

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 25 JULY 2018**

COUNCILLORS

PRESENT Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health and Social Care), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance and Procurement) and Ahmet Oykener (Cabinet Member for Property and Assets)

Associate Cabinet Members (Non-Executive and Non-Voting): Dinah Barry (Enfield West), Ahmet Hasan (Enfield North) and George Savva (Enfield South East)

ABSENT Guney Dogan (Cabinet Member for Environment)

OFFICERS: Ian Davis (Chief Executive), James Rolfe (Executive Director Resources), Tony Theodoulou (Acting Executive Director People), Sarah Cary (Executive Director Place), Peter George (Director of Meridian Water), Bindi Nagra (Director of Health and Adult Social Care), Jeremy Chambers (Director of Law and Governance), Lia Markwick (Commissioning Manager - Accommodation Options, Health, Housing and Adult Social Care), Fay Hammond (Director of Finance), Doug Wilkinson (Director of Environment and Operational Services), Doug Wilson (Head of Strategy, Performance and Policy), David Greely (Corporate Communications Manager) and Kari Manovitch (Acting Director Customer Experience and Change) Jacqui Hurst (Secretary)

Also Attending: Councillors: Ian Barnes, Lee David-Sanders, Derek Levy, Gina Needs, Lindsay Rawlings and Edward Smith. Two members of the public and press representative.

**1
APOLOGIES FOR ABSENCE**

Councillor Nesil Caliskan (Leader of the Council) apologised to those present for the delayed start to the meeting.

An apology for absence was received from Councillor Guney Dogan (Cabinet Member for Environment).

Councillor Yasemin Brett (Cabinet Member for Public Health) sought permission to record the meeting. Following advice received from the Council's Monitoring Officer, Councillor Caliskan, as Chair of the meeting, gave approval to the public (part one) part of the meeting being recorded by Councillor Brett.

**2
DECLARATION OF INTERESTS**

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

**3
URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4
DEPUTATIONS**

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

**5
ITEMS TO BE REFERRED TO THE COUNCIL**

AGREED that the following reports be referred to full Council:

1. Report No.25 – Annual Treasury Management Report 2017/18
2. Report Nos.31 and 36 – Reardon Court Extra Care Housing (for the addition to the Council's capital programme)

**6
REVENUE AND CAPITAL OUTTURN 2017/18**

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Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources (No.24) setting out the outturn position for 2017/18.

NOTED

1. The outturn position and overspends within Health, Housing and Adult Social Care, and; Schools and Children's Services as detailed in the report. Members recognised the growing pressures on these service areas at a time when the Government funding available to Councils was reducing. This was not unusual when compared to other local authorities.
2. The delay in the Government's proposed Green Paper with regard to Adult Social Care and, Members' concern at the delay at a time of growing demand and funding pressures.
3. With regard to the Housing Revenue Account Outturn Variances 2017/18, Members noted the variance regarding bad debt provision in relation to the introduction of Universal Credit which had been introduced in Enfield in November 2017. Members requested that a more detailed report on Universal Credit and the impact within Enfield, be presented to a future Cabinet meeting.
4. In response to questions raised on the detailed figures presented in the report with regard to Meridian Water, Members were provided with further clarification by the Executive Director Resources.
5. In conclusion, Members noted the overspends in areas of demand led services as set out in the report, which was mirrored across other local authorities, at a time when Councils were being expected to address continuing funding cuts. This was a major concern with potential risks to future service provision.

Alternative Options Considered: Not relevant in the context of this report.

DECISION: The Cabinet agreed to

1. Note the General Fund, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) revenue outturn for 2017/18.
2. Note the Capital Outturn and the funding of the Council's capital expenditure for 2017/18 as set out in the report (paragraphs 6.3 and 6.4 refer).

Reason: To ensure that Members were aware of the outturn position for the authority, including all major variances which had contributed to the outturn position.

(Key decision – reference number 4699)

7

ANNUAL TREASURY MANAGEMENT REPORT 2017/18

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources (No.25) reviewing the activities of the Council's Treasury Management function over the financial year ended 31 March 2018.

NOTED the key points highlighted in the report.

Alternative Options Considered: None. This report was required to comply with the Council's Treasury Management Policy statement, agreed by Council.

