

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 12 FEBRUARY 2020**

**COUNCILLORS**

**PRESENT** Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), 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), 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) and Claire Stewart (Enfield West)

**ABSENT** Guney Dogan (Cabinet Member for Environment and Sustainability) and Gina Needs (Cabinet Member for Social Housing),

**OFFICERS:** Ian Davis (Chief Executive), Fay Hammond (Acting Executive Director Resources), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Matt Bowmer (Interim Director of Finance), Jeremy Chambers (Director of Law and Governance), Doug Wilkinson (Director of Environment & Operational Services), Joanne Drew (Director of Housing and Regeneration) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Lee David-Sanders, Lindsay Rawlings and Hass Yusuf  
Press representative

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Guney Dogan (Cabinet Member for Environment and Sustainability) and Councillor Gina Needs (Cabinet Member for Social Housing).

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Councillor Mahtab Uddin (Cabinet Member for Public Health).

**2**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3**  
**DEPUTATIONS**

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

**4**  
**REVENUE MONITORING 2019/20: QUARTER 3 (DECEMBER 2019)**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.189) setting out the Council's revenue budget monitoring position based on information to the end of December 2019 for the General Fund, Housing Revenue Account (HRA) and the Dedicated Schools Grant (DSG).

NOTED

1. That after the application of capital receipts for transformation purposes of £3.5m; the revenue budget forecast reflected an outturn position of £5.6m overspend for 2019/20 which would be funded using the Council's reserves. This was an improvement of £0.1m on the £5.7m reported as at quarter 2.
2. The detailed savings and income generation figures since 2010 as summarised in paragraph 1.3 of the report.
3. That the Dedicated Schools Grant was forecasting an outturn position of a deficit of £4.9m. With the £0.4m surplus brought forward from 2018/19, the cumulative forecast deficit at year end was £4.5m and would be the first call on the 2020/21 grant allocation, therefore reducing the funding available for next year.
4. That the Housing Revenue Account was forecasting an underspend position of £0.1m for 2019/20 outturn.
5. The forecast projected departmental outturn variances as set out in Table 1 of the report. Executive Directors reporting pressures were working on mitigating actions and ongoing pressures would be considered as part of the Medium-Term Financial Plan.
6. The Pressures Challenge Board had been reconvened; and would be reviewing the most significant pressures reported.
7. The detailed departmental monitoring information, budget pressures and mitigating actions as set out in section 5 and the appendices of the report. Specific areas of pressure were highlighted to Members as outlined in the report. The most significant area of pressure continued to be in the Children's and Adult Social Care services.

## CABINET - 12.2.2020

8. That Table 2 in the report set out the planned and proposed flexible use of capital receipts. The Government had extended this flexibility in use of capital receipts until 2021/22. Members reiterated their concerns over the continued lack of adequate Government funding to meet demands.
9. The detailed position regarding the Dedicated Schools Grant budgets as set out in section 5 and Appendix F of the report.
10. That the Housing Revenue Account projection for quarter 3 showed a forecasted £0.1m underspend for 2019/20 as set out in section 7 of the report.
11. That the General Fund pressures identified in this 3<sup>rd</sup> quarter were being considered in the budget setting process for 2020/21 (Minute No.5 below referred).
12. Members' comment that the Council's budget was well-managed and complied with all statutory and regulatory standards.
13. Members' continued concern over the lack of sufficient funding to meet the demand for adult social care services and the difficult funding decisions that the Council was required to make. The need for long-term adequate funding for local authorities was highlighted.
14. Members expressed their thanks and appreciation to officers for the significant work undertaken and the regular monitoring reports which enabled Members to have a detailed oversight of the continuing financial pressures and provided a sound foundation on which to determine future budget setting decisions.

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

**DECISION:** The Cabinet agreed to note

1. The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.12 of the report).
2. The £5.6m overspend revenue outturn projection and the use of £3.2m of capital receipts to support organisation transformation.
3. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2019/20 and implement savings.
4. £1.5m of the overspend in respect of the company Independence and Wellbeing Enfield Ltd. (IWE) being met from contingency as set out in paragraph 5.14 of the report.

## CABINET - 12.2.2020

5. The position of the Dedicated Schools Grant (DSG) as set out in paragraphs 5.62 to 5.66 of the report.
6. The position of the Housing Revenue Account (HRA) as set out in section 7 of the report.
7. The planned flexible use of capital receipts for 2019/20 remains unchanged from the reported quarter 2 update (paragraph 5.58 and Appendix I of the report referred).

**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 5086)**

### 5

## **2020/21 BUDGET AND 2020/21 TO 2024/25 MEDIUM TERM FINANCIAL PLAN**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.190) recommending the setting of the general revenue budget and council tax for the 2020/21 financial year.

