

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 22 JANUARY 2020**

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), Gina Needs (Cabinet Member for Social Housing), George Sawwa 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)

ABSENT Guney Dogan (Cabinet Member for Environment and Sustainability) and Mary Maguire (Cabinet Member for Finance and Procurement),

OFFICERS: Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), 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), Jayne Middleton-Albooye (Head of Legal Services), Joanne Drew (Director of Housing and Regeneration), Sue McDaid (Head of Regulatory Services), Tinu Olowe (Director of Human Resources and Organisational Development), Harriet Potemkin (Strategy, Partnerships, Engagement & Consultation), Richard Sorenson (Project Manager, Housing Operations), Andrew Golder (Press and New Media Manager), Tina Fasi (Private Sector Housing Licensing and Enforcement Officer) and Balbinder Kaur-Geddes (Legal Services) Jacqui Hurst (Secretary)

Also Attending: Press representative, Consultant representatives (for item 5 below), 4 members of the public (for item 10 below)

**1
APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mary Maguire (Cabinet Member for Finance and Procurement) and Guney Dogan (Cabinet Member for Environment and Sustainability).

An apology for lateness was received from Councillor Nneka Keazor (Cabinet Member for Community Safety and Cohesion).

2

DECLARATIONS OF INTEREST

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

3

DEPUTATIONS

There were no deputations to this Cabinet meeting.

4

ADOPTION OF EDMONTON LEESIDE AREA ACTION PLAN

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.164) recommending the Edmonton Leaside Area Action Plan for adoption.

NOTED

1. The background to the development of the Edmonton Leaside Area Action Plan as detailed in the report.
2. That the Edmonton Leaside Area Action Plan (ELAAP) would form part of Enfield's Local Plan and would specifically deliver the spatial vision and land use strategy for the first phases of the Council's flagship regeneration area of Meridian Water, as set out in the report.
3. The Plan would also encourage other private stakeholders within Meridian Water to join the Council's vision and aspirations with for example, the provision of affordable housing; public spaces; low carbon heat network; and, high quality design standards. The Plan covered a period of 12 years. The Council's borough-wide approach to the use of strategic industrial land was also highlighted.
4. A detailed discussion took place on the development of the ELAAP; the processes which had been followed and the desired outcomes, as set out in the report and appendices. Members noted the issues which had been raised by the Inspector and how the points raised had been addressed.
5. The Council's target for the delivery of 5,000 new homes over the next 12 years. Members noted that the development of Meridian Water was over a 25-year period. The proposals for meanwhile uses for the land were also noted.

6. Members questioned how the Plan would address the issue of climate change. It was noted that the Plan contained specific policies with regard to connecting to the Council's low carbon heat network; which would help to address the issue of climate change in the Borough.

Alternative Options Considered: None considered as having an adopted and comprehensive planning framework for the area provided a basis for setting the area specific planning policies by which decisions on development would be guided. This was essential to support the Council's regeneration programme, particularly in light of on-going as well as future investment opportunities.

DECISION: The Cabinet agreed to

1. Note receipt of the Planning Inspector's final report (set out in Annex 1 of the report) that concluded the Edmonton Leaside Area Action Plan was "sound" and legally compliant subject to the Main Modifications being incorporated into the final plan.
2. Recommend to Council formal adoption of the Edmonton Leaside Area Action Plan (Annex 2 to the report) to form part of Enfield's Local Plan.

Reason: NOTED, the reasons for the recommendations as set out in section 4.1 of the report.

(Key decision – reference number 4982)

5

PROPOSAL TO IMPLEMENT A BOROUGH-WIDE ADDITIONAL LICENSING SCHEME AND A SELECTIVE LICENSING SCHEME IN 14 WARDS

Councillor George Sawa (Cabinet Member for Licensing and Regulatory Services) introduced the report of the Executive Director – Place (No.165) proposing the implementation of a borough-wide additional licensing scheme in all wards and a selective licensing scheme in 14 wards.

