

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 16 OCTOBER 2019**

**COUNCILLORS**

**PRESENT** Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Mary Maguire (Cabinet Member for Finance and Procurement), 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)

**ABSENT** Guney Dogan (Cabinet Member for Environment and Sustainability), Claire Stewart (Associate Cabinet Member – Enfield West)

**OFFICERS:** Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Mark Bradbury (Director of Property & Economy), Jeremy Chambers (Director of Law and Governance), Joanne Drew (Director of Housing and Regeneration), Peter George (Programme Director - Meridian Water), Doug Wilkinson (Director of Environment & Operational Services), Matt Bowmer (Interim Director of Finance), Tinu Olowe (Director of Human Resources and Organisational Development), Jayne Middleton-Albooye (Head of Legal Services), Melanie Dawson (Senior Regeneration Lawyer), Gareth Robinson (Head of Finance) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Anne Brown, Derek Levy, Lindsay Rawlings and Hass Yusuf  
2 members of the public  
Press representative

**1**

**APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Claire Stewart (Associate Cabinet Member – Enfield West).

Apologies for lateness were received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

**2  
DECLARATIONS OF INTEREST**

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

**3  
DEPUTATIONS**

NOTED that a request for a deputation had been received for presentation to this Cabinet meeting from a Councillor in his role as a Director of Enfield Norse, in relation to Report Nos. 100 and 101 – The Future Delivery of Cleaning Services – Council Corporate Buildings (Minute Nos. 7 and 16 below refer).

Members were advised that the deputation request had not been allowed on the advice of the Director of Law and Governance, as the Council's Monitoring Officer, as it would be inappropriate to receive the deputation in the Councillor's capacity as a company director.

**4  
QUARTERLY CORPORATE PERFORMANCE REPORT**

Councillor Ian Barnes (Deputy Leader of the Council) introduced the report of the Executive Director – Resources (No.98) presenting the quarter one performance for 2019/20.

NOTED

1. Councillor Barnes' thanks to the officers involved for the collation and presentation of the performance data as set out in the report and its appendices. Appendix 1 of the report set out the quarter one performance for 2019/20 and, Appendix 2 focused on the areas that had been highlighted as being areas of concern given longer term trends. These areas had detailed action plans and were regularly reviewed and monitored.
2. A detailed discussion followed on specific indicators highlighted by the Cabinet Members within their areas of responsibility, as summarised in the points below.
3. In relation to Customer Experience, it was noted that the staffing restructure in this area was close to completion and the performance indicators had been improving following the recruitment and training of staff, as detailed in Appendix 1 of the report.

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4. That the previous investment in Children's Social Care, agreed by Cabinet in July 2019, had resulted in significant practice improvements as detailed in the performance indicators relating to safeguarding children. All actions linked to the four recommendations within the previous Ofsted improvement plan had now been delivered. In addition, despite an increase in activity, there had been a marked and sustained improvement in practice regarding assessment timescales. Currently over 90% of assessments were being completed within statutory timescales compared to 74% in March 2019. In addition, 94% of the strategy discussions on child protection investigations had been held in a timely manner despite a significant increase in activity. The previous investment decision had had positive results as detailed.
5. In further discussion, Members were advised that the additional funding for Children's Social Care had had a remarkable effect on staff morale and the retention of high calibre staff. The pressures still existed but the clear aim of the service was to continue to provide high quality work and achieve manageable workloads for staff. The performance indicators provided a guide to the level of service provision; in addition, regular six weekly audits were undertaken on case files to ensure quality levels were maintained.
6. The improvement in performance in several of the Adult Social Care indicators, as set out in Appendix 1 of the report, were noted. It was anticipated that the performance relating to the number of adults receiving secondary mental health services in employment would improve following the award of a new contract for this area of provision.
7. Members were advised of the measures being taken to address the number of households living in temporary accommodation. The demand for the homelessness service continued, which was a London-wide trend. Officers were currently focused on assessing the backlog of applications. The Council's development of the Council's housing strategies including prevention of homelessness was continuing and further measures were being implemented to reduce the reliance on temporary accommodation as outlined in previous reports to the Cabinet. The Government would continue to be lobbied for the provision of adequate funding. The role of the Enfield Voluntary Sector in preventing homelessness was also outlined.
8. The gradual improvements that were being made in the area of recovering housing benefit overpayments. The actions being taken, and the difficulties faced, were outlined to Members.
9. The indicators in relation to Planning and the detailed actions set out in Appendices 1 and 2 of the report. Members noted the issues in relation to the recruitment and retention of the required staffing levels to meet demand. This area would continue to be closely monitored. Appreciation was expressed for the hard work of the Council's existing

staff. The difficulties and delays faced in processing applications were outlined to Members.

