
Cabinet

Minutes of
15 July 2025 at 2.00 pm

Present:

Chair:

Councillor Grace Williams Leader of the Council

Cabinet Members:

Councillor Ahsan Khan	Deputy Leader (Housing and Regeneration)
Councillor Naheed Asghar	Portfolio Lead Member - Inclusive Economy
Councillor Rosalind Doré	Portfolio Lead Member - Libraries, Culture and Sports & Leisure
Councillor Andrew Dixon	Portfolio Lead Member - Stronger Communities
Councillor Paul Douglas	Portfolio Lead Member - Finance and Resources
Councillor Kizzy Gardiner	Portfolio Lead Member - Children and Young People
Councillor Khevyn Limbajee	Portfolio Lead Member - Community Safety
Councillor Louise Mitchell	Portfolio Lead Member - Adults and Health

Officers in Attendance:

Linzi Roberts-Egan	Chief Executive
Abigail Adieze	Assistant Director, Corporate Parenting
Marc Gadsby	Strategic Director, Adult Services
Joe Garrod	Strategic Director, Place
Mark Hynes	Director of Governance and Law
Anthony Jackson	Democratic Services Officer
Joe McDonell	Director of Public Health
Rob Manning	Strategic Director, Resources
Debbie Porter	Strategic Director, Neighbourhoods and Environment
Emily Wood	Acting Head of Democratic Services

8. Apologies for Absence

An apology for absence was received from Councillor Clyde Loakes.

9. Declarations of Interest

No declarations were made.

10. Minutes of the Previous Meeting

The minutes of the meeting, held on 3 June 2025, were approved and signed as a correct record.

11. One Year of the Marmot Response

Councillor Mitchell introduced the report and, in doing so, explained that the report detailed the work undertaken over the previous year in response to Sir Michael Marmot's report on health inequality in the London Borough of Waltham Forest. She then highlighting the vast differences in life expectancy and quality of life across the borough linked to health inequality and poverty. Councillor Mitchell thanked the Chair of the Health and Adults Social Care Scrutiny Committee for their constructive feedback and support. She went on to say that the Marmot work and priorities were linked to Mission Waltham Forest objectives and were becoming embedded across every aspect of the Council's work, with prevention and early intervention increasingly forming the basis of work across adult social care, children's services, and public health. Councillor Mitchell expressed gratitude for the hard work and support from relevant officers, particularly thanking the Public Health team, Marek Zmroczek-Sterenberga – Public Health Strategist, Russell Carter – Public Health Consultant and Joe McDonell. She also thanked Sir Michael Marmot for speaking in Walthamstow the previous month at their one year on celebration event.

Councillor Doré highlighted how the outcomes and the response had driven the cultural strategy, noting that the 'Make It Happen' grants that year had been awarded to 10 organisations who had launched projects based on creative health, with examples including yoga for men's health, creative workshops at Whipps Cross hospital and a musician working with bereaved individuals.

The Leader said that, following the pandemic in 2021-22, the Council had begun to look at how it could work in a different way whilst taking into account inequalities that the borough was facing. She said that Michael Marmot's work had been important, and he had been inspirational in thinking about the kind of organisation needed to meet the challenges. She thanked Councillor Mitchell for her leadership and her team for their hard work.

Decision

Cabinet:

- (1) approved the proposed approach for delivering on the Marmot commitments in year 2 and beyond;
- (2) approved the publication of the Marmot 1 year review; and

- (3) delegated to the Corporate Director for Public Health to make final presentational changes ahead of publication and launch of the Marmot 1 year review.

12. Waltham Forest Housing Compact - Annual Report 2024/25

Councillor Khan introduced the report and, in doing so, said that the borough had come together around housing, with social landlords owning more housing than the Council (approximately 17,000 homes compared to the Council's 4,000). He explained the Compact group had focused on housing delivery (whilst ensuring that homes were safe and fit for purpose), community safety, climate and an inclusive economy. Councillor Khan thanked John Coker – Assistant Director of Housing Strategy and his team, Councillor Limbajee and his team, the registered providers (RPs) and Ruth Davison who co-chaired the Compact Board for their hard work.