NOTED

1. The detailed proposals set out within the report and the reasons for the recommendations. Members acknowledged the thorough and detailed work that had been undertaken over a significant period of time by Council officers with relevant consultants, to reach this stage and expressed their thanks and appreciation to them.
2. The schemes would benefit all residents in the Borough and result in improvements in the standard of housing in the private rented sector, as set out in the report. The proposed licensing fees compared favourably to other London Boroughs, as detailed in the report.

3. The importance of good quality housing in tackling deprivation and inequality and promoting good health and education was highlighted.
4. The schemes would not be profit making but are intended to improve the quality of accommodation for people living in this sector. It was anticipated that up to 71 officers would be employed to implement the schemes which will include responding to issues of concern, undertake inspections and enforcement.
5. Following the Cabinet Member's introduction above, Mr Doug Wilkinson (Director of Environment and Operational Services) outlined in detail the proposed schemes and highlighted issues for Members' consideration as set out below:

“The Report for the introduction of Selective and Additional Licensing Schemes in the Private Rented Sector to Cabinet 22 January 2020

by Doug Wilkinson – Director of Environment and Operational Services

Members are aware that we have been working on this for over a year along with Cadence and MetaStreet, who are experts in this industry. We have been gathering evidence, modelling and consulting - with a number of presentations given to members over that time.

This cabinet paper brings all of that work together and sets out our proposals seeking approval to introduce two licensing schemes covering about 30,000 private rented properties they are:

- **A borough wide additional HMO licensing scheme**
These are smaller HMOs occupied by 3 or 4 persons forming more than one household and sharing kitchens/bathrooms (**Additional Licences**) – across all 21 wards of the borough, and
- **A Selective licensing scheme for 14 wards,**
These are properties occupied by single family households (**Selective Licences**) - eg one person, a couple or family, this will apply to 14 wards in the east and south of the Borough, namely: Bowes, Edmonton Green, Enfield Highway, Enfield Lock, Haselbury, Jubilee, Lower Edmonton, Palmers Green, Ponders End, Southbury, Southgate Green, Turkey Street, Upper Edmonton and Chase.

This is with the purpose of undertaking inspections and enforcement to address the large-scale issues to

- Improve housing conditions
- Improve standards of property management
- Act on factors to reduce deprivation (eg overcrowding, poor energy efficiency), and
- Reduce anti-social behaviour

The evidence:

The cabinet report and appendices provide the review undertaken of the Borough's private rented sector and details the robust and compelling evidence to show why we need to take this action to improve these conditions in the private rented sector.

In order to approve the designations of the area for the Additional HMO Licensing scheme, Cabinet needs to be satisfied that the evidence shows that:

1. There are a significant proportion of HMOs that:
 - are not being managed effectively, and
 - give rise to problems of poor housing and ASB for the tenants and the public

The evidence for this is set out in the Cabinet report in paragraphs 5.40- 5.46 and also in the evidence report at section 14 of Appendix 3.

For additional licensing, the evidence is that:

- There are around 8,746 HMOs that would be subject to additional HMO licensing and they are located across all wards in the borough (*this evidence is shown in paragraph 14.3 of Appendix 3 – at page 446 of the cabinet papers*), and
- Between 29% and 59% of HMOs are estimated to have category 1 hazards that need addressing, (*this evidence is shown in paragraph 14.6 of Appendix 3 – at page 447 of the cabinet papers*)
- On average 23% of HMOs have been associated with ASB in the last 3 years, (*this evidence is shown in paragraph 14.3 of Appendix 3 – at page 446 of the cabinet papers*)
- These factors mean that the Council have increasingly had to intervene to address issues in HMOs to tenants and the public.

