

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 12 SEPTEMBER 2018**

COUNCILLORS

PRESENT

Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Dino Lemonides (Cabinet Member for Housing) and Mary Maguire (Cabinet Member for Finance and Procurement)

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

ABSENT

Alev Cazimoglu (Cabinet Member for Health and Social Care) and Ahmet Oykener (Cabinet Member for Property and Assets),

OFFICERS:

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Acting Executive Director People), Jeremy Chambers (Director of Law and Governance), James Rolfe (Executive Director Resources), Doug Wilkinson (Director of Environment and Operational Services) and Kari Manovitch (Acting Director Customer Experience and Change) Jane Creer (Secretary)

Also Attending:

Councillor Michael Rye (Town Ward councillor), Councillor Doug Taylor and Councillor Ayfer Orhan (Ponders End Ward councillors), Councillor Derek Levy (Chair, Overview and Scrutiny Committee). Four members of the public and press representatives.

1

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care), Councillor Ahmet Oykener (Cabinet Member for Property and Assets), and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

2

DECLARATION OF INTERESTS

There were no declarations of interest in respect of any item 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

1. Councillor Nesil Caliskan (Leader of the Council) advised that she had received a request for a deputation with a petition from Councillor Michael Rye (Town Ward Councillor) and a resident Mrs Sue Grayson Ford, and had agreed to accept the deputation. The petition requests that the Council does not sell a piece of greensward in Chapel Street, Enfield EN2 to a developer who has planning permission for housing on the adjacent old carpark site. The signatories were from neighbouring homes only, in Chapel Street, Little Park Gardens and Gentleman's Row.
2. Mrs Grayson Ford presented the deputation to Cabinet, including the following points:
 - Residents in the vicinity welcomed the new housing, but wanted to defend the greensward which was a valued green space. Its potential loss would erode what they appreciated in this green borough.
 - The initial target of 100 signatories was easily surpassed and the petition was still going strong.
 - She asked for the preservation of Enfield's reputation and to keep the borough as green as possible.
 - Every one of the residents in the adjacent sheltered housing flats had signed the petition. The only view that some of these residents had was of this site, and they did not want to have to look at parked cars. Their own garden was magnificent, and cultivated at their own expense, and they were willing to take on this greensward and garden it at no expense to the Council. This would enable them to contribute to their environment, and would have health benefits.
3. Councillor Michael Rye also spoke in support of the deputation, including the following points:

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- The petition had focussed on people living in the immediate area who knew the site.
 - The social housing grounds with their flowers and vegetables which improved the attractiveness of this area, and the greensward which broke up the harder terrain and provided a welcome vista were well known locally.
 - This was already a pinch point with difficult access and egress and the potential use for car parking would make this more difficult to access.
 - Mrs Grayson Ford had made the case very effectively and he hoped that Cabinet would reflect and make the right decision.
4. Councillor Caliskan thanked the attendees for their deputation and accepted the petition, acknowledging the significant number of signatories. She confirmed that Cabinet had several options in responding to a deputation, and the recommendation agreed in this case was that the matter should be referred to Sarah Cary (Executive Director Place) as the relevant officer, to obtain more detail and bring this back to Cabinet.

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED, that the following reports be referred to full Council:

1. Report No.59 – Enfield Corporate Plan 2018-2022
2. Report No.65 – Scrutiny Work Programme 2018/19

6

ENFIELD CORPORATE PLAN 2018-2022

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Chief Executive (No.59) outlining the Corporate Plan 2018-2022.

NOTED

1. It was recognised that local government was changing, and that councils were facing unprecedented pressures.
2. The start of this new administration was a good opportunity to state the Council's priorities, and its commitments to residents. A key commitment was reducing inequality across the borough.
3. The proposed Corporate Plan was attached to the report. Any further minor changes would be delegated to the Leader prior to publication.
4. Ian Davis, Chief Executive, added his thanks to Shaun Rogan (Head of Strategy, Partnerships, Engagement, Consultation) and his team and to all directors and executive directors for their work on the Corporate Plan.

Alternative Options Considered: NOTED, that the Council could have continued with the existing Corporate Plan. However, the Council required a clear strategy setting out the strategic aims and priorities for the next four years to ensure that resources were allocated to defined need; regeneration and infrastructure projects were well planned and managed; services were provided cost effectively; and, that there was a positive effect on the lives and wellbeing of Enfield's residents.

DECISION: The Cabinet agreed the Corporate Plan 2018-2022, with the making of any minor amendments being delegated to the Leader prior to publication.

RECOMMENDED TO COUNCIL to approve the Corporate Plan 2018-2022.