**Alternative Options Considered:** Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by council services.

**DECISION:** The Cabinet agreed to note, for information only, the progress being made towards achieving the identified key priorities for Enfield.

**Reason:** To update Cabinet on the progress made against all key priority performance indicators for the Council.  
(Non key)

## 5

### **MEDIUM TERM FINANCIAL PLAN 2020/21 TO 2024/25 TRANCHE ONE SAVINGS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Resources (No.114) providing an update on the Medium Term Financial Plan and Tranche One Savings.

#### NOTED

1. The continued financial challenges that were being faced and the uncertainty over future funding provisions at a time of growing pressures as detailed within the report.
2. That the report set out detailed savings and income generating proposals.
3. That although additional Government funding had been allocated for Adult and Children's Social Care this was still insufficient to meet the level of demand, as set out in the report.
4. That officers were continuing to work through proposals to close the remaining gap for 2020/21 and across the Medium Term.
5. That the budget would continue to seek to protect the most vulnerable residents in the Borough and deliver high quality services.
6. The significant uncertainty with only a single year financial settlement in place for 2020/21. Local Government would continue to lobby for a multi-year settlement to enable effective medium term planning, as set out in the report.
7. That approval was being sought to adopt the Adult Social Care precept of 2% alongside the referendum threshold Council Tax increase of

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1.99%. These proposals had been considered by the Labour Group. The final budget proposals would be brought to Cabinet in February 2020 for recommendation to full Council for adoption.

8. The continued financial uncertainty facing local government as specified in the report.
9. The detailed information set out within the tables in the report: Table 1 – spending assumptions; table 2 – funding assumptions; table 3 – savings; table 4a – tranche 1 and 2 savings and income generation proposals by theme; table 4b – savings and income generation proposals by Directorate; and, table 5 – overall 2020/21 position allowing for tranche 1 and 2 savings. The appendices to the report outlined the financial pressures, funding assumptions and, savings and income generation details.
10. Cabinet Members noted that the majority group had received a presentation on the Medium Term Financial Plan Tranche One savings, with a focus on People on 30 September and, Place, Resources and Chief Executive's Departments on 7 October 2019.
11. The difficult financial decisions that had to be made across the Council in order to protect the service provision for Adults and Children's Social Care as highlighted in the report. Demand continued to exceed funding provision from the Government. The impact on local council tax payers was noted.
12. The savings that had been achieved in the area of public health through the re-commissioning of services in the areas of 0-19 services; sexual health; and, substance misuse. In response to questions raised, Members were advised in detail of the improved service provision and positive financial impact of the sexual health service provision through the new contract with North Middlesex hospital. The Council was committed to supporting its local hospitals and was pleased to note the improvements that had been achieved.
13. Members' sought reassurances that the invest to save proposals would not result in staff redundancies and the employment of agency staff/consultants. In response, Officers outlined particular examples of invest to save proposals as set out in the report and proposals for in house services.
14. That the budget proposals reflected the continued and significant pressures being faced by the Council and the difficult decisions that had to be made, as set out in detail in the report. Examples of the Council's commitments going forward were highlighted including the provision of additional affordable housing; the continued support for the Summer University Programme which had been a great success this year; and continuing to meet the needs of the Borough's vulnerable residents.

**Alternative Options Considered:** None.

**DECISION:** The Cabinet agreed to

1. Note the continued financial uncertainty facing local government and the need to maintain the Council's reserves and balances.
2. Note the protection of its services to the most vulnerable in the Borough as exemplified in paragraph 6.12 of the report.
3. Approve the adoption of the Adult Social Care precept of 2% alongside the referendum threshold Council Tax increase of 1.99%.
4. Approve the savings and income generation proposals in Appendix 2b of the report for further development and consultation.

