda for 14 February 2018, along with the relevant reports, which summarise the reasons for recommendations and alternative actions considered in relation to each decision.

**CABINET INFORMATION ITEMS**

Cabinet on 14 February 2018 agreed to note the following item:

- Report No.147 – Revenue Monitoring Report 2017/18: December 2017

This item was for information only and therefore is not open to call-in.

**NOTE: CALL-IN RESTRICTIONS**

Any decisions listed that are for noting only, will not be subject to the Council's call-in procedures. Such items are not deemed to be decisions but matters of information. For further details please contact Claire Johnson (020 8379 4239), Governance and Scrutiny Team.

**LIST REFERENCE: 1/52/17-18**

<b>SUBJECT TITLE OF THE REPORT :</b>							
<b>BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 (GENERAL FUND)</b>							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Parts1 & 2 (para 3)	All	Cabinet	Following the Council meeting on 21 February 2018	None	Key decision KD: 4597	James Rolfe 0208 379 4600 Jayne Fitzgerald 0208 379 5571 Alison Ross 0208 379 3889 Tim Finney 0208 379 3912	No – Recommendation to Council

**RECOMMENDED TO COUNCIL:**

- With regard to the revenue budget for 2018/19 recommended that Council:
  - Set the Council Tax Requirement for Enfield at £121.079m in 2018/19
  - Set the Council Tax at Band D for Enfield’s services for 2018/19 at £1,261.17 (paragraph 8.1 of the report referred), being a 2.99% general Council Tax increase and a 2.00% Adult Social Care Precept
  - Approves the statutory calculations and resolutions set out in Appendix 10 of the report.
- With regard to the Prudential Code and the Capital Programme recommended that Council:
  - Notes the information regarding the requirements of the Prudential Code (section 9 of the report).
  - Agrees the Approved Capital Programme for 2018/19 to 2021/22 as set out in section 9 and Appendix 9 of the report. Also notes the Indicative Capital Programme and recommended that Council agrees that these indicative programmes be reviewed in the light of circumstances at the time.
  - Agrees the Prudential Indicators, the Treasury Management Strategy, the revised Minimum Revenue Provision policy and the criteria for investments set out in section 9 and Appendices 4 and 5 of the report.
- To agree the Medium Term Financial Plan, including the savings proposals set out in Appendix 2 of the report, and adopt the key principles set out in paragraph 10.8 of the report.
- With regard to the robustness of the 2018/19 budget and the adequacy of the Council’s earmarked reserves and balances to:
  - Note the risks and uncertainties inherent in the 2018/19 budget and the Medium Term Financial Plan (sections 10 and 11 of the report) and agree the actions in hand to mitigate them.
  - Note the advice of the Executive Director of Finance, Resources and Customer Services regarding the recommended

levels of contingencies, balances and earmarked reserves (section 12 of the report) and have regard to the comments of the Executive Director (section 13 of the report) when making final decisions on the 2018/19 budget.

- Agree the recommended levels of central contingency and general balances (section 12 of the report).
5. To agree the Schools' Budget for 2018/19 (section 5.10 and Appendix 14 of the report).
  6. To agree the Fees and Charges for Environmental Services for 2018/19 (section 10.11 and Appendix 11 of the report).
  7. To agree the Fees and Charges for Adult Social Care Services for 2018/19 (section 10.12 and Appendix 12 of the report), subject to consultation.
  8. To agree the Fees and Charges for Finance, Resources and Customer Services and Chief Executive's Departments for 2018/19 (section 10.3 and Appendix 13 of the report).
  9. To agree that the New Homes Bonus £1.986m is applied as a one-off contribution to the General Fund in 2018/19
  10. To agree the planned flexible use of capital receipts in 2017/18, £6.7m and approves the planned flexible use of capital receipts in 2018/19, being £1.7m
  11. To note the feedback and minutes from the Budget Consultation and Overview and Scrutiny Committee Budget Meeting on 18 January 2018 as set out in Appendices 1a and 1b of the report.
  12. To agree that the design principles contained in Appendix 17 of the report should be used to inform the design of a new leadership and management staffing structure.
  13. To delegate to the Chief Executive the authority to design and implement a new leadership and management staffing structure in line with the design principles.
  14. To note that Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare this could be subject to prosecution.
  15. To agree the fees and charges set out in the part two report, containing exempt information.