Reason: The Corporate Plan 2018-2022 provided the strategic direction of the Council over the next four years. It would inform the strategies and delivery programmes that would deliver the Council's aims and priorities and ensure effective use of the Council's limited resources.

(Non key)

7

CORPORATE CUSTOMER EXPERIENCE STRATEGY 2018-2022

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.60) outlining the Corporate Customer Experience Strategy 2018-2022.

NOTED

1. This strategy was referenced in the Corporate Plan. The Council was trying to make sure the customer was at the heart of what it does.
2. The recommendations were based on the behaviours which local people wanted to see when dealing with the Council.
3. The methodology for measuring improvement and benchmarking were also set out in the report, as well as the attached proposed strategy.
4. A lot of work had gone into the strategy, and the issues had also been looked into by Overview and Scrutiny Committee. At its meeting on 5 September 2018, the Overview and Scrutiny Committee considered the Corporate Customer Experience Strategy 2018-2022, the draft minutes of the meeting were circulated for Cabinet's consideration.
5. Members welcomed the focus on the experience from the customer perspective, and the importance of monitoring progress and improvement.
6. In response to queries regarding tracking of website hits and customer behaviour, it was confirmed that statistics would be gathered and updated

to Members, as well as comparison with other boroughs to emulate best practice.

Alternative Options Considered: NOTED, the alternative options considered incorporated within the main body of the report.

DECISION: The Cabinet agreed the adoption of the Customer Experience Strategy 2018-2022, which set out:

1. the customer experience vision “Delivering a positive customer experience”.
2. the Customer Promise which sets out the behaviours expected when dealing with customers as –
 - Friendly and helpful
 - Honest and respectful
 - Professional and courteous

The Strategy also recommended:

3. The exploration and further development of the service improvement methodology and manager’s toolkit by undertaking three customer experience reviews:

- “I want a repair to my Council home”
- “I want to make a planning application”
- “I want to recruit and induct a new member of staff” (internal customer)

4. Lessons learned from the initial Customer Experience reviews would adapt the methodology and toolkit used for baselining and delivering continuous improvement.

5. Develop a Customer Experience programme plan, including a further series of “customer journey reviews” (to be chosen and agreed)

6. Embed the philosophy and ethos of the customer experience vision and the Customer Promise through a series of activities set out in the strategy.

7. Cabinet also agreed to note the draft minutes of the Overview and Scrutiny Committee which were tabled at the Cabinet meeting.

Reason: The ambition to improve the customer experience, and the delivery of services to customers both internal and external to the Council, was articulated within this strategy. This document would provide clarity and direction for the organisation, in keeping with the objectives set out within the Corporate Plan. As this was an innovative and whole organisation approach, the programme to implement the strategy would be kept under review.

(Non key)

8

REVENUE MONITORING REPORT 2018/19: JULY 2018

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.61) setting out the Council’s revenue budget monitoring position based on information to the end of July 2018.

NOTED

1. The key points highlighted in the report.
2. Members' comments on the context and the challenges faced, which were similar in local authorities across the country.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. To note the financial backdrop to the council's budget position (as described in paragraphs 3.1 to 3.9 of the report).
2. To note the £9.2m overspend revenue outturn projection and the use of £2.3m of capital receipts to support organisation transformation.
3. To note that the Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and savings implementation.
4. That £2m be transferred from underspent interest budget within the corporate budget to increase total contingency to £3m recognising the council's underlying demographic and cost pressures. The level and necessity of this reserve would be considered annually.

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 4731)

9

CAPITAL PROGRAMME MONITOR - FIRST QUARTER (JUNE) 2018

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.62) informing Members of the current position up to the end of June 2018 regarding the Council's Capital Programme (2018/19-2021/22) taking into account the latest information for all capital schemes including the funding arrangements.

NOTED

1. A correction to figures set out in the executive summary and recommendations which should read that the report showed that the overall expenditure for the approved programme was projected to be £257m for the General Fund and HRA and £26m for Enfield Companies

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for 2018/19. The recommendation should read the revised four-year approved programme totalling £488m.

2. The key points highlighted in the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed the revised four-year approved programme totalling £488m as set out in Appendix A of the report.

Reason: To ensure that Members were aware of the current position regarding the Council's capital programme 2018/19 - 2021/22.

(Key decision – reference number 4732)

10

BUILDING COUNCIL HOMES FOR LONDONERS - FUNDING OPPORTUNITIES

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director of Place (No.63) outlining funding opportunities for building council homes for Londoners.

NOTED

1. The funding opportunities were highlighted.
2. Bids for additional funding had to be submitted by 30 September 2018. It was hoped that results would be known by November and a further Cabinet report would then be presented.
3. Members welcomed the opportunity for the Council to bid and looked forward to hearing back on the results of bidding.