### NOTED

1. That the proposals set out in the report were the culmination of the 2020/21 budget planning process and built on previous Cabinet decisions relating to the tranche one and two savings; and, the Council Tax support scheme and business rate base decisions. The proposals reflected the discussions which had taken place on the Council's priorities, demands and pressures. Members reiterated the need for adequate Government funding to provide a sustainable budget that was not reliant on the allocation of one-off Government resources; long-term funding was required to provide certainty and efficient future planning of services.
2. The detail of the national context and Local Government Finance Settlement as detailed in section 4 of the report and the amendment sheet circulated at the meeting. The Council would continue to lobby the Government for timely multi-year funding settlements.
3. That the Council's budget was under constant review by the Cabinet Members and senior officers. The Council would continue to seek to protect its most vulnerable residents and meet service demands.
4. As set out in the report, its purpose was to set the general revenue budget and council tax for the 2020/21 financial year. It also updated

## CABINET - 12.2.2020

the Council's Medium-Term Financial Plan in the light of those decisions. In summary it recommended:

- A net revenue budget of £236.904m, a 2.56% increase when compared with 2019/2020.
  - The net revenue budget contained investment in services of £4.5m and savings/income generation proposals of £11.9m.
  - A core council tax of £1,244.57 at Band D, a 1.99% increase
  - A further £119.20 at Band D to pay for Adult Social Care as allowed by Central Government, a 2.00% increase on 2019/20.
  - This resulted in a charge for Enfield Council of £1,363.77 at Band D, a 3.99% increase: equivalent to an increase of £1.00 per week for a Band D property.
  - Additionally, the Council would levy a council tax of £332.07 at Band D on behalf of the Greater London Authority which was a 3.61% increase on last year.
  - In total the impact of these proposals would be total council tax of £1,695.84 at Band D, a 3.91% increase on the 2019/2020 level, equivalent to an increase of £1.22 per week for a Band D property.
5. A number of areas of investment were highlighted to Members as detailed within the report including in Adults Social Care and Children's Services; transformation; tackling youth violence; and, £1m of CIL neighbourhood funding to support the implementation of the 27 recommendation arising from the recent Poverty Commission report (Minute No.10 below referred). The budget process had sought to protect the most vulnerable in the Borough.
6. The recommendations within the report regarding the Schools' Budget.
7. That the report included recommendations on the appropriate level for the Council's contingencies, balances and earmarked reserves.
8. That there were a few minor amendments to figures and referencing within the report from the version previously published and circulated. The details were as set out below, and circulated at the Cabinet meeting:
- In section 2 of the report there was a very minor change in the 2020/21 Council Tax Requirement to avoid rounding issues on the Council Tax bandings, and also a correction of an incorrect section reference.
  - Section 4 of the report had been updated to account for the final settlement for 2020/21 being announced and for some corrections to the SFA movements over time, referred to both in the text and in table 1 of the report.
  - Section 5 had a correction of a section reference within the fees and charges section of the report.

## CABINET - 12.2.2020

- Table 3 in section 7 of the report had been updated for the changes resulting from the council tax rounding issue identified in section 2 of the report.
  - Section 8 of the report had made reference to an incorrect year and Section 10 of the report contained a paragraph referencing error.
  - All of the sections 11 and 14 changes of the report were minor adjustments to figures stemming from the council tax rounding issue identified in section 2 of the report.
  - There was a single change to a new fee for Scan on Demand Service for planning case work.
9. Members discussed the detailed budget proposals and several questions and comments were raised including the following issues.
  10. The allocation of £0.5m to assist in tackling youth violence through, for example, early intervention and mentoring work was welcomed.
  11. That the Council would continue to lobby the Government for adequate long-term funding for the provision of essential services to the Borough's residents. The Council would continue to seek to protect its most vulnerable residents.
  12. That this was a sound and well-managed budget in a continuing period of austerity and inadequate Government funding. The budget reflected the political priorities of the Council administration and sought to protect the most vulnerable. The budget proposals were sustainable and sought to take the Borough to the next phase of implementing the Council's corporate priorities. It included proposals for economic growth and regeneration and, addressed the issue of increasing crime levels. The budget reflected the Council's commitment to invest in a better Enfield. It was ambitious for a growing Borough. The Council's commitments were highlighted including housing provision and insourcing services where possible. The significant work of the Cabinet Members and Officers in reaching this stage was recognised and appreciated. The budget represented the Council's commitment to the future of Enfield and its residents.
  13. The investment in young people and the tackling of youth crime was welcomed. It was noted that the Council had recently received GLA grant funding of £1.4m from the Young Londoners Fund to deliver projects in the Borough.
  14. That Appendix 8A of the report set out the statement of the Section 151 officer under the requirements of Section 25 of the Local Government Act 2003. Taking account of the issues set out within the report, the Executive Director – Resources was of the view that the 2020/21 budget was robust.