**Cabinet agreed** to delegate authority to the Cabinet Member for Finance and Efficiency and the Executive Director of Finance, Resources and Customer Services to agree any necessary changes in preparation of the Budget 2018/19 and Medium Term Financial Plan Report to Council on 21 February 2018.

## **BACKGROUND**

Please note that a copy of the Part 1 report is available on the Council's democracy pages. As the Part 2 Report contains exempt information, it will not be made available to the press or public.

**LIST REFERENCE: 2/52/17-18**

<b>SUBJECT TITLE OF THE REPORT :</b>							
HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2018/19, RENT SETTING AND SERVICE CHARGES							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Part 1	ALL	Cabinet	Following the Council meeting on 21 February 2018	None	Key Decision KD: 4586	Madeleine Forster 0208 379 4493 Sarah Carter 0208 379 4260 Claire Eldred 0208 379 4763	No-recommendation to Council
<b>RECOMMENDED TO COUNCIL:</b>							
<ol style="list-style-type: none"> <li>1. To approve the HRA 30-Year Business Plan.</li> <li>2. To approve the detailed HRA Revenue Budget for 2018/19</li> <li>3. To approve the HRA Capital Programme and Right To Buy One for One receipts programme 2018/19 to 2022/23.</li> <li>4. To note the social and affordable rent levels for 2018/19 for HRA</li> <li>5. To approve the level of service charges for 2018/19 for those properties receiving the services.</li> <li>6. To note the heating charges for 2018/19 for those properties on communal heating systems and the change in procuring the Landlord electric contract.</li> <li>7. To approve the proposals for increases in garages and parking bay rents.</li> <li>8. To delegate authority to the Cabinet Member for Housing and Housing Regeneration and the Chief Executive to approve tenders for Major Works in order that contracts can be let and works carried out more efficiently.</li> </ol>							
<b>BACKGROUND</b>							
Please note that a copy of the Part 1 report is available on the Council's democracy pages.							

**LIST REFERENCE: 3/52/17-18**

<b>SUBJECT TITLE OF THE REPORT :</b>							
<b>OLDER PEOPLE'S HOUSING AND CARE PROJECT</b>							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Part 1	ALL	Cabinet	Monday 26 February 2018	None	Key decision KD: 4624	Lia Markwick 0208 379 6148	Yes – Friday 23 February 2018
<p><b>AGREED:</b> that the following decision will come into effect on 26 February 2018, subject to not being called in: Cabinet agreed to:</p> <ol style="list-style-type: none"> <li>1. Note the contents of the report.</li> <li>2. Approve the local consideration and development of an Older People's Housing and Care Project, as outlined in Section 5 of the report and aligned with Principles for Development set out in Appendix A of the report.</li> <li>3. Authorise officers to progress the strategic planning of an Older People's Housing and Care Project, to include site identification, site feasibility and service modelling (including financial modelling).</li> <li>4. Receive a further report: <ul style="list-style-type: none"> <li>• To note the outcome of the feasibility studies and site identification.</li> <li>• To authorise the tender of building development and/or delivery services as required.</li> <li>• To consider and approve Phase 2 development as set out in section 5.6 of the report.</li> </ul> </li> </ol>							
<b>BACKGROUND</b>							
Please note that a copy of the Part 1 report is available on the Council's democracy pages.							