Alternative Options Considered: NOTED, the alternative options that had been considered as listed below and outlined in full in section 4 of the report:

- Not seeking the additional borrowing headroom
- Not seeking the additional grant
- Not seeking the right to buy flexibility

DECISION: The Cabinet agreed to

Additional HRA Headroom

1. Approve the council submitting a bid to the GLA requesting an increase in the HRA borrowing headroom by no more than £150m.
2. Note and approve the impact on the 30-year HRA Business Plan and Loan repayments of increasing the HRA headroom of no more than £150m

3. Note that final determination of the council's overall revised indebtedness position (i.e. the Prudential Indicators) would be submitted to Council for agreement, once the position on the funding bids was known.

Affordable Housing Grant

4. Approve the Building Council Homes for London Affordable Housing grant bid for up to £30m on affordable housing schemes to be confirmed.
5. Delegate the approval to enter into the GLA Grant Funding agreement as outlined in 3 above to the Executive Director of Resources in consultation with the Executive Director of Place and the Cabinet Member for Housing.
6. Note that, once the outcome of the bids was known, a report outlining the programme for both funding opportunities would be submitted to Cabinet for approval.

Right to Buy Ring Fence Offer

7. Approve the GLA Right to Buy Ring Fence offer delegating entering the proposal as outlined in Appendix 1 to the Executive Director of Resources in consultation with the Director of Law and Governance.
8. That Cabinet delegates to the Cabinet Member for Finance and Procurement in consultation with the Executive Director of Place and, the Executive Director of Resources, and Cabinet Member for Housing, to authorise the transfer of sites from the General Fund to the HRA in accordance with the Property Procedure Rules and undertaking appropriate Due Diligence. Such delegation was only in the event of the council being successful in securing an increase in the HRA Borrowing Debt cap.

Reason: Along with other local authorities the council had been asking central government to increase the HRA debt cap to enable the council to borrow more money to deliver good quality affordable homes replacing those lost through the Right to Buy programme. This funding opportunity would enable the council to build more council homes. Not entering the Right to Buy Ring Fenced Offer would reduce the opportunity to deliver new schemes using Right to Buy receipts. This offer from the GLA extends the time the council must spend receipts and any interest that was returned. Affordable Housing Grant gave the local authority the ability to maximise new supply and unlocking extra homes on the key sites in the council's programme.

(Key decision – reference number 4747)

11

ELECTRIC QUARTER - GRANT OF PHASE B LEASE AND START ON SITE

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.64) taking forward the Electric Quarter Regeneration Scheme.

NOTED

1. That Report No.66 also referred as detailed in Minute No. 18 below.
2. Councillor Doug Taylor and Councillor Ayfer Orhan requested to address the meeting representing the Ponders End ward councillors, including the following points:
 - The lengthy sequence of Cabinet decisions since 2011 was highlighted, and the importance throughout of general community facilities and of the aspirations of the Ponders End Mosque.
 - The report contained little information in respect of community facilities. It was important there was genuine improvement of the area and that the community were fully engaged and were not left feeling short-changed.
 - There were reservations about the adequacy of the short term plans for the library. A commitment had been made to residents about a library on the High Street.
 - The popular mosque would like more land for expansion. The Cabinet should reinforce to officers to work to maximise the useable space on the site and take a creative approach to the land and bring forward the best resolution possible. They should also consider compensatory space in the rest of the development, and should consider the land's proper value.
 - Effective communication was vital.
 - Ward councillors were keen to see redevelopment of the area and this was an exciting regeneration programme; and officers were thanked for their ongoing work.
3. Councillor Caliskan thanked the ward councillors for their valuable points. This was a significant project which the previous administration had been right in pursuing and would be a transformation for the better. The current administration would ensure that the project would be progressed but that it had to happen *with* the community. Specifically in relation to the mosque, Councillor Caliskan noted that over recent weeks representatives from the community had contacted the Council. Councillor Caliskan remarked that she was unclear why there had been so much misunderstanding between representatives from the mosque and the Council over the previous years; especially given that the contract with Lovells was signed in 2014. Councillor Caliskan stated that the administration would ensure that the Council would be clearer with the community in relation to regeneration plans and sites available to them for possible expansion. Councillor Caliskan noted that the mosque had a long history at this location and she had recently met with representatives. The local authority would do what it could to facilitate the mosque's expansion in recognition of the fact a

growing community use the mosque and the existing space is inadequate. Officers had now sent a formal letter regarding negotiations on the land. Assurance was also given that time would be taken to build relationships with the local community, and that options would be considered regarding the library.