DECISION: The Cabinet agreed to note the report.

RECOMMENDED TO COUNCIL, that the 2017/18 Treasury Outturn Report be approved.

Reason: To inform the Council of Treasury Management performance in the financial year 2017/18.

(Key decision – reference number 4716)

8

BUDGET 2019-20 AND FUTURE YEARS

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources (No.26) setting out an update on the progress of budget development for 2019/20 to 2022/23 and putting forward proposals for savings and income generation and principles for a resilient budget.

NOTED

1. The background to the proposals as set out in section 3 of the report highlighting significant funding reductions over a number of years together with increased service demand. Members stated that the Government's actions had been disappointing. It was necessary to make further savings as set out in the recommendations of the report. Further savings would be necessary over the next four years.
2. That the budget process would continue, as set out in the report, with further efficiency savings being sought whilst seeking to protect frontline services. All Cabinet Members were working within their portfolio areas to ensure that services were delivered in a sustainable way in the future and to consider opportunities for income generation for the Council.

3. Members welcomed the proposal to invest £0.15m to help get young people out of criminal environments and give young people better life opportunities, as set out in recommendation 2.3 of the report and decision 3 below. In response to discussion, the importance of a multi-agency approach across a range of areas, including public health, would be required in order to build community cohesion through a collective effort.

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.

DECISION: The Cabinet agreed

1. The principles for a resilient budget as set out in paragraph 5.4 of the report.
2. That the savings proposals of £2.3m and income generation proposals of £0.7m set out in Appendix A to the report be progressed.
3. The immediate investment of £0.15m, to be funded by a one-off contribution from contingency, to help get young people out of criminal environments and work with local communities to give young people better life opportunities.

Reason: The Cabinet needed to manage the 2019/20 financial planning process having regard to constraints in public spending.

(Key decision – reference number 4715)

9

ROOF SPACE CONVERSIONS

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director Place (No.28) seeking approval to run a pilot project for the development of roof space units as set out in the report.

NOTED

1. That there were increasing pressures on housing supply in Enfield, in particular on temporary accommodation. At the end of March 2018 Enfield had been ranked second highest nationally for the number of families in temporary accommodation, most of which were housed in private sector owned properties (section 1 of the report referred).
2. That this project presented the opportunity to: deliver cost effective properties that sit within the Council's ownership; develop quality and stable accommodation located within the borough; utilise right to buy

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receipts to the greatest value; and, use the pilot to develop the process/structure to deliver more than 200 units.

3. The current position and the work that was being undertaken as outlined in the report. Residents would be consulted on specific proposals. Members also noted the benefits to existing leaseholders in the potential provision of new roofs to the blocks in question as part of a development.
4. The project would financially benefit the council in several ways, as set out in section 3.10 of the report.
5. A proposed amendment to the delegated authority set out in recommendation 2.3 of the report and reflected in decision 3 below.
6. It was noted that the proposals were building on the success of the Council's previous administration.
7. In response to issues raised by Members, the Executive Director Place agreed to investigate the impact and appropriate future provision of satellite dishes on the blocks concerned.
8. That this was an important development in moving forward but Members recognised that this project alone would not meet the growing housing demands.

Alternative Options Considered: NOTED that the Council could continue to invest right to buy receipts in its street property purchase strategy, however the properties being purchased represent a cost of almost double of the equivalent size of properties developed within roof space. Section 4 of the report set out the detailed alternative options which had been considered.

DECISION: The Cabinet agreed

1. To approve delivery of a pilot scheme of 25 to 50 additional housing units including all design and procurement decisions by converting roof space or adding floors to selected HRA low-rise blocks in the borough subject to viability and availability of HRA funding/Right to Buy Receipts.
2. To authorise the council to enter into separate lease agreements for council owned vacant roof space with Housing Gateway Ltd to develop and manage the units for PRS letting (Discharge of Homeless Duty), should HRA funding/Right to Buy Receipts not be available.
3. Delegate authority to the Executive Director Place, in consultation with the Executive Director Resources, the Cabinet Member for Housing and the Cabinet Member for Finance and Procurement to expand the scheme to develop further new social housing units subject to success of the pilot scheme.