<b>SUBJECT TITLE OF THE REPORT :</b>							
<b>GOVERNANCE OF ENFIELD'S TRADING COMPANIES</b>							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Part 1	ALL	Cabinet	Monday 26 February 2018	None	Non key	James Rolfe 0208 379 4600 Nicky Fiedler 0208 379 2016 Jayne Middleton- Albooye 0208 379 6431	Yes – Friday 23 February 2018
<p><b>AGREED:</b> that the following decision will come into effect on 26 February 2018, subject to not being called in: Cabinet agreed</p> <ol style="list-style-type: none"> <li>1. To set up a sub-committee of Cabinet to be referred to as the Shareholder Board which will take on oversight, and directional responsibilities for all of the Council's companies. The initial membership of the Board to comprise: Cllrs Achilleas Georgiou, Daniel Anderson, Yasemin Brett and Krystle Fonyonga.</li> <li>2. To note the recommendation that for consistency only one Councillor (Cabinet Member) will sit on each Company Board. This would be subject to an initial review by the Shareholder Board.</li> <li>3. An early action of the sub-committee (Shareholder Board) will be to review the other governance arrangements of each company and report back on recommendations to improve consistency and approach.</li> <li>4. The Terms of Reference set out in appendix 1 of the report.</li> <li>5. To note that an annual report from each company will be submitted to Cabinet in the September cycle of meetings.</li> </ol>							
<b>BACKGROUND</b>							
Please note that a copy of the Part 1 report is available on the Council's democracy pages.							

**LIST REFERENCE: 5/52/17-18**

<b>SUBJECT TITLE OF THE REPORT :</b>							
<b>HOUSING SYSTEMS PROGRAMME (INCL. CIVICA HOUSING CX) URGENT FUNDING REQUEST</b>							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Part 1 & 2 (Para 3)	ALL	Executive Director of Finance, Resources & Customer Services	Monday 26 February 2018	None	Key Decision: KD 4587	Katherine Drake 0208 379 4524	Yes – Friday 23 February 2018
<p><b>AGREED:</b> that the following decision will come into effect on 26 February 2018 , subject to not being called in:</p> <ol style="list-style-type: none"> <li>1. To approve the expanded scope (Appendix 1 of the report) and procurement of urgent items:               <ol style="list-style-type: none"> <li>a. The award of a contract for a Repair Diagnostic Tool on the terms set out in Part 2 of the report.</li> <li>b. A fee to Civica, the lead supplier, for additional consultancy days for Cx Re-Discovery Workshops with the new Business Champions, and expenses.</li> <li>c. Recruitment of external specialist resources to fulfil the urgent resourcing requirements.</li> </ol> </li> </ol>							
<b>ALTERNATIVE OPTIONS CONSIDERED</b>							
<p><b>1. Remaining with Northgate:</b></p> <p>1.1 Due to corporate and statutory changes, many significant improvements to our housing IT are necessary regardless of which housing system we are using. These include:</p> <ol style="list-style-type: none"> <li>a. Achieving GDPR compliance for all our processes and data</li> <li>b. Providing IT for the Homelessness Reduction Act</li> <li>c. Migrating all documents to the corporate EDMS as the current EDMS (ICLipse) is out of support which represents a major security risk</li> <li>d. The need to channel shift and digitilise our services</li> <li>e. Reducing the unmanageably high demand on customer Services through enabling repairs customers to self-serve</li> <li>f. The urgent need to streamline business processes to make them leaner and more achievable within increasingly reduced resources</li> </ol> <p>1.2 It is estimated that if we were to remain with Northgate as our main housing system we would still need to spend nearly double what we have already committed and/or spent on the Civica Cx implementation, as agreed in the previous DAR in April 2016. This would be a saving of just under a third of the forecast spend and this would not be commensurate with the loss to the Council of losing the chance to upgrade their housing system, in terms of efficiency-savings, reduced on-going IT support costs, future-proofing our technology and enabling far better services to our customers.</p> <p>1.3 Of the funds requested in this DAR, we would still need more than 50% if we were to remain with Northgate - for additional resources and the Repair Diagnostic Tool to achieve the above.</p> <p>1.4 Civica Cx was purchased prior to the benefits to the business being identified. One of the resources we are requesting in this DAR is a business analyst whose role it will be to map and streamline the processes and identify the business requirements. Based on this work we will be able to gain a much better</p>							

understanding of the gap between the current and the required future state and how well Cx helps to close it. Notwithstanding this, it is understood that Cx will bring a host of universally understood benefits including but not limited to:

- Putting the customer at the heart of all our processes
- Greater automation
- Workflow that can be configured by the end-user
- Google-style search engine
- Externally hosted software reducing on-going in-house IT support costs
- An estates management module that will provide a step-change in the quality of the housing management service

1.5 Thus, it is felt that to give up this system at this point and lose the funds already committed/spent on it would not provide best value to the housing services and their customers. It is for this reason that we recommend proceeding with the suggested course of action for now and re-assessing the direction of travel based on a refreshed business case and properly researched options appraisal, in January 2018.

## 2. Other Approaches to Programme

2.1 We have also considered the following approaches to the programme including:

- Negotiate an exit route from the contract with Civica, gain a strategic understanding of where the business needs to go to provide the best and most efficient services possible for customers, re-engineer the processes accordingly and select a system based on a set of business requirements that will ensure systems based on a set of business requirements that will ensure systems enable the strategic vision to be achieved.
- Stay in contact with Civica but deliver Cx 6 months later (from Oct'18 to Apr '19), carry out the same service re-design described in option 2 but based on an understanding of Cx is aligned to the strategic direction of the services and business processes are lean.

2.2 However, it is not possible to ascertain the likely comparative costs of these alternatives due to currently very minimal resources without risking further delays to the programme as well as possibly weakening our position in the relationship with the supplier. In addition, this DAR relates only to urgent items that are necessary not just for the implementation of the new housing system, but for Enfield to comply with various statutory changes, such as GDPR. Thus, it is recommended that for now we continue with this programme and carry out the urgent activities and recruitments detailed in this DAR.

## 3. Repair Diagnostic Tool

3.1 A diagnostic tool is required to reduce the volume of calls to the customer service centre through channel shifting. This will ensure we can provide a decent repairs service to customers and mitigate against critical capacity overload. An alternative option would be to increase customer services staff but this would cost far more. An IT solution is needed to achieve the same quality of service currently provided and ensure value for money, including enabling self-service repairs reporting by the customer.

## 4. Resourcing

4.1 We have carried out a thorough review of the resourcing requirements and best options for filling the skills gaps. The options looked at include:

- Secondments of existing staff
- Employing PAYE staff on fixed term contracts
- Contractors
- Extending the timeline of the programme

4.2 Extending the timeline any further could lead to significant cost increases due to our contractual relationship with Civica, Northgate and the platforms required to run Northgate. Thus, we have identified a combination of internal secondments wherever possible and the recruitment of three contractors where technical skills are required urgently, as set out above.

4.3 We are looking for opportunities to second existing members of staff wherever possible and we are going to advertise the posts currently out to agency staff internally. We are working closely with HR to ensure all recruitments and secondments are carried out according to corporate protocols and that the costs of these resources are kept to a minimum whilst maximising on the opportunities to draw the talent required into these posts. We have already identified two internal recruitments, saving the programme £10,000s, and we are considering a third.

## REASONS FOR RECOMMENDATIONS

1. As highlighted in the original DAR, a Repair Diagnostic Tool is required to reduce the volume of repair calls to the overloaded customer services centre, and as an enabler of the Repairs Service, that is both compatible with the new housing system, Cx, and the customer platform. The suggested system, Active Housing, meets these requirements and represents value for money.
2. Since approval was granted to proceed, a number of significant corporate and statutory changes have taken place. This has made it necessary to

reassess the scope of work required for the successful implementation of the new housing system. This has revealed that, in addition to the secondary systems mentioned in the original DAR, there are other systems that must be delivered and activities that need to be carried out in a co-ordinated, integrated manner. We also require additional resources to respond to these changes.