4. Specific decisions on sites could be taken under delegated powers.

Alternative Options Considered: NOTED the alternative options considered as set out in section 7 of the report and summarised below:

- Do nothing. The Council was obliged to grant the Phase B Lease to Lovell in accordance with the Agreement for Lease.
- Provide Lease for Part of Phase B. All of the land acquired for Phase B had not yet been acquired through the Compulsory Purchase Order (CPO) process. Lovell was seeking a part Lease on Phase B in order to start on site in October, and thus avoid demobilising. If Lovell wanted to start on site on only part of Phase B, a variation to one of the s106 obligations would have to be submitted and agreed by the Local Planning Authority.

DECISION: The Cabinet agreed to

1. delegate authority to the Executive Director Place in consultation with the Executive Director Resources, the Leader of the Council and the Cabinet Member for Finance and Procurement to Grant a Lease for Phase B in accordance with the Original Agreement for Lease.
2. Authorise the Director of Law and Governance following consultation with the Leader of the Council to prepare, complete and execute the required legal documentation relating to the Grant the Phase B Lease.

Reason: Granting Phase B lease would unlock the delivery of the final phase of the Electric Quarter Regeneration Scheme. The provision of a further 106 housing units including 31 affordable units would unlock the housing led regeneration of Ponders End High Street. In addition, it would delivery new modern community space and retail units in Ponders End where demand was high. Entering into the Phase B lease would discharge the Council's contractual obligations under the Agreement for Lease. The scheme would offer a mix of affordable homes and different tenures and provide the opportunity to deliver transformational change in the area and tackle poverty through high quality and varied housing. It would also assist in the rejuvenation and outlook of the town centre and provide an opportunity to create a "heart" for Ponders End High Street.

(Key decision – reference number 4560)

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Councillor Daniel Anderson (Deputy Leader of the Council) introduced the report of the Chief Executive (No.65) presenting the Scrutiny Work Programme for 2018/19.

NOTED

1. That the Council's Constitution required that the work programme proposed by the Overview and Scrutiny Committee be adopted by Council on the recommendation of the Overview and Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team.
2. The introduction by Councillor Derek Levy (Chair, Overview and Scrutiny Committee) including the following points:
 - Scrutiny played an essential role in adding value to policy and decision-making. The Overview and Scrutiny Committee of seven members shared responsibility and ensured the independence of scrutiny.
 - The work programme had been amended and a revised version circulated with an additional meeting date of 11 October 2018.
 - The work programme had flexibility to reflect what was topical, and it reflected the objective of scrutiny of holding the Council to account on behalf of the public it serves. It equally needed to be a 'critical friend' and to inform policy development. Pre-decision scrutiny was important and effective.
 - Overview and Scrutiny Committee welcomed attendance by Cabinet Members to elaborate on topics.
 - It was more important to have fewer workstreams done properly in depth. The target was to have two workstreams completed this municipal year and a third started; this could be accelerated if possible.
3. Councillor Nesil Caliskan (Leader of the Council) thanked Councillor Levy for his update and vision for the scrutiny function.
4. It was confirmed that all the suggested issues had been discussed when determining the workstream topics and the work programme.

Alternative Options Considered: No other options had been considered as the Overview and Scrutiny Committee was required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

RECOMMENDED TO COUNCIL to approve the Scrutiny Work Programme 2018/19 subject to comments of Cabinet as outlined above.

Reason: To comply with the requirements of the Council's Constitution, the work programme had to be formally adopted by the Council. In addition, scrutiny was essential to good governance, and enabled the voice and concerns of residents and communities to be heard, and provided positive challenge and accountability.

(Non key)

13

CABINET AGENDA PLANNING - FUTURE ITEMS

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

14

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 25 July 2018 be confirmed and signed by the Chair as a correct record.

15

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

16

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 17 October 2018.

17

JAMES ROLFE - EXECUTIVE DIRECTOR RESOURCES

NOTED

1. Councillor Caliskan (Leader of the Council) confirmed that this would be James Rolfe's final Cabinet meeting as he was leaving Enfield Council after ten years. Thanks were recorded for his service to the local authority and to the borough and its residents. Cabinet wished him the best of luck for the future.

18

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).

19

ELECTRIC QUARTER - GRANT OF PHASE B LEASE AND START ON SITE

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.66).

NOTED

1. that Report No.64 also referred, as detailed in Minute No.11 above.

Alternative Options Considered: As detailed in Report No.64, Minute No. 11 above refers.

Reason: NOTED the reasons for the recommendations as set out in section 8 of the report.

(Key decision – reference number 4560)

20

MERIDIAN WATER: PROGRESS UPDATE

Councillor Nesil Caliskan (Leader of the Council) provided Members with a verbal update on the progress of the Meridian Water project.