## CABINET - 12.2.2020

15. In relation to Children's Services, the continuing difficulties faced in juggling service demands and priorities with inadequate levels of funding was recognised; and the hard work of officers was appreciated in continuing to deliver services to the most vulnerable.
16. That the ambitious budget proposals would continue to seek to reduce inequalities in the Borough and raise health standards.

**Alternative Options Considered:** NOTED, that the Council operated a budget planning and consultation process during which a wide range of options were considered in detail before recommendations were made. Issues raised and discussed had greatly contributed to this report including information from the Budget Engagement exercise set out in the report. As part of its planning for both 2020/21 and future years the Council had considered future levels of Council Tax.

**DECISION:** The Cabinet agreed

1. With regard to the revenue budget for 2020/21 to recommend that Council:
  - i. Set the Council Tax Requirement for Enfield at £133.276m in 2020/21.
  - ii. Set the Council Tax at Band D for Enfield's services for 2020/21 at £1,363.77 (section 7 of the report referred), being a 1.99% general Council Tax increase and a 2.00% Adult Social Care precept.
2. To agree the Medium Term Financial Plan (MTFP), including;
  - i. The pressures set out in Appendix 3 of the report, £30.148m in 2020/21 (partly offset by a £3.600m benefit from the Pensions Actuarial Review to give a net figure of £26.548m), which included:
    - a. £1.5m for additional social workers within Children's Social Care to address caseload pressures.
    - b. A further £10.3m allocated in 2020/21 to address Adults and Children's Social Care pressures, partly funded from further Social Care Support Grant allocated by the Government in 2020/21 (£5.4m).
  - ii. £2.405m investment in transformation funded by the flexible use of capital receipts.
  - iii. An allocation of £0.5m per annum within the 2019/20 and 2020/21 budgets which was recommended to provide mentoring related to serious youth violence and improve data to better target resources (paragraph 10.7 of the report referred).
  - iv. Full year effects of prior year savings and income generation totalling £3.279m as set out in Appendix 2a of the report.

## CABINET - 12.2.2020

- v. The savings of £9.2m and income proposals of £2.7m in 2020/21 as set out in Appendix 2b of the report.
  - vi. Adopt the key principles as set out in section 11 of the report.
  - vii. Note the £3.4m for Capital Financing included within the pressures figure to invest in proposals to deliver long term benefits to the Council.
3. To recommend that Council agrees the Schools Budget for 2020/21 (section 8.20 and Appendix 5 of the report referred).
  4. To agree that changes in Fees and Charges for 2020/21 as set out in Sections 10.20 to 10.44 and Appendices 11 to 13 of the report, and delegate authority to Executive Directors and Directors to negotiate discounts where appropriate.
  5. To note the gap remaining in the MTFP for 2021/22 to 2024/25 and the actions being taken to address this.
  6. To recommend that Council agrees that the New Homes Bonus funding of £0.646m be applied as a one-off contribution to the General Fund in 2020/21.
  7. To recommend that Council agrees the planned flexible use of capital receipts in 2019/20 being £3.256m and approves the planned flexible use of capital receipts in 2020/21, being £2.405m (section 10.45 and Appendix 10 of the report referred).
  8. To note the feedback and minutes from the Budget Engagement and Overview and Scrutiny Committee budget meeting on 19 December 2019 as set out in Appendices 1a and 1b of the report.
  9. With regard to the robustness of the 2020/21 budget and the adequacy of the Council's earmarked reserves and balances to:
    - i. Note the risks and uncertainties inherent in the 2020/21 budget and the MTFP (section 11 of the report) and agrees the actions in hand to mitigate them.
    - ii. Note the advice of the Executive Director – Resources regarding the recommended levels of contingencies, balances and earmarked reserves (section 13 and Appendix 8a of the report referred) and have regard to the comments of the Director of Finance (section 17 of the report referred) when making final decisions on the 2020/21 budget.
    - iii. Agree the recommended levels of central contingency and general balances (section 13 of the report referred).

**Reason:** To set the Council's Budget requirement and level of Council Tax for 2020/21 within the timescales set out in legislation.

**(Key decision – reference number 5076)**

6

**CAPITAL STRATEGY AND TEN YEAR CAPITAL PROGRAMME 2020/21 TO 2029/30**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.191) setting out the 2020/21 Capital Strategy and 2020/21 to 2029/30 Ten Year Capital Programme.

