

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 11 MARCH 2020**

**COUNCILLORS**

**PRESENT**

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

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

**OFFICERS:**

Ian Davis (Chief Executive), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Jeremy Chambers (Director of Law and Governance), Bindi Nagra (Director of Health and Adult Social Care), Doug Wilkinson (Director of Environment & Operational Services), Mark Bradbury (Director of Property & Economy), Fiana Centala (Mental Capacity & Modern Slavery Manager), Andrew Golder (Press and New Media Manager), Joanne Drew (Director of Housing and Regeneration), Claire Johnson (Head of Registration and Governance), Peter George (Programme Director - Meridian Water), Tinu Olowe (Director of Human Resources and Organisational Development) and Gareth Robinson (Head of Finance) Jacqui Hurst (Secretary)

**Also Attending:**

Councillor Mike Rye  
1 member of the public  
Press representative

**1**

**APOLOGIES FOR ABSENCE**

An apology for lateness was received from Councillor Guney Dogan (Cabinet Member for Environment and Sustainability).

**2**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3**

## **DEPUTATIONS**

NOTED, that there were no deputations to be considered at this Cabinet meeting. Councillor Nesil Caliskan (Leader of the Council) reported that she had received a late request from a member of the public today. Councillor Caliskan would respond to the request directly, clarifying any issues raised, and ensuring that the minutes from this meeting were made available.

## **4**

### **MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 12 February 2020 be confirmed and signed by the Chair as a correct record.

## **5**

### **MULTI-AGENCY HOARDING AND SELF-NEGLECT POLICY**

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People (No.210) seeking approval of the Multi-Agency Hoarding and Self-Neglect Policy.

### **NOTED**

1. That the Hoarding and Self-Neglect Policy had been put together in order to implement a multi-agency, person-centred approach to supporting vulnerable adults who hoard and self-neglect. The Care Act 2014 required local authorities to protect individuals from self-neglect, it also required housing providers to ensure the health and safety of tenants, their neighbours and staff.
2. The multi-agency approach would lead to more effective working and sharing of information. The Council was working towards appointing a Hoarding Co-ordinator to manage intervention and support for adults who hoard.
3. The consultation which had taken place as set out in section 4.5 of the report. Positive feedback had been received. Work had been undertaken with a range of service users and providers including external partners as detailed in the report.
4. The positive impact that the policy would have regarding housing provision and, protecting individuals from potential fire risks and health and safety issues. The Council would continue to engage with registered housing providers in the Borough regarding the private rented sector, seeking to tackle any issues identified at an early stage by providing the necessary support to the individual(s) concerned. The multi-agency approach would seek to resolve any housing issues prior to any potential evictions taking place.

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5. That issues of hoarding and self-neglect could develop over many years. By working together in a co-ordinated way, it was intended to tackle issues as early as possible including concerns relating to fire safety and environmental health. This would be a person-centred approach.
6. That the Council's new homelessness model supported close working with landlords to enable tenancies to continue to work and to prevent cases of homelessness.
7. That Members' welcomed the Policy. It was noted that a lot of activity to tackle such issues already took place and would continue to do so. The complexity and challenge of some individual cases was recognised. The appointment of a Hoarding Co-ordinator would be beneficial in seeking to co-ordinate the work being carried out by multiple agencies. Funding contributions towards this appointment were being sought from registered social landlords in the Borough for the housing related support that would be provided. The success and outcomes of the Policy would continue to be monitored with clear actions plans.
8. The co-ordinated and joined-up approach that would be enabled through the Borough's private sector licensing and selective licensing schemes. The inspection regime would provide opportunities for early identification and intervention of potential hoarding and self-neglect cases.

**Alternative Options Considered:** NOTED, that an alternative to this policy was to continue with the current approach whereby individual services and agencies intervene with hoarding situations as and when they were identified. This policy provided a more effective and consistent approach to supporting adults who hoard or self-neglect with clear guidelines (section 5 of the report referred).

**DECISION:** The Cabinet agreed to approve the Multi-Agency Hoarding and Self-Neglect Policy.

**Reason:** This policy addressed a Council-wide need for a co-ordinated, multi-agency approach for working with adults who hoard and self-neglect, as detailed in full in section 6 of the report.

**(Key decision – reference number 5071)**

## 6

### **MODERN SLAVERY STRATEGY 2020-2023**

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People (No.211) seeking approval of the Modern Slavery Strategy 2020-2023.