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

(Key decision – reference number 4679)

10

SECTION 75 AGREEMENT: APPROVAL OF REVISIONS FOR 2018/19

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health and Adult Social Care (No.30) providing details of the 2018/19 funding and reporting that there were no significant changes from the 2017/18 agreed funding.

NOTED

1. The background to the Section 75 funding agreement between the Council and NHS Enfield Clinical Commissioning Group as set out in the report. Both parties were now seeking to renew the Section 75 (pooled funding) Agreement for 2018/19.
2. The monitoring arrangements that were in place with the Department of Health and the Council. The aim was to provide seamless and efficient services. It was noted that the impact of Government funding cuts together with increased levels of demand, had not enabled the intended improved outcomes of joint service delivery to be fully realised, despite the successful integration of services as set out in the report.

Alternative Options Considered: NOTED that it was agreed in 2016/17 to have an overarching pooled budget arrangement with twelve separate sub schedules showing a strategic layer of spend. NHS England guidance required the pooling of the Better Care Fund to be via a Section 75 Agreement.

DECISION: The Cabinet agreed

1. That the arrangements for pooled funding be agreed.
2. To delegate formal sign off of the Section 75 Agreement on Enfield Council's behalf to the Director of Health and Adult Social Care, in consultation with the Executive Director Resources, following formal approval from the Enfield Clinical Commissioning Group.

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

(Key decision – reference number 4693)

11

GENOTIN ROAD CAR PARK, ENFIELD TOWN

Councillor Ahmet Oykenner (Cabinet Member for Property and Assets) introduced the report of the Executive Director Place (No.41) following the previous report to Cabinet in November 2017 on the strategy for Genotin Road Car Park.

NOTED

1. That Report No.42 also referred as detailed in Minute No.23 below.
2. The background to the proposals as set out in the report. The Council's aspirations for businesses to thrive in Enfield together with the provision of skilled jobs within the Borough were highlighted. The Council would continue to explore innovative ways of attracting income to the Borough in the light of Government funding cuts.
3. That Metaswitch was a key employer in the Borough with approximately 400 employees in Enfield, a significant number of which were Enfield residents. The aim of this report was for Cabinet to enable the Council to grant an institutional lease for, a grade A office building to Metaswitch Networks Limited, on the terms outlined in the report.
4. That following the deferral of the report from the previous Cabinet meeting a number of changes had been made to the report to increase transparency and to provide further information for Members' consideration.
5. The proposals for sharing the car park in the evenings and at weekends, and the provision that would be made for blue and brown badge holders. In addition the income to the Council would continue during the construction period. Discussions were ongoing with Metaswitch.
6. The discussion which had taken place with Metaswitch regarding the potential growth in the number of employees at the new Enfield headquarters. Members asked that consideration be given where possible to the employment of local people, including those with disabilities, and, in the provision of apprenticeships.
7. Members supported the retention of such a major employer in the Borough whilst also protecting a sufficient level of car parking provision in Enfield Town. The report now under consideration was robust and the proposals would be beneficial to the Borough and its residents.
8. The Council would continue to work with its partners to support and seek employment opportunities for local people.

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

- Not seeking to retain Metaswitch Networks Ltd. in the Town Centre was likely to see Metaswitch relocate outside the Borough (paragraph 4.1 of the report referred).
- Alternative locations for a new Metaswitch office had been considered in Autumn 2017 (paragraph 4.2 of the report referred).
- A further option which retained Metaswitch in the town centre was to sell the car park land freehold to Metaswitch, who would finance the proposed office development separately (paragraph 4.3 of the report referred)

DECISION: The Cabinet agreed

1. To delegate authority to the Executive Director Place in consultation with the Executive Director Resources to agree Heads of Terms and enter into a contract on those terms for an agreement for lease, including arrangements for the funding of the development of an office on land known as Genotin Road Car Park. On completion of the development, Metaswitch would enter into a business lease for a minimum of 15 years. The Council would retain the freehold of the property. The car park would be made available for public use at the weekend and evenings.
2. That the contract (whether it be a development agreement, lease, or contract for sale) to be in a form approved by the Director of Law and Governance.

