

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 12 JUNE 2019**

COUNCILLORS

PRESENT

Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Mary Maguire (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing and Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members (Non-Executive and Non-Voting): Mustafa Cetinkaya (Enfield South East), Ahmet Hasan (Enfield North), Claire Stewart (Enfield West)

OFFICERS:

Ian Davis (Chief Executive), Tony Theodoulou (Executive Director People), Fay Hammond (Interim Executive Director Resources), Jeremy Chambers (Director of Law and Governance), Mark Bradbury (Director of Property & Economy), Joanne Drew (Director of Housing and Regeneration), Jessie Lea (Head of Strategic Property Services), Anne Stoker (Director of Children's Services), Doug Wilkinson (Director of Environment & Operational Services), John Grimes (Highway Maintenance), Garry Knights (Head of Housing Property Services), Doug Wilson (Head of Strategy, Performance and Policy), Andrew Golder (Press and New Media Manager) and Bindi Nagra (Director of Health and Adult Social Care) Jacqui Hurst (Secretary)

Also Attending: Councillors: Guner Aydin, Hass Yusuf, Edward Smith, Lee-David Sanders.
Press representative

1

APOLOGIES FOR ABSENCE

Councillor Nesil Caliskan (Leader of the Council) took this opportunity to welcome the new Cabinet and Associate Cabinet Members to their new roles; and, welcomed back those Members who were continuing in their Cabinet

roles from the previous year. Councillor Caliskan looked forward to working with the new Cabinet during this municipal year.

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

**2
DECLARATIONS OF INTEREST**

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

**3
DEPUTATIONS**

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

**4
CHILDREN'S SOCIAL CARE OFSTED IMPROVEMENT PLAN DEMAND AND PRESSURES**

Councillor Rick Jewell (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.5) presenting the Enfield Ofsted report and associated improvement plan.

NOTED

1. The good outcome from the recent Ofsted inspection as detailed in the report. The Ofsted inspectors had identified further work that was required to improve consistency in the areas of: decision making and quality of plans for children in need; the response to children missing from home; the response to children in private fostering arrangements; and, providing health information for care leavers.
2. As detailed in the report, the Local Authority had put in place an Ofsted improvement action plan, and further investment was being sought to increase permanent staffing and reduce agency costs. An investment of £375k in Children's Social Care was sought to enable the service to deliver the actions identified in the Ofsted improvement plan, as set out in the report and the decision below.

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3. That the Cabinet had noted at their previous meeting the positive outcome of the Ofsted inspection, which had confirmed Enfield's positive position in comparison to other local authorities. Members praised Enfield's performance and noted the previous investment of £1m that had been made in Children's Services to support front line staff in meeting increasing demand and pressures at a time of significant financial challenges to local authorities. This investment had been reflected in the positive inspection outcome. A further investment was now required to enable the actions identified in the improvement plan to be met.
4. Members reiterated their congratulations and appreciation to Officers. Several positive comments from the inspection report were highlighted and noted. Members supported the request for further investment, as outlined in the report.
5. In relation to the Enfield Ofsted Improvement Plan (Appendix 1 of the report referred) Members were updated on the progress of the improvement actions set out in the report. The plans and actions in place regarding improving the quality of plans for children in need were explained in detail including the staffing provision in place and planned with the additional investment now being sought. There was an increased focus on improving educational outcomes for Children in Need which was being led by the Head of the Virtual School, as set out in the improvement plan.
6. A discussion took place on the actions followed for children missing from home and the improvements being sought. It was noted that the majority had wider social care issues. The statutory requirements which applied to cases of missing children were explained. The Local Authority worked closely with the Police in such cases.
7. In relation to private fostering, responsibility had now been transferred to the Council's Fostering Team as set out in the improvement plan, to ensure that the children were living in safe arrangements to meet their needs.
8. In response to questions raised, the process and timescales for monitoring and reviewing the Improvement Plan were explained to Members including regular progress reviews at the Practice and Performance Board and regular briefings with the Cabinet Member for Children's Services. An annual review was expected with Ofsted in December 2019 to track progress following the full inspection in March 2019. This would be followed by a focused visit by Ofsted, as detailed in the report. The further investment was necessary to ensure that the identified improvement actions could be completed.