**Reason:** The Cabinet need to manage the 2020/21 to 2024/25 financial planning process with due regard to the available resources.

**(Key decision – reference number 4991)**

## 6

### **CABINET SUB-COMMITTEES 2019/2020**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Director of Law and Governance (No.99) setting out the background to the establishment of the Cabinet Sub-Committees for the municipal year 2019/20 and recommending that they cease to exist.

NOTED

1. That the Cabinet Sub-Committees currently in existence were the Shareholder Board and the Local Plan Cabinet Sub-Committee.

**Alternative Options Considered:** Not appropriate for this report.

**DECISION:** The Cabinet agreed that the Shareholder Board and Local Plan Cabinet Sub-Committee for the municipal year 2019/20 cease to exist. In future, all appropriate reports, that would have previously been dealt with by the Sub-Committees, would now be considered by the Cabinet as a whole.

**Reason:** To agree that the Cabinet Sub-Committees previously established for the municipal year 2019/20 cease to exist.

(Non key)

## 7

### **THE FUTURE DELIVERY OF CLEANING SERVICES - COUNCIL CORPORATE BUILDINGS**

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Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place) (No.100) outlining proposals for the future delivery of cleaning services for Council Corporate Buildings.

**NOTED**

1. That Report No.101 also referred as detailed in Minute No.16 below.
2. That the report recommended the insourcing of the Cleaning Services into the Council subject a period of consultation with affected staff and union representatives as set out in the report.
3. That the Cleaning Services for Enfield Council's corporate buildings had been provided under a contract with a joint venture between the Council and Enfield Norse for the last ten years as set out in the report.
4. That subject to the consultation outlined in the report the affected staff would be transferred under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). This would enable staff to access the benefits of local government employment including pension provision.
5. That subject to agreement, it was proposed to bring the service in house with effect from 1 April 2020.
6. The detailed options which had been considered as set out in section 4 of the report.
7. That the Council's Strategic Asset Management Plan, agreed by Cabinet in June 2019, included the undertaking of an operational property review with the intention of the Council operating from fewer and better located buildings as explained in paragraph 1.3 of the report.
8. The political commitment of the Council's administration to insource services where possible. The benefits of local government employment for employees and the potential positive financial and service impacts for the Council, as set out in the report.
9. That the Joint Venture company detailed in the report was 60% externally owned.

**Alternative Options Considered:** NOTED, the four options that had been considered to deliver cleaning services as set out in section 4 of the report.

**DECISION:** The Cabinet agreed to

1. Delegate authority to the Director of Property and Economy, in consultation with the Executive Director – Resources, to agree the

extension of the current cleaning services contract with Enfield Norse for a period of 3 months from 31 December 2019.

2. Approve, subject to satisfactory completion of consultation with affected Staff and Union representatives, the insourcing of Cleaning Services for Corporate Buildings with effect from 1 April 2020 and the associated transfer of cleaning staff into council employment under the Transfer of Undertakings (Employment Protection) Regulations 2006 (TUPE) and delegates authority to the Director of Property and Economy, in consultation with the Director of Human Resources and Organisational Development, to undertake such actions as may be necessary to implement this decision.

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

**(Key decision – reference number 4942)**

## 8

### **APPROPRIATION AND DEVELOPMENT OF BURY STREET WEST FORMER DEPOT SITE N9 9LA**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.110) outlining the proposed appropriation and development of Bury Street West Former Depot Site.

#### NOTED

1. That Report No.111 also referred as detailed in Minute No.17 below.
2. That this report follows on from a previous Cabinet decision in November 2014 and updated Members on the progress with this scheme. The planning permission for the site was for 50% affordable housing, 25 homes of London Affordable Rented (LAR) Council Housing and 25 homes for private sale.
3. That the report summarised a delivery approach and the appropriation of the site from the General Fund to the Housing Revenue Account.
4. The detailed proposals for the scheme as explained in the report including the housing tenure mix outlined in paragraph 3.11 of the report.
5. That Members welcomed the proposals as set out in the report.

**Alternative Options Considered:** NOTED, the alternative options considered as set out in section 4 of the report including: the original delivery approach; do nothing; and, sell the site to a third party to develop.