Reason: The development of a new grade A office building and pre-letting to a local business represented a solid financial investment opportunity for the Council. The Council would receive ongoing rental income significantly above the car park income and make a reasonable return on the expenditure to build the development. It also retained a key business in the borough and supported the expansion of a significant employer to create a global headquarters building in the London Borough of Enfield. The development of the car park and use as an office was supported by the Town Centre Framework Masterplan, and could help act as a catalyst for further employment development in the Town Centre.

(Key decision – reference number 4567)

12

REARDON COURT EXTRA CARE HOUSING

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health and Adult Social Care (No.31) outlining proposals for the delivery of extra care housing provision at Reardon Court.

NOTED

1. That Report No.36 also referred as detailed in Minute No.24 below.
2. That the number of people in Enfield over 65 years of age was forecast to increase by 23% over 10 years – from 42,400 in 2015 to 52,500 in 2025. This poses a significant local challenge in terms of developing services to meet future demand.
3. That Extra Care Housing provided purpose built, accessible, self-contained accommodation plus communal facilities, to support independent living and facilitate social inclusion for older people and adults with disabilities.
4. The proposals for the Reardon Court site as detailed in the report and the potential future benefits for Enfield residents.
5. The funding proposals and opportunities as outlined in the report and in Report No.36, Minute No.24 below referred.
6. The quality of the care provision proposed. Members also requested that appropriate landscaping be considered as part of the design, particularly with regard to the provision of suitable trees to enhance the site for its future residents.

Alternative Options Considered: NOTED the detailed alternative options that had been considered as set out in section 5 of the report and listed below:

- Do Nothing
- Site Sale for the development of 100% affordable housing
- Open Market site sale to the highest bidder
- Site disposal for development of extra care (freehold)
- Site disposal for development for extra care (under lease)
- Site sale with specification for future service

DECISION: The Cabinet agreed to

1. Note the contents of the report.
2. Approve removal of the Reardon Court Site from the Council's current disposal list.
3. Approve a Council led demolition, design and redevelopment of the Reardon Court site for the provision of modern, accessible, self-contained Extra Care Housing provision.
4. Approve the appointment of design expertise to develop architectural plans and support an application to the Local Planning Authority
5. Grant permission for officers to tender for a building contractor to develop the scheme.

6. Approve indicative borrowing requirements for development capital, subject to securing a capital contribution from the Greater London Authority (GLA).
7. Delegate to the Executive Director Place, in consultation with Adult Social Care, Legal and Procurement Services, the appointment of a design team.
8. Receive a further report to: appoint a building contractor to develop the scheme; and, tender and appoint a provider of support and care services (as required).
9. Noted the recommendation in the part two report (Minute No.24 below refers).

Reason: The detailed reasons for the recommendations were as set out in section 6 of the report including financial; strategic; and, community and public value benefits.

(Key decision – reference number 4710)

13

MERIDIAN WATER PROGRAMME UPDATE

Prior to the commencement of the Cabinet's consideration of the Meridian Water reports listed on the agenda and set out in the minutes below, Councillor Nesil Caliskan (Leader of the Council) gave an introductory and overview of the process to date and the proposals going forward. The Council was committed to the delivery of the scheme and provision of new homes in the Borough. It had been necessary to refocus the approach for future delivery following the withdrawal of Barratts and PCPD from the master developer procurement process.

Following a period of intense discussions with PCPD it had become apparent that their proposals were not in the best interests of Enfield. Their financial proposal had not represented a good deal for the Borough and the Council also had concerns regarding the potential sale of some housing overseas.

The reports being presented to the Cabinet for agreement set out a strategy for moving forward with the Council taking control of the Meridian Water development.

Members were then asked to consider each of the Meridian Water reports as reflected in the minutes below.

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Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.33) providing an update on the Meridian Water Programme.