Alternative Options Considered: NOTED, that a social care agency had recently been commissioned to deliver some children in need services to enable swift and speedy reduction in caseloads to meet statutory duties within

set timescales however maintaining agency staff was not cost effective in the long term. The investment requested from Cabinet would enable a reduction in agency staff, increase in permanent recruitment, strengthen further the stability of the workforce and reduce staff turnover.

DECISION: The Cabinet agreed to

1. Note the good outcome published in the Enfield Ofsted report (15th April 2019), the associated Ofsted improvement plan that must be implemented and the press release that were attached as appendices to the report.
2. Approve £375k investment in Children's Social Care to enable the service to deliver the actions identified in the Ofsted improvement plan. The investment this year would be funded through risk reserves while the permanent investment of £375k in 2020/21 would be managed through the medium-term financial plan process. A review would be completed over the next 6 months to identify where further permanent investment was needed, this would be agreed with the Cabinet Member and presented to the October/November Cabinet.

Reason: NOTED, that an annual conversation was expected with Ofsted in December 2019 to track progress following the full inspection (March 2019). This would be followed in quick succession by either a 2-day focused visit or a 4-week Joint Targeted Area Inspection. Through additional investment, the service would be able to deliver on the Ofsted improvement plan, firm up the strong foundations in social care and further hone the trajectory of continuous improvement. Ensuring that Enfield Council delivers a high quality, safe service to children and families that meets regulatory expectations.

(Key decision – reference number 4913)

5

SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2019/2020

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health and Adult Social Care (No.6) providing details of the 2019/2020 Section 75 funding arrangement between the London Borough of Enfield and NHS Enfield Clinical Commissioning Group (CCG).

NOTED

1. The detail of and background to, the Section 75 funding agreement as set out in the report. Approval was now being sought for the 2019/2020 Section 75 funding arrangement between the London Borough of Enfield and NHS Enfield Clinical Commissioning Group (CCG).

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2. That the integrated service provision sought to improve the lives of the most vulnerable and included the enabling of more people to live independently; reduce demand on health care services; and, avoid unnecessary emergency admissions to hospital and care provision.
3. The detailed funding of the arrangements as set out in the report. The total included within the Section 75 agreement was £43.36m.
4. The positive outcomes that had resulted from the integrated health and social care schemes as set out in section 3.3 of the report.
5. The continuing pressures on service provision at a time of population growth and Government funding cuts. Enfield would continue to seek to improve service provision whilst recognising the significant challenges being faced. Members noted the uncertainty regarding future funding arrangements and would continue to lobby the Government for a fair and sustainable funding settlement.
6. In response to a question raised, it was noted that the funding did not sufficiently address the additional pressures being faced on Adult Social Care services. The funding enabled the statutory obligations to be met; the continuing pressures were highlighted. Enfield was recognised as being one of the top service providers nationally. The hard work of all involved was acknowledged. The Council would continue to seek to support its most vulnerable residents.
7. In conclusion, it was noted that this was a reflection on the national funding situation and at a local level, the positive key indicators for providing good value for money services.

Alternative Options Considered: The pooled budget arrangement had been an effective way for the Commissioning Clinical Group and the Council to pull resource together to support some of the most vulnerable people in the community. A collaborative approach to meeting both organisations' strategic goals had delivered the desired outcomes. NHS England guidance required the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet agreed

1. To note the arrangements for pooled funding.
2. To delegate formal sign off of the Section 75 Agreement between NHS Enfield Clinical Commissioning Group (CCG) and the Council to the Director of Health and Adult Social Care as the approved statutory Director of Adult Social Services (DASS).
3. That the Director for Adult Social Care, in agreement with the Director of the Clinical Commissioning Group (CCG), to make minor

amendments throughout the year to the schemes and funding arrangements to reflect any change in circumstances.

4. That the Section 75 Agreement must be in a form approved by the Director of Law and Governance.

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4885)

6

LED CONVERSION PROJECT 2019 FOR HIGHWAY STREET LIGHTING

Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) introduced the report of Executive Director – Place (No.7) proposing a solution to realise energy consumption savings from the Council's street lighting stock through the introduction of LED technology and a SMART central management system.