Councillor Limbajee emphasised the importance of a multi-agency approach and consistency in tackling anti-social behaviour (ASB) across all housing estates, along with understanding legislative powers and intervention methods. He went on to say that the Housing Compact had uncovered challenges that could be addressed collaboratively, such as sharing information and using CCTV.

The Leader highlighted the change achieved in a short time since the new housing strategy, with councillors seeing the difference. She cited examples of housing associations working closely with enforcement, managing properties effectively, and engaging with local communities. The Leader attributed the success to systems leadership and partnership working.

Decision

Cabinet noted progress outlined in the report against the existing Housing Compact.

13. Procurement Policy Update 2025

Councillor Douglas introduced the report and, in doing so, explained that the policy was reviewed annually and that there were no major changes since the previous version. He explained that there had been some slight rewording of references to the new Procurement Act, which came into force on 24 February 2025, including updated reporting requirements and a simpler process for suppliers to engage with local authorities. Councillor Douglas said that the changes would allow for more transparency through the procurement lifecycle.

The Leader was pleased to see that the report had been streamlined and enabled the achievement of long-term environmental and social benefits, supporting disadvantaged groups, and addressing climate issues. She thanked Councillor Douglas, Rob Manning and his team for their work on the policy.

Decision

Cabinet approved the update version of the Procurement Policy for London Borough of Waltham Forest.

14. Capital and Revenue Outturn 2024-25

Councillor Douglas introduced the report and, in doing so, highlighted unprecedented demand on services and the impact of high inflation. He thanked Rob Manning, Ursula Gamble – Director of Financial Services, and the finance team for their hard work.

The Leader acknowledged the progress made in some areas but also the impact of pressures across adults services, children's services and housing services. She emphasised the collective challenge and the Council's focus on meeting that challenge. The Leader highlighted the need to transform operations and the importance of openness with residents about providing best value for money and managing taxpayers' money well. She thanked all officers involved for their work and Councillor Douglas for his leadership.

Decision

Cabinet:

- (1) noted the Revenue position and the use of £2.656 million drawdown from the Budget Strategy Reserve (BSR) to achieve a net nil position;
- (2) noted the Capital Outturn for 2024/25 and slippage of £19.220 million, which represents 13% of the overall budget;
- (3) approved the slippage/accelerations listed in Appendix 4 of the report;
- (4) noted the outturn position in relation to the Housing Revenue Account (HRA) and the transfer to reserves of £1.388 million, to achieve a balanced position;
- (5) noted the outturn position in relation to the Dedicated Schools Grant and the increase in the deficit to £5.379 million (an increase of £4.454 million in-year); and
- (6) noted the movement in Reserves in Appendix 3 of the report.

15. Exclusion of Press and Public

Cabinet resolved that, under the provisions of Section 100A of the Local Government Act 1972 as amended, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted contains information defined as Exempt in Part I of Schedule 12A of the Local Government Act 1972.

16. Senior Management Restructure

Councillor Douglas introduced the report.

Decision

Cabinet:

- (1) noted the consultation on the proposed new structure at Senior Management level across the organisation (Appendix A of the report) and consider the alternative proposals received to the consultation and officer responses as set out in Appendix B of the report;
- (2) noted the analysis of proposed deletions and analysis of savings as set out in Appendix C of the report;
- (3) agreed that the proposed new 'To Be' structure at Senior Management level across the organisation as set out in Appendix D of the report be implemented in accordance with the Council's Management Framework; and
- (4) noted the Organisational Design Principles underpinning the proposed new structure set out in Appendix E of the report.

The meeting closed at 2.30 pm

Chair's Signature _____

Date _____