NOTED

1. That Report No.38 also referred, as detailed in Minute No.25 below.
2. Peter George (Director of Meridian Water) outlined the proposals to Members as set out in the report. In doing so, Members were reminded of the Council's housing targets which had recently been raised by the GLA, and that the Meridian Water development would provide a significant number of the homes required.
3. That the report recommended that the Council no longer intends to work with a single master developer for the entire regeneration area and instead would now procure developer partners for the first development sites. It was recommended that the Council bring forward three sites quickly in order to maintain momentum and bring in early land receipts. These sites should deliver approximately 925 new homes and 300,000sqft of employment space attracting up to 900 new jobs.
4. The Council had been advised by Lambert Smith Hampton that early delivery of two of the three peripheral sites would not affect the attractiveness nor negatively affect the long term future of the remaining scheme. A detailed business case for delivery of the remainder of the Meridian Water site would be brought back to a future Cabinet meeting.
5. That Site 1 had already received planning permission, it was adjacent to the new train station and, had been subject to remediation works.
6. That it was proposed to procure a development partner through the new GLA London Development Panel
7. Members' intention, if viable, to provide 100% affordable housing provision on Site 2.
8. That Site 3 was an area of strategic industrial land adjacent to the A406 which it was intended to develop into a new employment hub to deliver approximately 1,000 jobs. The Council wanted to provide new homes and access to jobs for local people.
9. The requirement for the Cabinet to be given a detailed briefing on the Lambert Smith Hampton report, as noted in the decisions set out below.
10. Members were advised of the discussions which had taken place with the Mayor and Deputy Mayor of London and the support which had been sought to deliver the Meridian Water scheme and affordable

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homes. The Council would continue to work in partnership with the GLA.

11. That the draft London Plan had an expectation of 35% affordable housing provision. The Council's target for the overall Meridian Water scheme was 50% which would exceed the Mayor of London's target.
12. Peter George (Director of Meridian Water) undertook to provide Councillor Brett (Cabinet Member for Public Health) with relevant supporting documents relating to remediation works.
13. Members' reiterated their support for the aspirations of the Meridian Water scheme and expressed their desire to ensure delivery for the benefit of the Borough and its residents. However, it was important to balance the speed of delivery with seeking the necessary assurances on the preferred courses of action going forward. The proposals before Members enabled the Council to take control of the scheme.
14. The importance of good quality affordable housing provision to tackle poverty and inequality in the Borough. The Meridian Water scheme would regenerate the area. Members agreed that this was the right way forward for the Council.
15. The advantages in using the GLA development panel were outlined to Members. This should enable the procurement to be undertaken in a much shorter period of time, approximately six months.

Alternative Options Considered: NOTED, the alternative options considered as set out in section 4 of the report and below:

1. Following the termination of negotiations with PCPD, future options for the delivery of Meridian Water would be reviewed in detail and a further report brought to Cabinet at the appropriate time.
2. Option 1: Do not bring forward the three sites as described above for early delivery but rather include all sites in the future business case.
3. This option would delay the delivery of any homes or outputs from Meridian Water thus impacting the Council's financial position, the momentum already built up on the scheme and the reputation of the scheme in the market.
4. Option 2: Bring forward only one of the recommended sites early and leave the remaining sites within the future business case.
5. As the two residential sites identified were ready to go to market and there was a very strong employment market at the moment, this option would appear to be a lost opportunity for the Council to receive early land receipts and to take advantage of advantageous market conditions.

DECISION: The Cabinet agreed:

PCPD

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1. To note that PCPD had formally withdrawn from the master developer procurement process.
2. To note the position with PCPD and authorise the Director of Law and Governance to issue a Regulation 55 Discontinuation of Procurement letter.

Subject to a detailed briefing on the Lambert Smith Hampton (LSH) report being given to the Cabinet in advance and, the Cabinet being satisfied with the options analysis and the issues therein, as contained within the report, and any other issues, the Leader of the Council is authorised:

Site 1 and Site 2

3. To approve (following the completion of financial modelling) the procurement of developers to deliver Site 1 and, separately, Site 2 of Meridian Water, as described in the report, through a development agreement following a procurement exercise using the new GLA London Development Panel.
4. To authorise the Executive Director of Place in consultation with the Executive Director of Resources and the Director of Law and Governance to approve the tender documents for Site 1 and Site 2.
5. To authorise the Executive Director of Place in consultation with the Executive Director of Resources to select the short list of bidders who were invited to tender for the Site 1 and the Site 2 opportunities.

Site 3

6. To approve further detailed work on the options for bringing forward Site 3 of Meridian Water, as described in the report.
7. To authorise the Executive Director of Place in consultation with the Executive Director of Resources and the Director of Law and Governance to approve the approach to delivering Site 3 and to approve the subsequent tender/land sale documents.