NOTED

1. The proposal for the introduction of LED highway street lighting as detailed in the report. The LEDs would produce a white light which was more aligned to daylight. This improved lighting would be of benefit to both motorists and pedestrians and could help to reduce accidents and improve community safety. LED lighting would also result in significant reductions in energy usage and carbon emissions. The light source was also more controllable and resulted in less light pollution, as explained in the report. Maintenance costs would also be reduced.
2. That the project was estimated to generate a net revenue saving of £382k per annum once fully implemented. This was made up of £434k of energy savings and £326k reduced operational and maintenance costs giving total savings of £760k offset by the financing costs of £378k per annum. The detailed funding implications and requirements going forward were set out in the report.
3. That street lighting was an important service to all of Enfield's residents. It was noted that the introduction of LED technology and a SMART central management system would enable greater individual and remote control over specific lights enabling issues and concerns raised to be dealt with effectively.
4. In response to issues raised, Members discussed the Street Lighting PFI contract awarded in 2006 for a period of 25 years, as set out in the report. Members were advised of the proactive work undertaken by the

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Council in seeking such energy and financial savings to ensure that the Council continued to achieve best value in service provision. As set out in paragraph 4.4 of the report, Members noted that the option to terminate the PFI contract had been discounted based on the significant termination charges and loss of government grant funding that this would incur.

5. Members welcomed the proposals and noted that this was an invest to save proposal. The proposed funding arrangements were noted as detailed in the report.

Alternative Options Considered: NOTED, the detailed alternative options that had been considered as set out in section 4 of the report.

DECISION: The Cabinet agreed to

1. Approve a project to replace the existing street lights with LED lighting in line with current design standards and introduce a smart central management system.
2. Approve for recommendation to Council, the inclusion of the Street Lighting Project in the Council's approved Capital Programme at a cost of £6.375m.
3. Approve, for recommendation to Council, funding arrangements as set out in the report being external borrowing of £6.375m of which there was a five year interest free loan of £4.09m from SALIX.
4. Note the updated net savings would be reflected in the Medium Term Financial Plan for 2020/21 and future years.
5. Delegate to the Director of Environment and Operational Services, in consultation with the Director of Law and Governance, approval to make any necessary changes to the terms of the Street Lighting PFI contract.

RECOMMENDED TO COUNCIL to approve

1. the inclusion of the Street Lighting Project in the Council's approved Capital Programme at a cost of £6.375m (decision 2 above refers).
2. funding arrangements as set out in the report being external borrowing of £6.375m of which there was a five year interest free loan of £4.09m from SALIX (decision 3 above refers).

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4863)

7

FUTURE OF THE RESPONSIVE REPAIRS SERVICE

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place (No.8) outlining proposals for the future of the responsive repairs service.

NOTED

1. Members' appreciation of the significant work that had been undertaken by officers working with the Repairs Task Force, and the positive results achieved to date as outlined in the report.
2. That the report set out the proposals going forward for the future of the responsive repairs service; the key priorities for the new service model were as set out in section 3.11 of the report. This included the employment and development of local people including the creation of apprenticeships. The proposals would result in investment in the Council's housing stock and greater control over the repairs services provided.
3. That the report had been considered by the Overview and Scrutiny Committee as part of the pre-scrutiny processes. In response to issues raised it was noted that an equalities impact assessment had been provided with the report. It was also noted that the Council would be engaging with Customer Voice on an on-going basis to seek their views on the proposal, the service model and approach to delivery.
4. That the proposals would be implemented on a phased basis as explained in the report. The financial implications were noted.
5. The proactive work undertaken by the in-house MOT repairs service in addressing issues at an early stage and in identifying vulnerable residents who required additional support services.
6. That the in-house MOT repairs team had been set up with an investment of £500k to address an acute problem and had the support of residents. The results were cost neutral. In the period of implementation positive outcomes from using an in-house team had been demonstrated. The clear aspirations of the Council's Administration were reiterated. In-house provision had been shown to be a positive use of resources in service provision at a time when outsourcing services was encouraged as the most effective solution to addressing budget pressures.
7. Members welcomed the proposals for creating apprenticeships as detailed in the report. This would enable succession planning in service delivery. It was important to ensure that the required infrastructure was put in place to support the apprentices.

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8. Members supported the proposals and the increased control over the repairs service for the benefit of residents.
9. The investment that was required in order to improve and build upon current service provision as set out in the report.
10. The value of the service in identifying vulnerable residents who required additional support.
11. The positive feedback from residents that had been received to the MOT repairs service.