NOTED

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1. That the Modern Slavery Act 2015 placed new duties on to local authorities as first responders to provide the necessary support and protection to victims of modern slavery.
2. That Enfield was the first borough and council nationally to implement a Modern Slavery Team with the local police unit which would run alongside existing safeguarding teams. The team had been in place since 20 January 2020.
3. That a range of activities had been undertaken as summarised in paragraph 1.3 of the report. This included the formation of a Modern Slavery Strategy Board chaired by the Director for Health and Adult Social Care, comprising adults, children, Community Safety, Police, Safer Neighbourhoods, Housing and Health.
4. The consultation that had taken place on the Strategy, as detailed in the report. Positive feedback had been received.
5. That due to the excellent work being undertaken and initiatives developed in Enfield, Sharon Burgess and Fiana Centala had been nominated for an Anti-Slavery Day Award by the Human Trafficking Foundation; Members extended their congratulations and thanks to them. The Modern Slavery Team idea had been shared with other local authorities and Enfield's model had been adopted by Haringey and Waltham Forest.
6. That the Council had signed-up to the Charter against Modern Slavery in October 2018. In response to questions raised, the initiatives being undertaken by the Team were outlined. This included training for both Council staff and external social care providers (over 200 had been trained to date); addressing locational situations, such as in Fore Street, Edmonton; the multi-agency approach including referrals, when appropriate, to the Multi-Agency Safeguarding Hubs (MASH).
7. The potential positive impact of the work being undertaken in tackling persistent issues of concern including prostitution, drugs and youth violence.

**Alternative Options Considered:** NOTED, that the Modern Slavery Act 2015 placed a statutory duty on local authorities to work towards the national Modern Slavery Strategy 2014 in providing a targeted response to this crime. Enfield's Strategy had detailed the Council's ambitions and the Council's three-year action plan to ensure compliance with the Council's statutory requirements.

**DECISION:** The Cabinet agreed to note the contents of the report and approve the publication of the Modern Slavery Strategy 2020-2030, dissemination and communication of key messages.

**Reason:** With the commencement of the 3-month consultation, there was an opportunity to raise awareness about modern slavery and for Enfield residents to contribute to the priorities that the Modern Slavery Team would be focussing on.

**(Key decision – reference number 5102)**

## 7

### **MERIDIAN WATER EMPLOYMENT STRATEGY**

Councillor Nesil Caliskan (Leader) introduced the report of the Executive Director – Place (No.212) presenting for endorsement and approval an Employment Strategy for Meridian Water.

#### NOTED

1. The key outputs and employment theme outcomes as summarised in section 1.3 of the report including the creation of 6,000 high quality jobs at London Living Wage or above and, a target of securing £390 million of contracts to employers in Enfield and adjacent boroughs over the lifetime of the programme. The Employment Strategy would seek to benefit local people and businesses and provide a clear framework in moving forward with potential partners.
2. The meanwhile update and employment strategy overview as set out in section 3 of the report. Members noted the proposals relating to apprenticeships, local jobs and work placements and targeting young people with a potential construction academy.
3. That a Skills Strategy would be developed to work with the Employment Strategy for the benefit of young people in the Borough. Emphasis would be placed on opportunities for 18 to 24-year olds, including vulnerable groups such as care leavers and ex-offenders.
4. That the Unite Construction Charter, supported by the Council, had been, and would continue to be, implemented as part of the procurement processes undertaken with potential development partners.
5. That, subject to approval of the Employment Strategy, officers would develop a detailed action plan that implements the Strategy's aims and objectives and measures progress against targets.
6. That Members welcomed the Strategy that would support the Council's ambitions for Meridian Water including place shaping, employment opportunities and benefits to the local area, its residents and businesses. The areas of deprivation in the Borough were acknowledged together with the need to provide high quality jobs and affordable housing.