Rest of Scheme

8. To approve the commissioning of a detailed business case for delivery of the remainder of the Meridian Water site as detailed in the report, the results of which would be brought back to Cabinet at the earliest opportunity.
9. To note the Council's plan to review its resourcing requirements for the Meridian Water project and to procure a new professional support team following the end of the Master Developer Procurement process.

10. To note that the Council's key place making principles would be used in forming future plans.

Reason: The detailed reasons for the recommendations were set out in full in section 5 of the report.

(Key decision – reference number 4033)

14

MERIDIAN WATER - HOUSING INFRASTRUCTURE FUND

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director of Place (No.34).

NOTED

1. Peter George (Director of Meridian Water) outlined the current rail provision in the Meridian Water area which was not sufficient to meet current and potential needs. The Council had worked closely with the GLA on the proposals set out in the report. There were a number of stages to the process of submitting a bid to the Government's Housing Infrastructure Fund as outlined in the report.
2. In September 2017 the GLA on behalf of the Council, had submitted an Expression of Interest, amounting to £120m to deliver Meridian Water strategic infrastructure. The first stage submission had been successful and the funding bid would be taken forward to the final stage with a fully worked-up business case by September 2018. The report summarised the scope of the works included in the bid and the content of the draft business case to be submitted.
3. This funding would be important in developing both the rail and road infrastructure and in the provision of three bridges, for the Meridian Water area and for the benefit of the local community.
4. In response to a question raised on section 3.1.5 of the report, Peter George (Director of Meridian Water) explained that the infrastructure was planned for completion in March 2023, it was a crucial part of the business case to explain to Government the number of homes that would be unlocked as a direct result of infrastructure intervention. It was also important to note the further homes that would be unlocked as a result of Crossrail 2.
5. The detailed key risks set out in section 7 of the report, a number of which would apply if the funding was not forthcoming. In moving forward it was important to ensure that Cabinet was kept fully informed of any challenges in moving forward and any risks that arose, for example in ensuring the delivery of identified works within specified

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timescales. It was noted that should the bid be successful, the detailed funding agreement would be brought back to Cabinet for consideration.

6. That recommendation 2.6 of the report be amended to be a future Cabinet decision as set out in decision 6 below.
7. Members welcomed and encouraged the bid and acknowledged the significant work which had been undertaken by officers and previous Cabinet Members to reach this stage.
8. The contingency budgets that had been included within the bid for both the rail and road infrastructure. It was noted that significant work was required to formulate the detailed costings and plans to finalise the bid. It was anticipated that the outcome of the bid would be announced in November as part of the Government's Autumn Budget Statement.
9. The need for a robust business case and to also consider the way forward should the funding bid not be successful. It was important for the Council to understand the full implications on such a major project. Regular updates would continue to be provided at future Cabinet meetings and reports submitted for consideration as and when appropriate.

Alternative Options Considered: NOTED, the alternative options considered as detailed in section 4 of the report: Do nothing; Borrowing; and, Financed via Private Sector Development Partner.

DECISION: The Cabinet agreed to

1. Approve the scope of the Housing Infrastructure Fund (HIF) bid as set out in section 3.2 of the report and delegated authority to the Director of Meridian Water to make such amendments as were deemed necessary following discussions with the Council's advisors, GLA and the government.
2. Approve the planning strategy for HIF delivery works substantially in the form contained in section 3.4 of the report and delegated authority to the Director of Meridian Water to make such amendments as were deemed necessary following discussions with the Council's advisers and the GLA.
3. Delegate to the Director of Meridian Water in consultation with the Director of Law and Governance to authorise the contractor procurement procedure for HIF delivery works set out at section 3.5 of the report and delegate authority to award resulting contracts to the Executive Director of Resources and Executive Director of Place.
4. Delegate authority to the Executive Director of Resources and Executive Director of Place to approve the submission of the Housing Infrastructure Fund Business Case to the Ministry for Housing

Communities and Local Government for receipt of funding to deliver the HIF delivery works.

5. Delegate authority to the Director of Law and Governance to approve any legal agreements as required by the subject matter of the report.
6. A report be brought back to an appropriate future Cabinet meeting to accept the HIF funds from the Ministry for Housing Communities and Local Government should funding be successfully secured.