In order to approve the designations of the area for the Selective Licensing scheme, Cabinet needs to be satisfied that the evidence shows that:

2. The 14 wards proposed have at least 19% of properties in the private rented sector in relation to the total number of properties in the area and that such properties are occupied either under assured shorthold tenancies or licences to occupy, and that there are:
 - Significant numbers of private rented properties that have poor housing conditions and need inspection,
 - The area is suffering high levels of deprivation and affect a significant number of private rented properties, and
 - The area is experiencing significant and persistent anti-social behaviour and appropriate action is not being taken by private sector landlords.

The evidence for this is set out in the Cabinet report in paragraphs 5.10- 5.39 and also in the evidence report at sections 9-13 of Appendix 3.

The evidence is that:

- All 14 wards have between 25% and 44% of private rented properties (which exceeds the threshold of 19% nationally), *(this evidence is shown in paragraph 10.1 of Appendix 3 – at page 431 of the cabinet papers)*, and
- All 14 wards have between 24% and 40% category 1 hazards (poor housing conditions) which exceeds the threshold of 15% nationally *(this evidence is shown in paragraph 11.4 of Appendix 3 – at page 432 of the cabinet papers)*, and
- All 14 wards contain the highest levels of private rented properties and are within the top 50% of the most deprived wards in England, in fact 10 of the 14 wards are actually in the 10-20% most deprived wards in England *(this evidence is shown in paragraph 12.1 of Appendix 3 – at page 435 of the cabinet papers)*, and
- 13 of the 14 wards have the highest levels of ASB in the borough and is not being effectively combated by landlords. The incidence of ASB is 10 times more likely in the private rented sector than in the owner-occupied sector, and almost 3 times more prevalent in the private rented sector than in social housing (council housing and housing association properties). *(this evidence is shown in paragraphs 13.2 and 13.3 of Appendix 3 – at page 442 of the cabinet papers)*.

The Public Consultation:

For both the proposed Additional and Selective licensing schemes, Cabinet must be satisfied that:

- The Council has taken reasonable steps to consult persons who are likely to be affected by the designation (for at least 10 weeks), and have
- Considered any representations made in accordance with the consultation.

On the first point, we undertook an extensive public consultation on the licensing schemes proposed for a 13-week period both inside and outside of the borough, using various media to promote the consultation locally, regionally and nationally. As a result, there was a high level of engagement with almost 1,900 persons responding to the questionnaire. Feedback was recorded at four public meetings attended by 241 persons, and 35 written responses were submitted by interested parties and via 10 stakeholder interviews.

There were high levels of support – 70% - for the proposed licensing schemes and licence conditions (about 70% of respondents), and over half of the respondents felt that the licence fees were reasonable.

The details of the consultation can be found at Appendix 1 and 1A of the cabinet papers – pages 255- 366.

In general, by group responding to the consultation:

- Residents were strongly supportive of the proposals (86% for selective licensing and 87% for additional HMO licensing), followed by
- Private renting tenants who were also strongly supportive (81% for both selective licensing and additional HMO licensing)
- However, landlords were generally opposed to the proposed selective licensing scheme; only 18% agreed (and 73% disagreed) with selective licensing and 30% agreed (with 56% disagreeing) with additional HMO licensing.

On the second point about consultation, the Council's careful consideration of the consultation responses, and changes made as a result, are detailed in Appendix 2.

A couple of examples of suggestions received and subsequent changes made are:

- Propose to set up a stakeholder group involving landlords and letting agents operating in the borough to work with us on setting the guidance and information we provide to landlords
- Removal of draft condition 3.5 from the additional and selective licence conditions (external property decorative order)
- Removal of draft conditions 8.1, 8.2 and 8.3 from the additional licence conditions (responsibilities for Council Tax and payment)

Finally, the Cabinet must be satisfied that:

1. Firstly, that the proposed licensing schemes are consistent with the Council's Housing Strategy, and a co-ordinated approach with the Council's Homelessness, Empty Properties and ASB strategies.