7. The ambitions for Meridian Water included the development of well-connected neighbourhoods with good transport links into both central London and through the Stansted corridor. It would be a good location for employment and businesses. Good quality jobs would be created for the benefit of local people. The foundations were being laid for both future employment and residential housing over the coming years. This would be of benefit to some of the currently most deprived wards in the Borough. The Strategy set out the key principles that govern future employers at Meridian Water, as detailed in paragraph 3.10 of the report.
8. In response to questions raised, the cultural offer at Meridian Water was outlined and discussed. This included the potential for a film studio and skills academy to access the film and television industry; the success of the Drumsheds and the potential for growth in future numbers of people being able to access events held; and, the work currently being undertaken with local artists and children on artwork to be revealed in the near future. The success of the Meanwhile Strategy was acknowledged with an anticipated income generation of approximately £1 million.
9. That Members welcomed and supported the Employment Strategy.

**Alternative Options Considered:** NOTED, that the alternative option was not to make the most of the Meridian Water Development by not looking to create employment opportunities for residents. This was against the Council's objective to improve residents' life chances so had been discounted.

**DECISION:** The Cabinet agreed to

1. Approve the Meridian Water Employment Strategy.
2. Note, at paragraph 3.15 of the report, that master planning and financial modelling would be undertaken on employment land uses and a report brought to Cabinet if a revised land use mix materially alters the baseline financial model.
3. Delegate approval of the follow up Meanwhile Use Strategy to the Meridian Water Programme Director.

**Reason:** To endorse and approve the Council's approach to employment at Meridian Water including Construction, Meanwhile and Permanent Jobs over three distinct but interdependent 8-year phases. Making sure residents were the key beneficiaries of the approach thereby increasing the life chances of Edmonton residents. Endorsement and adoption of this Employment Strategy for Meridian Water would deliver against two of the Meridian Water Placemaking Pillars; Your Place to Make and Create and Mixing Uses; Animating Streets.

**(Key decision – reference number 4881)**

8

**UPDATED SCHOOL CONDITION AND FIRE SAFETY PROGRAMME  
2020/21 TO 2021/22 (SCHOOLS CAPITAL PROGRAMME)**

Councillor Rick Jewell (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.213) seeking approval to the updated School Condition and Fire Safety Programme 2020/21 to 2021/22.

NOTED

1. The content of the appendix containing exempt information in considering the report and the decisions set out below.
2. That the Council as corporate landlord was responsible for major works to address the condition of community and foundation schools. A proposed programme for 2020/21 and 2021/22 had been formulated to address the most urgent condition items, as set out in the report. The Schools' capital programme was entirely funded from Central Government grants and Section 106 developer contributions. Energy saving improvements were included to meet the requirements of the climate change agenda and the target of being carbon neutral by 2030.
3. In response to questions raised, the tender processes and procurement rules in relation to the size and value of the individual projects were outlined, as set out in the report.
4. That energy saving improvements included the consideration of replacing redundant gas boilers with heat pumps which had been proved to be three times more efficient. Government funding was currently being sought to support such improvements.

**Alternative Options Considered:** NOTED, in considering potential bids, the Schools and People non resourced technical priority 2 schemes identified in condition surveys. As the value of schemes exceeded the resources available, it had been necessary to prioritise certain categories of schemes and defer proposals having lesser technical priority.

**DECISION:** The Cabinet agreed that

1. Approval be given to: the proposed programme of works including professional and technical expenses detailed in the restricted Appendix A of the report or any other emergency schemes proceeding up to the total three-year indicative Programme value of £28 million.
2. The Executive Director – People to continue:
  - a. Approving tenders for individual schemes or schemes of aggregated value up to a maximum of £500,000 including professional and technical expenses.

- b. Managing the Programme in a flexible way within the overall budget available, to take account of variations between estimates and tender costs and the need to substitute schemes having a greater technical priority if the need arises using the tender acceptance report pro forma.
  - c. Allocating any contingency provision (up to a maximum of £250,000 including professional and technical expenses) to emergency projects and/or to schemes identified as priority but not yet programmed.
  - d. As recommended through this report, to reduce the schools de minimis limits to £15,000 for primary and special schools and £25,000 for secondary schools.
3. That a portfolio decision by the Cabinet Member for Children's Services would be sought in relation to the approval of tenders for any proposals exceeding £500,000 in value including professional and technical expenses.

**Reason:** To enable work to be commissioned on condition works of an urgent nature in schools for 2020/21.

**(Key decision – reference number 5082)**

## 9

### **CORPORATE PROPERTY INVESTMENT PROGRAMME (CPIP)**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place (No.214) outlining the Corporate Property Investment Programme (CPIP).