Reason: Should the HIF application be unsuccessful, none of the work should be abortive. Any design, planning or enabling works carried out would reduce both the costs and the risks required to be taken by a future developer, therefore increasing the attractiveness of the scheme to the marketplace.

(Key decision – reference number 4711)

15

MERIDIAN WATER EMPLOYMENT APPROACH

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director of Place (No.35)

NOTED

1. That Report No.40 also referred as detailed in Minute No.26 below.
2. That the report set out the Council's overall Meridian Water employment approach and specific proposals in moving forward.
3. Peter George (Director of Meridian Water) outlined the proposals in detail and the timescales involved. The proposed activities as set out in the report would enable the Council to achieve the aims of meanwhile uses at the site, deliver on short-term employment priorities, and pave the way to achieve the long-term employment ambitions for the project.
4. The existing businesses in the area including IKEA and Tesco's and the discussions which had taken place with them with the potential for future collaboration. These businesses had an important role to play in the short, medium and long-term. It was hoped that they would work with the Council in the future to achieve the overall aspirations for Meridian Water with the delivery of homes and employment.
5. In conclusion, the aspirations of the Meridian Water project were reiterated with the delivery of good quality affordable housing and skilled employment opportunities. This would help to address areas of inequality.

Alternative Options Considered: NOTED, the alternative options considered as set out in section 4 of the report including the following:

- Do nothing – no investment and no meanwhile projects
- Do not continue with meanwhile projects as specified – invest more or less
- Undertake a competitive exercise to ensure the Council was receiving best value in meeting its ambitions for Meridian Works One.
- Lease Meridian Works meanwhile sites commercially
- Market the opportunities at the Sheds to the market
- Extend existing leasing arrangements for site management
- Manage sites in-house
- Do not purchase 4AW
- Renegotiate price for 4AW

DECISION: The Cabinet agreed to

1. Note the Meridian Water Employment principles described within the report, including agreeing the aims and objectives of both the short and long-term visions and priorities, and to note that the Meridian Water employment strategy would be taken to Cabinet later in 2018.
2. Authorise proceeding with the short-term employment and meanwhile projects, and associated expenditure and procurement of services and work, described within the report and appendices for sites for Creative Entrepreneurs, the Sheds and Teardrop and part of the Stonehill site. This included:
 - Endorsing the overall approach identified by Creative Entrepreneurs, the Sheds and Teardrop site.
 - Approving Option 3 to invest £4.2m from the Meridian Water Capital budget to kickstart Meridian Works One, with the expectation that at least £2m would be recouped from 3rd parties including GLA grant in line with previous approvals of this project. This would be funded from the existing approved 2018-19 capital budget of £49.3m
 - Delegate authority to the Executive Director of Resources to approve the Business Plan of Building Bloqs, partner for Meridian Works One.
 - Endorsing pursuing the option to work with the identified commercial venue management partner to develop proposals for the Orbital Business Park Sheds and Ikea Clear Site.
 - Endorsing the option to undertake a compliant leasing exercise to secure a tenant/partner for the Teardrop and Stonehill sites that meets the objectives of the project.
 - Delegating authority to the Executive Director of Place, in consultation with the Meridian Water Programme Director, the Executive Director of Resources and the Lead Member, to make all implementation decisions within the budget and scope

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afforded through this report to deliver Meridian Works One and Two and Teardrop and Stonehill.

3. Accept £150k of GLA development grant funding to fund a detailed feasibility study into developing a fashion manufacturing cluster as part of the proposed permanent employment hub at Meridian Water.
4. Authorise marketing of leases for Stonehill and IKEA Clear to achieve the Council's short-term employment strategy priorities and revenue target.
5. Authorise tendering of the Meridian Water site and property management agent for Orbital Business Park, Phoenix Wharf and Harbet Road.
6. Approve the decision to purchase 4 Antony Way at the agreed sale of price of £2m noting that the cost could be met from within the existing Meridian Water capital budget, subject to completion of Sale Contract.
7. Subject to completion of sale, approve refurbishment of 4 Anthony Way, noting the allocation of £500,000 from within the existing Meridian Water capital budget for SDLT, fees and meanwhile enabling works, noting that all money spent on refurbishment would be recovered.
8. Delegate authority to the Executive Director of Place in consultation with the Executive Director of Resources to authorise the completion of the sale and the procurement and award of any necessary contracts for the refurbishment proposals for the building, within the approved budget (as detailed in Report No.40, Minute No.26 below referred).
9. Delegate authority to the Director of Law and Governance to approve any legal agreements as required.