**DECISION:** The Cabinet agreed to



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1. Appropriate Bury Street West depot from the General Fund to the Housing Revenue Account at the certified market value of £3.5m plus overage in accordance with the Heads of Terms detailed in appendix 2 of the part 2 report (Report No.111, Minute No.17 below referred).
2. Approve the increase of £20.3m to the HRA capital programme to fund the development and land purchase associated with at least 25 council homes and 25 private sale units with an option to increase proportionally at up to £250,000 per additional unit.
3. Delegate authority to the Executive Director – Place in consultation with the Cabinet Member for Finance and Procurement, the Director of Housing and Regeneration and the Cabinet Member for Social Housing:

The award of construction work contracts for the demolition and redevelopment of the site, project management and procurement arrangements including operational resourcing, design teams, and appointments for all pre and post contract construction services and the potential submission of a revised planning application.

**Reason:** The reasons for the recommendations, as set out in section 5 of the report were:

- To increase the supply of affordable council and private housing provision in the borough, particularly larger family homes.
- Generate an immediate capital sum to the General Fund plus the possibility of further payments.
- Enhance a listed property.
- Deliver the highest quality housing in a former MOL area.
- Generate New Homes Bonus and Community Infrastructure payments for the Council
- Provide housing that reduces the costs of the General Fund in relation to Temporary Accommodation
- Provide regeneration, social, economic and environmental improvements to the area.

**(Key decision – reference number 4971)**

## 9

### **MERIDIAN WATER PHASE 2 BUSINESS CASE**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.102) setting out the options appraisal for the delivery model for circa 1,550 homes within Phase 2.

NOTED

1. That Report No.103 also referred, as detailed in Minute No.18 below refers.

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2. That in July 2018 the Cabinet had approved the Meridian Water Programme Update report to undertake business case development for the delivery of future phases. This report set out the options appraisal for the delivery model for phase 2 with four shortlisted options having been appraised, as detailed in the report.
3. That the evaluation results showed that Option 1 (Council as Master Developer) and Option 3 (Council led development of a rented housing scheme) both met the criteria as the delivery model for Phase 2 and had scored very similar levels, as set out in the report. Further work on the financial evaluation was to be undertaken on both options and more detailed analysis to be brought back to Cabinet in Autumn 2020.
4. That approval was being sought to enable officers to undertake the further work required as set out in the decisions below.
5. The proposal to commence soft market engagement on co-living/student housing blocks, decision 5 below referred. This was a new area for the Council.
6. The recent submission to the Planning Committee for Phase 2 of Meridian Water; this was a significant step in progressing the development and future proposals.
7. The ambitions for Meridian Water as a whole including place making and job creation.
8. In response to questions raised, it was confirmed that the housing provision would include suitable units for adapted/supported living. The detail of the housing provision to be included in the development scheme and the level of detail that could be specified by the Council was explained to Members. This had been made possible by the Council's role in and approach to the Meridian Water scheme development.
9. Members were pleased to note the success to date of the Meridian Water meanwhile uses including the use of "The Sheds" for film and TV productions and special events held such as Field Day. The facilities provided at Meridian Water were being promoted and potential growth areas considered. Opportunities would be taken to introduce and highlight Meridian Water to London and beyond. The new station at Meridian Water had a regular service from Stratford and provided the required transport facilities to reach the area. There had been a significant number of visitors to events over the summer. A special Halloween event would also be taking place on 3 November 2019. There had been an increased level of interest from local community groups and residents.
10. A discussion followed on the meanwhile uses at Meridian Water and subsequent promotion of not only Meridian Water but Enfield as a

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whole. The reputation of the area and the Borough was growing and attracting further interest in the area and the facilities available. Further filming would be taking place next year.

11. In conclusion, the further work required on the options appraisal and the future reports to be presented to Cabinet was outlined. The good progress that was being made was highlighted.

**Alternative Options Considered:** NOTED, the summary of alternative options that had been considered as set out in section 6 of the report including:

- Option 2: Council to form a 50/50 Joint Venture (JV) with a public sector partner.
- Option 3: Council led development of a rented housing scheme.
- Option 4: Investor led rented housing development' LBE retain the affordable housing.

The evaluation summary was set out in section 5.1.6 of the report.