#### NOTED

1. The content of the appendix containing exempt information in considering the report and the decisions set out below.
2. That Enfield Council's Strategic Asset Management Plan (SAMP) for 2019-2024 had been approved by the Cabinet in June 2019. In January 2019 the Council had agreed to the creation of a Corporate Property Investment Programme to support the delivery of the SAMP.
3. That the CPIP was a centralised programme of capital investment focused on ensuring that operational properties best meet the needs of the council and its customers; comply with legislation; and, investment properties deliver maximum revenue returns.
4. That the Council had brought together the assessment of future operational property needs, the progress of cultural change to support collaborative and agile working and development of supporting new technology together under a programme called Build the Change, as set out in detail in the report.

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5. The detailed projects and funding requirements set out in sections 3.5 and 3.6 of the report.
6. The first wave of projects seeking approval as detailed in section 3.10.5 of the report, including the relocation of Housing/Homelessness Services from John Wilkes House to Edmonton Green to create a Housing Hub. In addition, the relocation of Children's and Youth Services from Charles Babbage House, Claverings and Triangle House into Thomas Hardy House to create a Children's Services Hub.
7. That the theatre, café and shop at the Dugdale Centre would remain in operation. It was noted that a number of community groups currently rented space in Thomas Hardy House who would be displaced by the proposed moves. The Council was supporting those affected to identify alternative venues in the Borough.
8. The proposals in relation to the general fund residential properties portfolio (section 3.11 of the report); the rural estate portfolio (section 3.12 of the report); and, the parks assets portfolio (section 3.12 of the report).
9. Members welcomed the proposal to create a Children's Services Hub and noted the benefits of doing so. Ofsted also supported the hub model to provide the most effective service provision. The current difficulties faced by both staff and users in accessing services in the present locations were discussed and noted. Thomas Hardy House would be an accessible location and would support further improvements in service outcomes and productivity. It would also enhance the recruitment and retention of staff. Members were informed of the significant number of children and carers who accessed Children's Services; the creation of the Children's Services Hub would improve the experience of users. The changes would support Ofsted recommendations and the recruitment and retention of key staff.
10. The income generated at the Dugdale Centre and the financial implications of relocating staff as set out in the report. The move a significant number of staff to the centre of Enfield Town would also benefit the local retail economy.
11. The benefits of creating a Housing Hub and moving staff out of John Wilkes House were discussed. This would provide a better environment for both staff and service users, create operational benefits and support positive service outcomes. The location of a significant number of staff at Edmonton Green would also support the local economy. The moves would bring together a range of housing services in a central location in addition to the proposed creation of three community housing hubs in the Borough, as previously agreed by Cabinet. Members welcomed the proposals and noted the positive benefits.

**Alternative Options Considered:** NOTED, the alternative options which had been considered: Retain but do not invest in the Council's property assets; Dispose of the Council's property assets for purely capital receipt, so that investment was not required (as detailed in full in section 4 of the report).

**DECISION:** The Cabinet agreed to

1. Note the allocations in the Council's approved Capital Programme of £5.91m in 2020/21 and £11.584m in 2021/22.
2. Agree to commit £5.200m in 2020/21 and £8.084m in 2021/22 against the approved programme to deliver those parts of the Corporate Property Investment Programme (CPIP) as set out in the report.
3. Delegate authority to the Cabinet Member for Finance and Procurement to approve variations to projects within the CPIP allocation for 2020/21 and 2021/22.
4. Agree in principle to the disposal of John Wilkes House and Charles Babbage House once they were surplus to operational property requirements.
5. Delegate the method of sale and the approval of terms of sale to the Cabinet Member for Finance and Procurement in consultation with the Director of Property and Economy and the Executive Director – Resources.
6. Delegate authority to the Director of Property and Economy in consultation with the Executive Director – Resources, to procure consultants and contractors in accordance with Contract Procedure Rules as necessary to deliver the programme.

**Reason:** To enable a block programme of investment in the Council's property assets for 2020/21 and 2021/22, ensuring compliance with the Corporate Landlord Policy, and delivering asset and income optimisation, in support of the implementation of the Council's Strategic Asset Management Plan. To enable a longer-term approach to capital investment in the Council's assets, supporting further analysis, business case development and financial modelling to create a 10-year plan for the CPIP. To ensure savings and income identified in the Medium Term Financial Plan could be delivered. To enable investment in the Council's property estate, which would create savings, increase income and/or produce capital receipts where appropriate.