Alternative Options Considered: NOTED, that a number of models had been identified which could be used to deliver the repairs service as set out in section 4 of the report.

DECISION: The Cabinet agreed to

1. Agree a phased approach to in-sourcing the day to day repairs service as detailed in section 3 of the report and note the creation of a multi-disciplinary Operational Board which would report on progress to the Repairs Task Force.
2. Approve a mobilisation budget of £1.2 million, allocated over 2 years, funded from HRA repairs service.
3. Note that a 5 year business plan would come forward as part of the annual HRA budget cycle for 2020/21.
4. Delegate authority to the Director of Housing and Regeneration to commence procurement and tendering exercises to mobilise 5 year contracts, for compliance works including gas servicing, electrical checks and lift services along with back up responsive repairs services.

Reason: This model provided the best balance of risk management and resilience whilst enabling the Council to implement a new service model and take control of the culture, quality and right first-time approach which would form the core requirements of the service by directly employing, training and engaging with operatives (as detailed in full in section 5 of the report).

(Key decision – reference number 4868)

8

PROPERTY SERVICES - STRATEGIC ASSET MANAGEMENT PLAN

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place (No.9) outlining the Property Services – Strategic Asset Management Plan.

NOTED

1. That the Strategic Asset Management Plan (SAMP) was a significant document that covered all Council-owned property, except for Housing Revenue Account (HRA) residential housing stock. The previous SAMP had been produced in 2009.
2. As detailed in the report, all Council-owned property assets must be fit for purpose and continue to meet the Council's legal requirements to obtain best consideration for its property assets. There was an opportunity for the Council to increase income, reduce expenditure and optimise its property assets to continue to deliver quality services and meet the Council's corporate objectives.
3. That the new SAMP would set a clear direction for the next 5+ years to ensure that Enfield could make informed decisions about its property assets in an appropriate context.
4. The value of the Council's property estate as set out in section 3.1.7 of the report. The priorities going forward were noted as outlined in the report. A holistic approach would be taken. The Core Principles of the Plan were highlighted as set out in detail in section 3.2 of the report.
5. The historic lack of investment in maintenance of the property portfolio which had led to a general dilapidation of property stock, having a direct impact on levels of income achievable, and compliance liabilities for the Council. Ensuring value for money in the management of assets was a fundamental part of the approach.
6. That a copy of the full Strategic Asset Management Plan had been provided in part two due to the commercially sensitive information included, Minute No.14 below referred.
7. In response to questions raised, it was noted that consideration would be given to the social and community benefits of property assets as well as the financial considerations. The SAMP would link in with the Council's other strategic plans and priorities.
8. That Officers were commended for compiling the SAMP which was a significant document. It was noted that this would be developed alongside other Council plans currently in development including the Local Plan; Housing Growth Strategy and Economic and Growth Strategy. Several key strategic documents were being established. It was important to effectively utilise the Council's assets and link in with the Council's corporate priorities and service delivery requirements. The value of property assets was not purely financial and could be used for to effectively support service delivery by the Council and its partners.

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9. The core principles of the SAMP were reiterated. Where possible the Council would seek to increase sustainable income from its property assets but it was recognised that this would not be possible in all cases.
10. Officers present outlined in detail the considerations that would be undertaken including financial, community and economic issues. It was important to ensure that the Council's property assets were being used effectively. All possible options would be considered in line with the Council's priorities and key strategic aims.
11. A discussion followed on the provision for Council staff and it was noted that staff were currently located in several different sites across the Borough. Whilst it was important to maintain required community provision, it was intended to consolidate the staff bases within the Enfield Town area, currently five. It was acknowledged that suitable accommodation was an important issue for staff and their morale. An example of Charles Babbage House was given with a lack of public transport provision and access to local services for staff located there. The negative impact of moving staff out of the newly refurbished floors of the Civic Centre was also acknowledged. Staff views would be taken into consideration when assessing future office provision. Members highlighted the priority of decent toilet facilities for all staff and, noted their concern regarding the current location of the Civic Centre post room.