3. There is a significant skills gap that needs to be filled to ensure the successful delivery of this programme in a timely manner. Due to the scale of change and the risks of this programme it is essential that we resource it sufficiently and appropriately.

### **BACKGROUND**

Please note that a copy of the Part 1 report is available on the Council's democracy pages. As the Part 2 Report contains exempt information, it will not be made available to the press or public.

<b>SUBJECT TITLE OF THE REPORT</b>							
APPOINTMENT OF CIVIL ENGINEERING-LED, MULTIDISCIPLINARY TEAM TO SUPPORT THE STRATEGIC INFRASTRUCTURE DESIGN AND PLANNING SERVICES AT MERIDIAN WATER							
<b>Part 1 or 2 (relevant exempt Paragraph)</b>	<b>Wards affected by decision</b>	<b>Decision taken by</b>	<b>Date Decision comes in to effect</b>	<b>Interest declared in respect of the Decision</b>	<b>Category of decision (i.e. Key, Non-Key, Council, Urgent)</b>	<b>Contact Details</b>	<b>Eligible for Call-in &amp; Date to be called in by</b>
Part 1 & 2 (Para 3)	Upper Edmonton	Executive Director – Regeneration & Environment in consultation with the Executive Director – Finance, Resources & Customer Services	Monday 26 February 2018	None	Key Decision: KD 4620	Jasper Keech Tel: 020 8379 3625 paul.hemmant@enfie ld.gov.uk	Yes – Friday 23 February 2018
<p><b>AGREED:</b> that the following decision will come into effect on 26 February 2018, subject to not being called in:</p> <ol style="list-style-type: none"> <li>1. Approve the appointment of Bidder a as set out in this report.</li> <li>2. Authorise the expenditure for the work package set out within this report and notes they are to be funded from within the agreed Capital programme initially (by accelerating from 2020-21 to 2017-18) and should be reimbursed from the funding contributions from the £120 million HIF application.</li> <li>3. Approve the proposed limitation on the consultant's total liability and indemnity for all claims capped at £10 million in total and within this limit an aggregate limit of £250,000 to apply in relation to claims arising out of the presence of asbestos on site and the insertion of the proposed Clause 7 into the Call Off Contract.</li> </ol>							
<b>ALTERNATIVE OPTIONS CONSIDERED:</b>							
<ol style="list-style-type: none"> <li>1. <b>Do nothing</b> – Doing nothing would leave the Council without the support needed resulting in an incomplete business case for the HIF bid. Therefore, the Council will be unlikely to secure the £120 million from Housing Infrastructure Grant to deliver the strategic infrastructure at Meridian Water.</li> <li>2. <b>Re tender</b> – The response was of high quality, and demonstrated value for money. Retendering would delay the project. The team does not believe that retendering would lead to better responses than those received due to the limited timescale and a broad range of expertise required to meet the HIF application deadline in Spring 2018. Retendering would lead to a slip of the timings of the project, leaving the Council without the support needed to complete a business case for the HIF bid. Putting at risk the likelihood of securing the £120 million grant.</li> </ol>							
<b>REASONS FOR RECOMMENDATIONS:</b>							
<ol style="list-style-type: none"> <li>1. Bidder A demonstrated the required expertise and experience to deliver the tasks set out in this report. The procurement used the GLA's ADUP framework to ensure quality and value for money.</li> </ol>							
<b>BACKGROUND</b>							
Please note that a copy of the Part 1 report is available via the Decision list link on the Council's Democracy pages. As the Part 2							

report contains exempt information, it will not be made available to the press or public.

Publication of Decision List 6/52/17-18 – Friday 16 February 2018

6