This is demonstrated in the cabinet report and Appendix 3 section 16 at pages 451-453 of the cabinet papers.

2. Secondly, cabinet must be satisfied that other courses of action were considered but will not alone address the issues or achieve the objectives that licensing seeks to achieve, and that the proposed licensing schemes will significantly assist the Council achieve the objectives alongside other course of action such as the continued use of existing powers. These are detailed in Appendix 3 section 17 at pages 453 - 455 of the cabinet papers for alternative courses of action, and also at Appendix 6 at pages 479-480 of the cabinet papers for the scheme objectives.

In working with our legal colleagues and Counsel throughout this process, Officers and Counsel are satisfied that the legal requirements have been met to recommend to Cabinet that they are able to approve the designations for Selective Licensing (Appendix 4) and Additional HMO Licensing (Appendix 5), licence conditions (Appendix 8 & 9) , scheme objectives (Appendix 6) and licence fees (Appendix 7).

If approved, these licensing schemes will run for 5 years and will be self-funded by income from the licence fees paid. The proposed fee for selective

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licences is £600 per property for up to 5 years, and the proposed fee for additional HMO licences is £900 per property for up to 5 years.

If approved, Conditions will be attached to licences to require licence holders to ensure that properties are properly managed. These conditions include matters such as:

- Proper management of tenancies
- Proper facilities for the storage and removal of waste, including arrangements for rubbish/contents disposal at the end of tenancies
- Safety of gas appliances and electrics, and provision of smoke alarms
- Management of concerns and complaints about disrepair or conditions
- Regular inspection of the properties by the licence holder or manager
- Minimum room sizes and Maximum occupancy levels for HMOs

If Cabinet approves the licensing schemes, the next steps will be to apply to the Secretary of State for the Ministry of Housing, Communities and Local Government to confirm the selective licensing scheme (as it covers more than 20% of the private rented sector properties). This decision can take up to 3 months. If confirmed by the Secretary of State, the notice of designation of the scheme has to be published during a 3-month period before the schemes can go live.

Confirmation by the Secretary of State is not required for Additional HMO licensing schemes so the designation notice to that scheme can be published if approved by Cabinet.

With these timescales in mind, and if all approvals are given, we plan to introduce both the additional and selective licensing schemes on 1 September 2020.

Thank you

The team and I are happy to answer any questions members may have.”

6. Following the comprehensive presentation above, Members noted the significant work in compiling the necessary evidence provided within the report and its appendices. This represented a comprehensive proposal for Members’ approval. Questions were invited from Cabinet Members and a detailed discussion followed on a range of issues including those set out below.
7. Members requested a detailed explanation of the selective licencing scheme in 14 wards and how this would work in practice. Officers outlined in detail the criteria that had been met in the wards affected and how this would be applied. There would be widespread publicity using a variety of methods plus individual visits to properties as required to ensure that properties are licensed by landlords.

8. In response to a question raised with regard to tackling rogue landlords only, it was explained that a significant amount of enforcement work had been carried out over the last 3 years but that a licensing scheme was required to supplement current enforcement powers in order to have a significant improvement realised on the scale required in the borough.
9. When asked about the experiences of other Councils that had implemented these schemes, Officers outlined to Members examples of other local authorities who were implementing or had already implemented such licensing schemes including Newham and Waltham Forest and had successfully improved housing conditions which had been supported by data and feedback from tenants.
10. Members acknowledged the significant amount of work and welcomed the proposals which would help to address many areas of concern on the negative impact of poor quality housing. The number of staff required to enforce the schemes was clarified in response to Members' questions. At present there were 6 to 8 officers, it was anticipated that 60 – 65 new jobs would be created. It was likely that approximately 71 officers would be required at the start of the schemes but that this would average out to 30-40 officers over the 5 year life of the scheme to deal with the peaks and troughs in demand.
11. Members questioned Officers' confidence in the proposals and evidence provided. In response Officers explained that the Council had sought extensive Counsel advice and had worked closely with the Council's legal officers. They were confident in the robust advice received. Jeremy Chambers, Director of Law and Governance, reiterated his confidence. It was noted that whilst you could not eliminate the possibility of legal challenge, the Council was as prepared as possible and would defend any challenge that came forward. The proposals had been endorsed by the Council's Executive Management Team.
12. The importance of providing decent standards of accommodation was reiterated and clarification sought as to whether these schemes would apply to Council housing and temporary accommodation. Members highlighted the significant investment that was already being done to improve standards of existing Council housing stock and in the estate renewal proposals. It was noted that temporary accommodation was exempt in accordance with national legislation. Officers explained the Pan London agreement ('Setting the Standard') that existed and the practice of inspecting temporary accommodation prior to tenants being placed.