**DECISION:** The Cabinet agreed to

1. Note the result of the Business Case analysis was that Option 1 and Option 3 were the highest scoring options and therefore approved further work to formulate a detailed delivery plan on both options to assess the most appropriate strategy given the Council's wider financial position.
2. Approve that Option 2 and Option 4 were not taken forward for further consideration.
3. Delegate authority to the Meridian Water Programme Director to appoint advisors and design teams to work up a detailed delivery plan for Phase 2 to include:
  - Reserved matters application and detailed design for Phase 2A
  - Detailed procurement strategy including soft market engagement
  - Detailed cost plan and financial evaluation
  - Strategy for how the Council might hold market rented units
  - Consideration of the Council's wider financial position to produce an optimal strategy for servicing interest and debt repayment
4. Note that the financial evaluation would be undertaken on both Option 1 and Option 3.
5. Approve the commencement of soft market engagement on Co-living/Student housing blocks and the subsequent marketing of the blocks to a specialist Co-living/Student housing provider.
6. Delegate to the Executive Director – Place in consultation with the Executive Director – Resources disposal of circa 0.5ha of land to a specialist Co-living provider.

7. Delegate to the Meridian Water Programme Director the resourcing of the team(s) to delivery Phase 2A.
8. Delegate authority to the Director of Meridian Water, liaising with the Director of Finance, to negotiate loan terms with the GLA.

**Reason:** NOTED, the detailed reasons for the recommendations as set out in section 7 of the report.

**(Key decision – reference number 4953)**

## **10**

### **MERIDIAN WATER FINANCIAL MODEL AND 10 YEAR BUDGET**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.104) seeking authorisation for the new Meridian Water 30-year financial model which had been produced following the Council assuming the role of Master Developer.

NOTED

1. That Report No.105 also referred as detailed in Minute No.19 below.
2. The financial approvals being sought and the recommendations to full Council as detailed in the report and reflected in the decisions below.
3. The significant progress which had been made including the award of the Housing Infrastructure Fund (HIF) funding as detailed in paragraph 1.2 of the report.
4. The report sought authorisation for the new Meridian Water 30-year financial model; recommended a detailed capital budget regeneration programme; and, set out an indicative budget to cover capital expenditure as summarised in section 1 of the report and detailed throughout.
5. That the anticipated 5.000 homes detailed in the report did not include any additional sites that may come forward from other third-party landowners at Meridian Water.

**Alternative Options Considered:** NOTED, the alternative options considered as set out in section 4 of the report including: Not approve the financial model baseline; do not approve full budget rather approve each workstream separately; approve shorter budget; seek approval for full 10-year budget.

**DECISION:** The Cabinet agreed to

1. Note the Meridian Water 30-year Financial Model which confirmed the overall financial viability of delivering Meridian Water.

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2. Authorise the baseline Financial Model to be used as the reference point and basis for decision making on Meridian Water.
3. Note the recommended detailed Meridian Water programme budget totalling £286m to cover the remainder of 2019-20, plus the 2020-21 and 2021-22 Financial Years to undertake the projects and activities set out within the report, and recommended authorisation of its expenditure to full Council.
4. Note the indicative Meridian Water programme budget which covered the period 2022-23 through to 2028-29 totalling £245m, which was included within the Financial Model baseline.
5. Recommend to Council the addition of £286m to the approved capital programme.
6. Note the estimated budget requirements for 2022/23 to 2028/29 of £245m, which would be approved as part of the 10 year capital programme.

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

**(Key decision – reference number 4469)**

### 11

#### **MERIDIAN WATER - MERIDIAN ONE DEVELOPER PROCUREMENT**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.112) regarding the Meridian One Developer Procurement.

#### NOTED

1. That Report No.113 also referred as detailed in Minute No.20 below.
2. That in April 2019 the Cabinet had approved the appointment of Galliford Try Partnerships (GTP) as developer for Meridian One. Authority had been delegated to the portfolio holder to confirm the level of affordable housing and Council Homes in the deal. Since that time negotiations had taken place between the Council and GTP and a deal agreed as summarised in section 1 of the report. Cabinet approval was now being sought as detailed in the recommendations and reflected in the decisions below.
3. As detailed in section 3.3 of the report, the goal of Meridian Water was to make local people the primary beneficiaries of the scheme. The top priorities of local people had been identified as being anti-social behaviour and fly-tipping/rubbish. The report recommended to spend £200,000 towards alleviating these problems in Upper Edmonton with £100k for street cleansing and £100k for community safety.