NOTED

1. That it had been necessary to amend three tables within the report as set out below and circulated at the Cabinet meeting:
  - Table 2 of the report, there had been reprofiling of spend on a single scheme and the borrowing in the summary had not been reprofiled to match.
  - Tables 8 and 9 of the report, there had been transposition of some columns so these had been corrected to match the detailed appendices of the report.
2. The recommendations detailed within section 2 of the report seeking approval of the Capital Strategy and Ten-Year Capital Programme. This represented an ambitious plan which aligned with the Council's overall objectives. It was integrated with the Council's Medium-Term Financial Plan and Treasury Management Strategy.
3. The detailed funding proposals outlined within the report, together with the key areas of investment including: house building and regeneration; investment in roads and bridges and the Council's wider estate; school improvements; and, ICT improvements.
4. The detail of the Capital Strategy summarised in section 6 of the report, including the proposed investments and funding details. The borrowing strategy outlined in section 6 of the report was highlighted to Members.
5. The risks and mitigation measures detailed within the report.
6. The proposed Capital Programme 2020/21 to 2029/30 outlined in section 7 and the appendices of the report. A detailed and thorough process had been undertaken.
7. That the proposals set out the longer-term priorities and investment in the Borough with a significant programme of planned projects. Individual projects would be subject to approval through future Cabinet and Council decisions as and when appropriate in the future as schemes progressed.

**CABINET - 12.2.2020**

8. The importance of “invest to save” projects for the future of the Borough, an example of the Reardon Court development was highlighted.

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

**DECISION:** The Cabinet agreed to recommend to Council to:

1. Approve the 2020/21 Capital Strategy.
2. Approve the 2020/21 Capital Programme and to note the 2020/21 to 2029/30 Ten Year Capital Programme as set out in Appendix 1 – Table 3C of the report; this included the following additions which had been considered by Cabinet at its meeting on 28 January 2020:
  - i. Capital programme monitor Period 8 (November) 2019 additions (£359.97m).
  - ii. 2020/21 Corporate Condition Programme (CCP) – KD 5004, £2.5m.
  - iii. Montagu Industrial Estate Redevelopment – KD 4876, £33.36m
  - iv. Business Case for Capital Funding for Highways, Street Scene and Parks infrastructure 2020/21-2029/30 – KD 5044, £7.2m
3. And the following presented as a separate report (Report No.193, Minute No.8 below referred):
  - i. Housing Revenue Account (HRA) – 10 year Capital Programme £1,173m.

**Reason:** To set the 2020/21 to 2029/30 Capital Programme and agree the Capital Strategy 2020/21.

**(Key decision – reference number 5026)**

**7**

**TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.192) setting out the Council’s proposed Treasury Management Strategy Statement (TMSS) for the period 2020/21 to 2022/23, and Annual Investment Strategy (AIS) for the year ended 31 March 2021, together with supporting information.

**NOTED**

1. That this report should be considered in conjunction with the Council’s indicative capital programme, as detailed in Minute No.6 above.
2. That the Annual Treasury Management Strategy Statement sets out the Council’s strategy for ensuring that: its capital investment plans were prudent, affordable and sustainable; the financing of the Council’s

## CABINET - 12.2.2020

capital programme and ensuring that cash flow was properly planned; and, cash balances were appropriately invested to generate optimum returns having regard to security and liquidity of capital, as set out in the report.

3. That the report set out detailed projections regarding funding, payments and investments whilst mitigating and controlling identified risks. External expert treasury management advisers were used as appropriate. The Council was projecting £1.032bn of funding (grants, capital receipts, reserves and revenue contributions); this meant it had a net £1.222bn growth in borrowing. Overall, the Council had adopted a prudent approach to its treasury management strategy as set out in the report.
4. That the capital programme had been based on a 3.5% interest rate and the capital projects were appraised on this basis. However, the Council had borrowed at a lower rate recently and had swapped short term for long term loans, which de-risked the programme.
5. That that Statement made it clear that all projects should have a plan to pay down borrowing. This could be seen in Chart 1 of the report where borrowing was reducing quickly in the 2030s. Meridian Water borrowing was intended to be paid off by 2043/44, when capital receipts generated by the development would be used to pay off other borrowing or finance other capital schemes.
6. That the Council was lobbying the GLA for more grant in relation to its affordable housing.
7. Members recognised that the Strategy was forward looking and represented the Council's ambitions for future investment in the Borough. The thorough work and detailed reports presented to the Cabinet were acknowledged. The Strategy aligned with the Council's corporate priorities and was a significant investment in the Borough including housing provision and economic growth. It reflected the Council's commitments and planned how they would be achieved. The Strategy would be regularly updated and presented to Members for consideration and approval.

**Alternative Options Considered:** The Council was bound by legislation to have regard to the CIPFA requirements for treasury management. If the Council were to deviate from those requirements, there would need to be some good reason for doing so. It was not considered that there was any such reason, having regard to the need to ensure that the Council's capital investment plans were affordable, sustainable and prudent.

The strategies and policy statement put forward in the report were considered the best methods of achieving the CIPFA requirements. Whilst it might be

## CABINET - 12.2.2020

possible to adopt variations to the strategies and policy statement, this would risk failing to achieve the goals of affordability, sustainability and prudence.