Alternative Options Considered: Not having and implementing a Strategic Asset Management Plan. The Council could maintain the status quo, managing its property assets in a non-strategic, reactive and un-co-ordinated way. Doing so would leave the Council vulnerable and with limited opportunities to achieve efficiencies.

DECISION: The Cabinet agreed to

1. Approve and adopt the Strategic Asset Management Plan for 2019-2024 (Appendix 1 summary version and Appendix 2 – confidential full version – Minute No.14 below refers).
2. Specifically approve and adopt the Core Principles set out in the Strategic Asset Management Plan and listed in the report.
3. Approve the key milestones set out in the report.
4. Delegate delivery of the Strategic Asset Management Plan and any related sub-strategies to the Head of Strategic Property Services within the boundaries of the Council's Constitution.
5. Delegate monitoring performance of the Strategic Asset Management Plan to the Council's Executive Management Team. Strategic Property Services would produce the annual business report for the next five

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years for the Executive Management Team, in consultation with the Cabinet Member for Finance and Procurement, as part of their regular Cabinet Member briefings.

6. Commit to reviewing, refreshing and re-approving the Strategic Asset Management Plan in 5 years' time.
7. Note that all key decisions in relation to property transactions, creation and delivery of Strategies for Operational Assets and Commercial Investment Assets would continue to be made and scrutinised in the usual way, in line with the Council's Constitution, with Member involvement at all appropriate decision-making points.
8. Note that any requests for funding related to the Strategic Asset Management Plan would follow the usual Council processes, and in relation to any requests for new Capital, these would be taken to the Capital Finance Board for approval, prior to any request to Cabinet and full Council being made.
9. Note the requirement of the Strategic Asset Management Plan that all property budgets and property functions within the Council must be consolidated under Strategic Property Services, to ensure a strategic and comprehensive approach going forward, with a full understanding of all the Council's expenditure and income in relation to property assets, which also ensures that silo and reactive decision making was avoided.

Reason: NOTED, the detailed reasons for the recommendations as set out in section 5 of the report.

(Key decision – reference number 4806)

9

CABINET SUB-COMMITTEES FOR THE MUNICIPAL YEAR 2019/20

AGREED, that the following Cabinet Sub-Committees be established for the municipal year 2019/20:

Shareholder Board

Cllr Nesil Caliskan (Leader)
Cllr Ian Barnes (Deputy Leader)
Cllr Mary Maguire (Cabinet Member for Finance and Procurement)
Cllr Alev Cazimoglu (Cabinet Member for Health and Social Care)
Cllr Gina Needs (Cabinet Member for Social Housing)

Local Plan Cabinet Sub-Committee

Cllr Nesil Caliskan (Leader)

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Cllr Mary Maguire (Cabinet Member for Finance and Procurement)
Cllr Gina Needs (Cabinet Member for Social Housing)
Cllr George Savva (Cabinet Member for Licensing and Regulatory Services)

The Associate Cabinet Members to be invited to attend meetings of the Local Plan Cabinet Sub-Committee in a non-voting capacity.

NOTED, that the memberships had been based on the most appropriate Cabinet Member portfolio responsibilities for the issues to be considered by the Sub-Committees.

10 CABINET AGENDA PLANNING - FUTURE ITEMS

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

11 MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 24 April 2019 be confirmed and signed by the Chair as a correct record.

At this point in the meeting, Councillor George Savva (Cabinet Member for Licensing and Regulatory Services) took the opportunity to advise Members that the winners of the Anti-Counterfeiting Group Awards for Excellence in Anti-Counterfeiting 2019 had been announced today. Councillor Savva was pleased to advise Members that the London Borough of Enfield Trading Standards team had been highly commended for the Departmental Award for Excellence in Anti-Counterfeiting Enforcement. Congratulations were extended to all the officers involved.

Members were also pleased to note that the Council had been nominated for two MJ Awards and an Enfield Social Worker had also been nominated for the MJ rising star category. Congratulations were extended to all involved.

12 DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 17 July 2019 at 7.15pm.

13

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the items listed on part two of the agenda on the grounds that they involve 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).

14

PROPERTY SERVICES - STRATEGIC ASSET MANAGEMENT PLAN

NOTED, the restricted Appendix 2 to Report No.9 as detailed in Minute No.8 above.

(This document contains 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 Schedule 12A to the Local Government Act 1972, as amended).