**(Key decision – reference number 5006)**

**10**

**MERIDIAN WATER - MERIDIAN TWO, SELECTION OF DEVELOPMENT PARTNER**

Councillor Nesil Caliskan (Leader) introduced the report of the Executive Director – Place (No.215) recommending the selection of a development partner to deliver “Meridian Two”.

NOTED

1. The content of the appendix containing exempt information in considering the report and the decisions set out below.
2. That “Meridian Two” was a site which would deliver approximately 250 homes, 100% of which would be affordable (50% London Affordable Rent and 50% as intermediate tenures), and 3,000 square metres of workspace at the site of the former gas holder site at Leaside Road.
3. That the GLA’s London Development Panel 2 Framework had been used to undertake the procurement. The report recommended entering into a Development Agreement with the successful bidder, selected in accordance with the terms of the procurement.
4. That this was a complex and challenging site that was a gateway to Meridian Water and located close to the train station and Pymmes Brook and park. The development supported the Council’s residential housing and employment priorities. A discussion took place on the employment opportunities that would be made available, as set out in the report. It was proposed to develop a hub of skilled creative employment space to attract local businesses, start-up businesses and local entrepreneurs. The opportunities provided would be explored and promoted in the Borough.
5. That the Council would be seeking maximum nomination rights to the housing provided for the benefit of Enfield residents in support of the Council’s Housing Allocations Policy.
6. Members welcomed the creation of a Park within Meridian Water, with its opening anticipated in 2023; this would be one of the biggest new parks in London. A discussion took place on the potential wildlife that could be attracted to the area.

**Alternative Options Considered:** NOTED, the alternative options considered as set out in full in section 4 of the report including selecting Bidder B; and, ending the current procurement.

**DECISION:** The Cabinet agreed to

1. Approve the selection and subsequent appointment of Bidder A (as detailed in the Appendix containing exempt information) as the Preferred Developer.
2. Note that the occupiers of the workspace would be determined in accordance with the Employment Strategy.

3. Authorise the Council to dispose of the Meridian Two site at an undervalue, within the provisions of section 123 of the Local Government Act and the Local Government Act 1972, General Disposal Consent by virtue of the disposal securing the promotion and/or improvement of the economic, social and/or environmental well-being of the Council's area. Further details of the undervalue were set out in the confidential appendix in the confidential property implications.
4. Authorise the development of a 100% affordable housing scheme at Meridian Two on the terms as set out in the confidential appendix on the basis that a subsequent sub phase(s) within Phase 2, would provide a lower level of affordable housing as set out in section 11.2 of the confidential appendix.
5. Authorise the Programme Director for Meridian Water (in consultation with the Director of Law and Governance, the Director of Property and Economy, and the Executive Director of Resources) to finalise the terms of the Development Agreement and ancillary documents for Meridian Two.
6. Delegate authority to the Director of Law and Governance to enter into the Development Agreement and any ancillary documents.
7. Approve the Council forward funding or underwriting the enabling works costs of the Developer as set out in the confidential appendix at sections 6.4 and 6.5 of the report.
8. Delegate authority to the Programme Director for Meridian Water to negotiate the level, timing and payment profile for the deal.

**Reason:** To enter into a Development Agreement with Bidder A on the terms offered, as set out in full in section 5 of the report.

**(Key decision – reference number 4952)**

## 11

### **CABINET AGENDA PLANNING - FUTURE ITEMS**

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

## 12

### **DATE OF NEXT MEETING**

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 22 April 2020 at 7.15pm.

Councillor Caliskan (Leader of the Council) took this opportunity to highlight the following:

**CABINET - 11.3.2020**

1. Good Growth Fund Allocation of £1.2m to Angel Edmonton – the Mayor of London’s Good Growth Fund had allocated £1.1m to a local regeneration project in Angel Edmonton, focusing on Fore Street. Members welcomed the announcement and the positive benefits that the funding would bring to the local area.
  
2. Coronavirus – Members were advised of the daily work being undertaken by senior council officers in respect of the evolving situation as the Coronavirus continued to develop. All appropriate responses would be carried out in the Borough. Work with the Council’s partners together with Government and NHS advice would continue and appropriately responded to. It was noted that current Government advice was for schools to remain open. The situation would continue to closely monitored.