**DECISION:** The Cabinet reviewed the draft Treasury Management Strategy and recommended the six listed items below for full Council consideration and approval at the February 2020 Council meeting;

1. To agree the Treasury Management Strategy Statement for 2020/21.
2. To note the economic context and interest rate forecast (as detailed in Appendices A and B of the report).
3. To agree the Prudential Indicators set out in Appendix D of the report.
4. To agree the Minimum Revenue Provision Statement (Appendix E of the report).
5. To agree Counterparty List and Limits set out in Appendix F of the report.
6. To note the plans to develop options for financing the ten-year capital programme and report to Cabinet in December 2020, as per section 4 of the report, next steps. In the interim the Cabinet Member for Finance and Procurement would be regularly updated and, progress would be reported in the formal treasury reports (outturn and mid-year)

**Reason:** It was consistent with the requirements of treasury management specified by CIPFA, to which the Council was required to have regard under the Local Government Act 2003 and regulations made under that Act, for the Council to produce three strategy statements to support the Prudential Indicators which ensure that the Council's capital investment plans were affordable, sustainable and prudent. The three documents that the Council should produce were: High Level Capital Strategy; Treasury Management Strategy, including prudential indicators; and, Investment Strategy.

**(Key decision – reference number 5027)**

## 8

### **HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2020/2021, RENT SETTING AND SERVICE CHARGES**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place and Executive Director – Resources (No.193) setting out the proposed HRA 30-year Business Plan, the detailed HRA Revenue Budget for 2020/21, the ten-year Capital Programme and Right to Buy (RTB) one for one receipts programme (2020/21 to 2024/25).

NOTED

## CABINET - 12.2.2020

1. The key changes for housing since the 2019/20 rent setting report as summarised in section 3.3 of the report including the creation of a new 10-year development programme of 3,500 units overall including updated GLA and right to buy programme and borrowing requirement.
2. That the report detailed the overarching assumptions, the base budget, efficiency savings, financing and programming of works. In 2018 the Government had scrapped the HRA borrowing cap to enable more affordable homes to be built. A financial framework had been implemented to ensure the business plan remained financially viable and within affordable limits.
3. That the programme included major works to the housing stock; and, estate renewal and development as detailed in the report. In summary the report set out the Council's plans for building new affordable homes and investing in the Council's current housing stock.
4. That the number of over 65-year olds was increasing in the Borough. Adult Social Care and Housing were working together to consider specialised housing options as part of the housing developments coming forward.
5. Members praised the proposals for addressing climate change and affordable warmth through the Ground Source heat pump strategy, as outlined in the report. The proposed charging mechanism for leaseholders was noted as set out in section 3.87 of the report.
6. The detailed recommendations set out in section 2 of the report and reflected in the decisions below.
7. The Council's ambitious commitment regarding housing provision in the Borough as set out in the report. This report should be considered in the light of the recently agreed Housing Growth Strategy.

**Alternative Options Considered:** Annual efficiency savings of 5% were being implemented across various departments to ensure a healthy level of balances were held and the business plan remained sustainable.

**DECISION:** The Cabinet agreed to

1. Recommend to full Council to approve the HRA 30-Year Business Plan shown in Appendix 1 of the report.
2. Recommend to full Council to approve the detailed HRA Revenue Budget for 2020/21
3. Note the 10-year HRA Capital Programme and additional borrowing requirements to deliver 3,500 additional units.

## CABINET - 12.2.2020

4. Note the social and affordable rent levels for circa.10,100 properties in 2020/21 and note the London Affordable Rent levels applicable for new homes to new tenants.
5. Approve the level of service charges for 2020/21 for those properties receiving this service.
6. Approve the new pricing structure for Community Halls and Garages as outlined in paragraph 3.46 of the report.
7. Note changes to the Landlord consent process and introduction of tiered application fees for 2020/21
8. Approve increasing the Under-Occupation incentive to support the downsizing strategy as shown in paragraph 3.66 of the report. In addition, delegate to the Director of Housing and Regeneration to increase the incentive aiming for flexible, bespoke packages that meet the needs of vulnerable tenants on a case by case basis by up to £2,000 per case.
9. Approve the Leaseholder Ground Source Heat Pump charging proposal outlined in paragraph 3.78 of the report.
10. Note the change in Thames Water billing, from the Council collecting the charges to Thames Water directly charging residents outlined in paragraph 3.88 of the report.
11. Note the heating charges for 2020/21 for those properties on communal heating systems.

**Reason:** The Council must comply with the law in setting its rents for Council tenants. Setting an annual budget, capital programme and balanced HRA 30-year Business Plan were also legal requirements Increasing rent and service charges would allow the Council to provide new and better services to tenants, and the charges set out in the report were supported by the Council's Housing Board and Customer Voice (the Tenant and Leaseholder representative body).

**(Key decision – reference number 5008)**

## 9

### ENFIELD REPAIRS DIRECT

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.194) setting out the good progress made to date, the design of the service and the service standards which support the delivery of the service.