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

(Key decision – reference number 4717)

16

SHAREHOLDER BOARD - AMENDMENT TO TERMS OF REFERENCE

NOTED

1. That at its meeting on 14 February 2018, Cabinet had agreed the terms of reference of the Shareholder Board.
2. That the current terms of reference state that: "The Shareholder Board would consist of up to five Cabinet Members, to be elected annually by the Cabinet".

AGREED

1. That the terms of reference be amended to increase the membership to six Cabinet Members.
2. That the Deputy Leader (Councillor Daniel Anderson) be added to the membership, as agreed at the Cabinet meeting on 4 July 2018.

17

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED, that there were currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

18

CABINET AGENDA PLANNING - FUTURE ITEMS

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

19

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 4 July 2018 be confirmed and signed by the Chair as a correct record.

20

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

21

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 12 September 2018.

22

EXCLUSION OF THE PRESS AND PUBLIC

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

23

GENOTIN ROAD CAR PARK, ENFIELD TOWN

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.42).

NOTED

1. That Report No.41 also referred as detailed in Minute No.11 above.

Alternative Options Considered: As detailed in Report No.41, Minute No.11 above referred.

Reason: As detailed in Report No.41, Minute No.11 above referred.
(Key decision – reference number 4567)

24

REARDON COURT EXTRA CARE HOUSING

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health and Adult Social Care (No.36).

NOTED

1. That Report No.31 also referred, as detailed in Minute No.12 above.
2. The detailed financial arrangements as set out in the report, including the potential GLA contributions and additional funding opportunities detailed in section 4 of the report.

Alternative Options Considered: NOTED, the detailed alternative options which had been considered as set out in the part one report and in section 5 of the part two report. (Minute No.12 above also referred).

RECOMMENDED TO COUNCIL to approve the addition of the sum detailed in recommendation 2.1 of the report, to the Council's capital programme to be funded from borrowing.

Reason: NOTED, the reasons for the recommendations as set out in the part one report and in section 6 of the part two report. (Minute No.12 above also referred).

(Key decision – reference number 4710)

25

MERIDIAN WATER PROGRAMME UPDATE

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.38).

NOTED

1. That Report No.33 also referred as detailed in Minute No.13 above.
2. The deletion of: “see Part 1 report for further details” from paragraph 3.2.1. of the report.

Alternative Options Considered: NOTED, the alternative options considered as detailed in the part one report, Minute No.13 above referred.

DECISION: The Cabinet agreed to note the additional detail provided in support of the recommendations in the part one report, in particular to bring forward three early phases of Meridian Water.

Reason: NOTED the reasons for the recommendations as set out in the part one report, Minute No.13 above referred. The part two report provided additional financial and commercial detail in support of the recommendations.

(Key decision – reference number 4033)

26

MERIDIAN WATER EMPLOYMENT APPROACH

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.40).

NOTED

1. That Report No. 35, also referred as detailed in Minute No.15 above.
2. That the sale was voluntary and had not been subject to a compulsory purchase order.

Alternative Options Considered: NOTED, the alternative option considered as detailed in section 4 of the report.

DECISION: The Cabinet agreed to

1. Approve the decision to invest a sum as detailed in recommendation 2.1 of the report, for the purchase and refurbishment of 4 Anthony Way, subject to completion of Sale Contract, and delegated authority to the Executive Director Place in consultation with the Executive Director Resources to authorise the completion of the sale and refurbishment proposals for the building, within this budget. This would be funded from the existing approved 2018/19 capital budget.
2. Recommendation 2.2 detailed in the part one report, Minute No.15 above referred.
3. Approve the expenditure of the budget which was broken down in the Table in section 6.1.4 of the report.

Reason: The reasons for the recommendations were set out in the part one report, Minute No.15 above referred.

(Key decision – reference number 4717)