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4. That the report delegated authority to agree the terms of the Development Agreement as set out in recommendation 2.6 and decision 6 below.
5. The detailed proposals regarding affordable housing provision as set out in the report.
6. The proposals for a Design Charter as referred to in section 3.2.4 of the report. The priorities of the Council regarding design were discussed.
7. The difference between the original bid offer and the deal now agreed as set out in the table in section 3.4 of the report. Members were pleased to note the positive developments and the significant increase in the number of council homes (affordable rent) and RP intermediate homes.
8. The progress which had been made at the site, the soil had been remediated and prepared ready for handover. It was anticipated that the first homes would be delivered in two years.
9. That examples of work previously undertaken by GTP was of good quality and their working practices were praised by Members.
10. That Members were reassured that the design of Meridian Water would be responding to the climate change emergency recently declared by the Council. The housing provision would include energy efficiency measures within their design. Appropriate expertise was being sought as the scheme developed and further negotiations took place. Environmental standards would be upheld and, effective energy efficiency measures implemented. It was further noted that the site would be connected to Energetik.
11. That Members welcomed the proposed mix of housing tenure.
12. The positive measures being taken to support the residents in Upper Edmonton as detailed in the report and noted above. The importance of supporting and promoting residents' physical and mental well-being was noted. In addition, the opportunities for local people of all ages and backgrounds would be enhanced through the proposed development of a new Skills and Training Academy at Meridian Water by GTP. It was anticipated that this would cover a broad range of jobs and employment opportunities including apprenticeships. The Council would seek to promote the opportunities available.
13. The significant milestones that had been achieved since the previous Cabinet decision and the progress which had been made including the successful HIF grant and the completion of Meridian Water Station.

**Alternative Options Considered:** NOTED, the detailed alternative options considered as set out in section 4 of the report including: do not do the deal with GTP; reduce the amount of affordable housing, or affordable rented accommodation provided; and, do not transfer responsibility for remediation and PRS/IP Main relocation to GTP.

**DECISION:** The Cabinet agreed to

1. Authorise the deal with Galliford Try Partnerships (GTP) as set out in the report subject to the completion of external Red Book Valuations, undertaken by the two appointed Registered Valuers at LSH and BNP Paribas, confirming the status of the disposal in relation to s.123 of the Local Government Act 1972 “best consideration” and “market value” and approved by the Cabinet Member for Finance and Procurement.
2. Authorise the expenditure of £200,000 towards community benefits as detailed in the report.
3. Delegate agreement of the remediation costs, the remediation warranty and the costs for GTP to manage the relocation of the PRS to the Director of Meridian Water.
4. Delegate agreement of the final drafting of the Design Charter to the Director of Meridian Water.
5. Delegate agreement of the cost of completing the non-residential units to the Council’s “shell and core plus” specification to the Director of Meridian Water.
6. Delegate authority to the Executive Director – Place in consultation with the Executive Director – Resources and the Director of Law and Governance to agree the terms of the Development Agreement and ancillary documents with GTP after receipt of a procurement risk report from Trowers and Hamlin which the Director of Law and Governance was satisfied presents an acceptable procurement risk to the Council.
7. Delegate authority to Legal Services on behalf of the Director of Law and Governance to enter into the Development Agreement and any ancillary documents.
8. Authorise the addition of £1.1m expenditure added to the Medium Term Financial Plan, to service the outstanding debt attached to Meridian One.

**Reason:** The original offer from GTP had been secured in a competitive environment during a robust procurement exercise and had been substantially higher than any other bidder. It was unlikely that such a good deal could be secured again due to a softening of the market and a general reduction in confidence amongst developers. The changes in the deal since the original offer had been at the request of the Council and, whilst the land value had

reduced, were otherwise materially to its benefit in terms of decreased risk and increased affordable rented housing.

**(Key decision – reference number 4864)**

**12**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**13**

**MINUTES**

**AGREED**, that the minutes of a meeting of the Cabinet held on 11 September 2019 be confirmed and signed by the Chair as a correct record.