NOTED

## CABINET - 12.2.2020

1. The Council's commitment to insourcing services where possible. The background to the housing repairs service and the previous decision to bring the service in house as set out in the report. The progress which had been made in planning and preparing for the transition in service provision by the Council was outlined.
2. The priorities and aims of the service as set out in the report including the provision of a "right first time" service which would reduce the number of visits required and increase customer satisfaction. Feedback would be sought on the service and close monitoring would take place. Measures would be introduced to improve the communication channels between the Council and its residents. The transition was being undertaken in a managed way and would be kept under review.
3. The progress being made and the staff being employed to undertake the new inhouse services. The preparatory work was being progressed as detailed within the report. This was a major area of change that would result in service improvements for the Borough's residents.
4. The Council's commitment to supporting the employees of the service through training and apprenticeships.
5. That the proposals were welcomed by the Cabinet.

**Alternative Options Considered:** As incorporated within the body of the report.

**DECISION:** The Cabinet agreed

1. The proposed service model for Enfield Repairs Direct at Appendix 1 of the report and to monitor performance through the indicators highlighted in section 9 of the report.
2. To approve the Housing Repairs, Maintenance and Planned works policy at Appendix 2 of the report which sets out what was in the scope of the service and what was the responsibility of the tenants and leaseholders.
3. The Housing Compliance Policy at appendix 3 of the report setting out the Council's standards for ensuring that the Council met its legal obligations and ensured residents' safety.
4. To delegate to the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing further operational arrangements to support the delivery of the service as necessary.
5. To note the business plan shown in appendix 5 of the report.
6. To note the branding as shown in appendix 4 of the report.

7. The charging policy for works delivered outside of the Council's responsibilities under the Repairs Policy.

**Reason:** To agree and progress the implementation of Enfield Repairs Direct.  
**(Key decision – reference number 5070)**

## 10

### **NEW DECISION-MAKING ARRANGEMENTS TO SPEND THE ENFIELD COMMUNITY INFRASTRUCTURE LEVY AND SECTION 106 AGREEMENTS**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.195) seeking approval to set up new decision-making and reporting systems to inform the prioritisation and allocation of community infrastructure levy (CIL) and section 106 funding (S106) and ensure compliance with the new CIL regulations, which would facilitate the delivery of timely infrastructure and the phasing of development across the borough.

#### NOTED

1. That both receipts had increased significantly over the past financial year (2018/2019), as the result of major developments in Enfield and improvements to monitoring and collection. In 2018/2019 the Council had collected over £2.7m of section 106 receipts and over £6.3m of CIL receipts.
2. The proposals for setting up new decision-making arrangements to spend the receipts received, as detailed in the report.
3. The background and use of the neighbourhood CIL as detailed in section 3 of the report. The recent report of the Enfield Poverty and Inequality Commission had highlighted 27 measures to tackle Enfield's on-going deprivation and inequalities. These 27 recommendations would form clear criteria for assessing and prioritising spending proposals. This in turn would feed into the Council's corporate priorities and neighbourhood spend. This report had been welcomed by the Council and its partners and there was a commitment to act on its recommendations. It was proposed to spend £1m of neighbourhood CIL receipts to support and implement these recommendations. The administration of the Enfield Neighbourhood Fund and decisions on how this money was spent would be reported to Cabinet at a future date.
4. That the launch of the Enfield Poverty and Inequality Commission report had been well-received and supported by the Council and its partners. Feedback had been sought and suggestions received on the effective implementation of the recommendations. The Council and its partners, including the NHS, Police and Voluntary Sector were

## CABINET - 12.2.2020

committed to working together. It was further noted that not all of the 27 recommendations received funding for example, extending and encouraging participation in the School Street programme with a shift in emphasis to the East of the Borough.

5. In response to a question raised, Members were advised of the spending requirements of section 106 monies and the legal agreements that had to be adhered to.
6. The proposed decision-making arrangements as set out in section 3.12 of the report.
7. That each year, local community groups and stakeholders would be invited to put forward proposed projects through a new Enfield Neighbourhood Fund that would be established later in 2020 (paragraph 3.20 of the report referred).

**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. Recommend to full Council that from April 2020 onwards to allocate CIL spend through the main capital programme and agree on the priorities on its allocation, as part of the annual budget setting process.
2. Approve the proposed governance arrangements through which decisions on the funding of infrastructure (CIL and S106 agreements) would be determined (as detailed in section 3.12 of the report).
3. Note the revocation of the Regulation 123 List (April 2016) which restricted the use of CIL to specified projects.
4. Delegate authority to the Cabinet Member for Strategic Planning to approve consultation on the neighbourhood portion (based on 15% of CIL receipts) and the priorities on how it was spent.
5. Approve the publication of the Borough's first Infrastructure Funding Statement (as detailed in Appendix 1 of the report) setting out how CIL and S106 income had been spent over the previous financial year (2018/2019) and how spend would be prioritised over the next reporting period.
6. Delegate authority to the Executive Director – Place in consultation with the Cabinet Member for Strategic Planning to approve the publication of future Infrastructure Delivery Statements and authority to consult on updates to the Infrastructure Delivery Plan.

**Reason:** NOTED, the detailed reasons for the above decisions as set out in section 5 of the report. The Council needed to develop transparent and

accountable governance and reporting structures to decide how CIL/S106 income was spent and administered in line with the CIL regulations.

**(Key decision – reference number 5029)**

11

## **GETTING TO SCHOOL POLICY**

Councillor Rick Jewell (Cabinet Member for Children’s Services) introduced the report of the Executive Director – People (No.196) presenting for approval the updated Getting to School Policy.

NOTED

1. That the updated Getting to School Policy set out how the Council would identify and support those children and young people who needed travel assistance to their school or educational setting and provide it in a consistent, transparent and fair way, working in the best interests of the children and young people.
2. The key aspects of the Policy as set out in the report. The review had sought to improve efficiency; maximise opportunities for independence through independent travel training; comply with statutory guidance; and, deliver a cost-effective approach to travel assistance.
3. The eligibility criteria, range of provision, application and appeals process, and key elements of the policy as set out in the report. The Policy was clear, transparent and sustainable. The updated Policy was commended to the Cabinet for approval.
4. Members expressed their support of independent travel training for the future benefit of the young people involved.

**Alternative Options Considered:** NOTED, the alternative options that had been considered as detailed in full in section 4 of the report including: to continue implementing the current travel assistance policy; and, the option of introducing a charge for young people post-16.

**DECISION:** The Cabinet agreed to approve the updated Getting to School Policy for implementation.

**Reason:** In order to: promote a safe, active and sustainable approach to travel assistance to and from schools or other educational settings; promote the most independent approach to travel assistance; ensure a genuine partnership with children, young people and their parents; to deliver the most cost-effective and environment friendly travel options; and, ensure the policy was compliant with the statutory guidance.

**(Key decision – reference number 4851)**

12

## **MAXIMISING THE COUNCIL'S DIRECT DEVELOPMENT DELIVERY**

## CABINET - 12.2.2020

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.203) primarily dealing with “direct delivery” where the Council would directly commission contractors to build homes on Council owned land.

### NOTED

1. The key milestones of the Council’s direct development delivery policy as set out in paragraph 1.2 of the report. Approval was being sought for measures that would help the Council to deliver the Council owned homes and fully engage residents in the process as detailed in paragraph 1.3 of the report.
2. The detailed and ambitious programme of works outlined in the report and reflected in the decisions below. The importance of delivering on time and within budget was highlighted.
3. That the Council would explore all green options including a certified Passivhaus Institute “Low Energy Building”, for heating and cooling of homes, with a pilot proposed on the Bury Street West site. Members welcomed this initiative and hoped that it could be extended to other developments where possible.

**Alternative Options Considered:** NOTED, the alternative options that had been considered as set out in section 4 of the report including: direct delivery; development agreement; development partnership/joint venture; and, disposal.

### **DECISION:** The Cabinet agreed to

1. Note the progress made to date on the Council’s housing development programme (including the current position of the Greater London Authority Building Council Homes for Londoners programme) as outlined in section 3.2 of the report and note the proposal for accelerating the programme detailed in section 3.3 of the report.
2. Note the 10-year housing development programme as shown in Appendix 1 of the report, and authorised the Executive Director - Place, in consultation with the Executive Director - Resources, to award contracts and enter into agreements for the acquisition or disposal of property for each site, up to £20m in each case to deliver the first 2 years of the programme.
3. Approve the delivery of the programme primarily through direct delivery by the Council as outlined in sections 3.4 and 3.5 of the report, the viability of each project to be determined by the Director of Housing and Regeneration in consultation with the Director of Finance in accordance with the criteria set out in section 3.6.2 of the report.

## CABINET - 12.2.2020

4. Subject to compliance with the Budget Policy Framework, delegated authority to the Leader of the Council to approve additional sites and site substitutions, where a site in the programme was no longer viable or deliverable, within the Council's housing development programme's financial limits.
5. Delegate authority to the Executive Director - Resources to agree the appropriation of General Fund sites to the Housing Revenue Account (HRA) based on an open market valuation for the proposed affordable housing mix as outlined in section 3.3.5 of the report.
6. Note that a further report would be brought to Cabinet at a later date, for the investment decision for the Upton & Raynham/Beck House scheme outlined in sections 3.4.5 and 3.4.6 of the report and agreed in principle to the Upton and Raynham/Beck House scheme being included in the programme until that decision was made.
7. Approve acquisition of property up to a cost of £2.5m necessary for future delivery of the Upton and Raynham/Beck House Scheme as outlined in 3.4.7 of the report and delegated authority to the Director of Law and Governance to enter into the relevant legal agreements.
8. Delegate authority to the Director of Housing and Regeneration in consultation with the Director of Finance to approve a community engagement and local offer strategy for residents that would be disrupted by development proposals as outlined in section 3.8 of the report.
9. Agree that the 10-year Housing Development Programme would be subject to annual review by the Leader of the Council and the Cabinet Member for Finance and Procurement, with a report back to Cabinet.