**14**

**DATE OF NEXT MEETING**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 13 November 2019 at 7.15pm.

**15**

**EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the items of business listed on part two of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**16**

**THE FUTURE DELIVERY OF CLEANING SERVICES - COUNCIL CORPORATE BUILDINGS**

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director – Place (No.101).

NOTED

1. That Report No.100 also referred as detailed in Minute No.7 above.
2. The detail relating to the alternative options that had been considered as set out in section 4 of the report. The cost comparisons and financial implications were also noted.



3. The potential impact regarding the rationalisation of Council properties as detailed in the report.

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

**DECISION:** As detailed in Report No.100, Minute No.7 above refers.

**Reason:** As detailed in Report No.100, Minute No.7 above refers.  
**(Key decision – reference number 4942)**

17

### **APPROPRIATION AND DEVELOPMENT OF BURY STREET WEST FORMER DEPOT SITE N9 9LA**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.111).

NOTED

1. That Report No.110 also referred as detailed in Minute No.8 above.
2. The financial implications of the land appropriation in relation to the General Fund and Housing Revenue Account; and, the development costs as set out in section 6 of the report. The level of GLA grant funding was also noted as outlined in the report.
3. The proposed Heads of Terms for land appropriation as set out in the appendix to the report.

**Alternative Options Considered:** As detailed in Report No.110, Minute No.8 above referred.

**DECISION:** The Cabinet agreed the recommendations of the report as set out in Report No.110, Minute No.8 above referred.

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

**(Key decision – reference number 4971)**

18

### **MERIDIAN WATER PHASE 2 BUSINESS CASE**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.103).

NOTED

1. That Report No.102 also referred as detailed in Minute No.9 above.

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2. The detailed financial implications for each of the options considered as set out in the report and the reasons for pursuing options 1 and 3.
3. The proposed actions of third-party landowners within Meridian Water as set out in section 3.1 of the report.
4. The significant and detailed collaborative work which had been carried out in assessing and evaluating the options to date as reflected in the detail presented within the report and appendix.
5. This represented a significant and innovative step for the Council and it was important to explore and evaluate further the preferred options 1 and 3 as outlined in the report.

**Alternative Options Considered:** As per the options appraisal set out in Report No.102, Minute No.9 above refers.

**DECISION:** As detailed in Report No.102, Minute No.9 above refers.

**Reason:** NOTED the reasons for the recommendations as detailed in section 4 of Report No.102 (Minute No.9 above refers) and, section 7 of this report.  
**(Key decision – reference number 4953)**

## 19

### **MERIDIAN WATER FINANCIAL MODEL AND 10 YEAR BUDGET**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.105).

#### NOTED

1. That Report No.104 also referred as detailed in Minute No.10 above.
2. That the financial model was an active tool to be used throughout the course of the 25-35 year Meridian Water programme to inform decision-making, as set out in detail in the report.
3. The financial impact on the provision of an increased number of affordable housing units at an early stage; and, the positive impact of securing Government funding through the Housing Infrastructure Fund (HIF) Grant.
4. That Phase 1 of the development and the meanwhile uses had not been dependent on the award of the HIF grant.
5. The assumptions made regarding the cost of borrowing as set out in the report and explained to Members.

**Alternative Options Considered:** As detailed in Report No.104, Minute No.10 above refers.

**DECISION:** The Cabinet agreed to note the work that had been undertaken on the Financial Model baseline set out in the report, and the key assumptions and outputs that were included in the Financial Model baseline and authorised the baseline Financial Model to be used as the basis of decision making for Meridian Water.

**Reason:** As detailed in Report No.104, Minute No.10 above refers, and in section 5 of this report.

**(Key decision – reference number 4469)**

**20**

**MERIDIAN WATER - MERIDIAN ONE DEVELOPMENT PROCUREMENT**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.113).

NOTED

1. That Report No.112 also referred as detailed in Minute No.11 above.
2. The detailed and comprehensive financial implications of the proposals as set out in the report.

**Alternative Options Considered:** As detailed in Report No.112, Minute No.11 above referred.

**DECISION:** As detailed in Report No.112, Minute No.11 above referred.

**Reason:** As detailed in Report No.112, Minute No.11 above referred.

**(Key decision – reference number 4864)**