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

**(Key decision – reference number 4998)**

### 13

#### **HOUSING INFRASTRUCTURE FUND GRANT AGREEMENT TO DELIVER STRATEGIC INFRASTRUCTURE WORKS AT MERIDIAN WATER**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.198) seeking approval to enter into a grant agreement with the Ministry for Housing, Communities and Local Government.

NOTED

1. That the conditions of the grant agreement were not considered to be disproportionate to the scale and complexity of the project and did not unduly increase the Council's risk exposure.

## CABINET - 12.2.2020

2. That Enfield was likely to be the first of three key projects in London to sign the grant agreement. The detailed work involved was recognised and Members' attention was drawn to the comprehensive exempt information provided in part two, as detailed below. Members' noted the key risks and mitigation measures set out in section 7 of the report.
3. The significant progress that had been made to date and the hope that all Councillors would support the delivery of the Meridian Water development. The proposals had been welcomed by local residents and would be of long-term benefit to the Borough.

**Alternative Options Considered:** NOTED, the alternative options which had been considered as set out in section 4 of the report including: Do nothing; further borrowing from the Government; and, the Council leaves the infrastructure works to third party developers.

**DECISION:** The Cabinet agreed

1. Having regard to the conditions of the Grant Agreement (GDA) and Assurance Framework issued by the Ministry for Housing, Communities and Local Government (MHCLG) as set out in Appendix A and Appendix B of Report No.198, containing exempt information (Minute No.19 below referred), authorised entering into the GDA for the receipt of funding.
2. To delegate authority to the Meridian Water Programme Director in consultation with the Executive Director – Resources and the Director of Law and Governance to finalise the terms of the funding agreement and all associated subsidiary documents.
3. To delegate authority to the Director of Law and Governance to enter into the grant agreement with MHCLG.
4. To authorise drawdown of £19m preliminary works expenditure from the Capital Programme, such funding to be reimbursed from the HIF funding upon satisfaction of the funding conditions.
5. To delegate authority to the Meridian Water Programme Director in consultation with the Leader of the Council to approve the preferred rail solution and procurement option for rail delivery, provided the costs of delivery would not exceed the level of grant funding made available to the Council.
6. To delegate authority to the Meridian Water Programme Director in consultation with the Director of Law and Governance to enter into agreements for additional grants associated with Meridian Water infrastructure delivery.

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

**(Key decision – reference number 5085)**

**14**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**15**

**MINUTES**

**AGREED**, that the minutes of the previous meetings of the Cabinet held on 22 and 28 January 2020 be confirmed and signed by the Chair as a correct record.

**16**

**DATE OF NEXT MEETING**

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 11 March 2020 at 7.15pm.

**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 public from the meeting for the items of business 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).

**18**

**2020/21 BUDGET AND 2020/21 TO 2024/25 MEDIUM TERM FINANCIAL PLAN**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.199).

NOTED that Report No.190 also referred as detailed in Minute No.5 above.

**Alternative Options Considered:** As detailed in Report No.190, Minute No.5 above refers.

**DECISION:** The Cabinet agreed to recommend to Council the changes in Fees and Charges for 2020/21 as set out in section 3 and Appendix 1 of the

report and delegate authority to the Executive Directors and Directors to negotiate discounts where appropriate.

**Reason:** As detailed in Report No.190, Minute No.5 above refers.  
**(Key decision – reference number 5076)**

**19**

**HOUSING INFRASTRUCTURE FUND GRANT AGREEMENT TO DELIVER STRATEGIC INFRASTRUCTURE WORKS AT MERIDIAN WATER**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.201).

NOTED the exempt information detailed in the report in support of Report No.198, Minute No.13 above refers.

**Alternative Options Considered:** As detailed in Report No.198, Minute No.13 above refers.

**Reason:** As detailed in Report No.198, Minute No.13 above refers.  
**(Key decision – reference number 5085)**

**20**

**MAXIMISING THE COUNCIL'S DIRECT DEVELOPMENT DELIVERY**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.204).

NOTED the exempt information detailed in the report in support of Report No.203, Minute No.12 above refers.

**Alternative Options Considered:** As detailed in Report No.203, Minute No.12 above refers.

**Reason:** As detailed in Report No.203, Minute No.12 above refers.  
**(Key decision – reference number 4998)**