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13. Members' sought reassurances on the robustness of the consultation which had been undertaken and the level of responses received. In response, Officers highlighted the extensive and far reaching consultation that had been carried out locally, regionally and nationally as set out in the report. The Council had worked with expert consultants who had experience of working with other local authorities on similar schemes. Enfield had gone above and beyond the requirements with a comprehensive 13-week consultation period. The range of methods used and the responses received were explained in detail.
14. Members asked how we would work with responsible landlords. Officers explained that the scheme would provide support for landlords through the development of a website with clear information and guidance with dedicated points of contact. The Council would be working with a group of landlords to develop and work through the guidance and support to be provided/made available.
15. Members praised the proposals and highlighted the benefit that would be felt within the most deprived wards in the Borough. The raising of housing standards would support improved public health and reduce inequality.
16. In response to a question raised, it was noted that there was no evidence (as referenced, a Government report on the effectiveness of selective licensing schemes) that landlords would pass on the cost of the licence fees to tenants through increased rents as it was found that market forces determined the level of rents.
17. Officers, in response to the potential impact on evictions and homelessness, explained that the schemes should assist in reducing these by tackling the root causes including anti-social behaviour. The schemes would be implemented alongside the range of housing initiatives being implemented by the Council.
18. In summary, thanks were expressed to all involved in this significant piece of work which had been developed in response to poor quality housing; and, represented a direct intervention into the private housing sector. The Council's commitment to the provision of high-quality affordable housing was reiterated.

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

- The Council could decide to do nothing.
- The Council could rely on voluntary accreditation schemes or landlord membership organisations.
- The Council could decide to only designate an additional licensing scheme and not a selective licensing scheme.

- The Council could decide to only put forward the 14-ward selective licensing scheme and not pursue the borough wide additional licensing scheme.

DECISION: The Cabinet agreed to

1. Note that the evidence in *Appendix 3* of the report supports the designations for two selective licensing schemes of 14 wards, and be satisfied that the designated areas have higher than the national average (19%) of private rented sector and exceeds the minimum criteria of 1 (of 6) and actually meets 3 of the legislative criteria (2 of the criteria for Chase ward*), namely:
 - significant numbers of private rented properties that have poor housing conditions (more than the national average of 15% category 1 hazards) and need inspection,*
 - the areas are suffering high levels of deprivation (between 10-50% of the most deprived wards in the country) and affect a significant number of private rented properties,* and
 - the areas are experiencing significant and persistent anti-social behaviour (ASB)(higher than other wards in the borough) and appropriate action is not being taken by private sector landlords to combat ASB.
2. Note that the evidence in *Appendix 3* of the report supports the designation for an additional licensing scheme for all 21 wards and be satisfied that a significant proportion of the HMOs in the area are being managed sufficiently ineffectively, so as to give rise to one or more problems either for those occupying the HMOs or for the public, namely:
 - significant numbers of HMOs have poor housing conditions (more than the national average of 15% category 1 hazards), and
 - the area is experiencing significant and persistent anti-social behaviour (across all wards in the borough) and appropriate action is not being taken by private sector landlords to combat ASB.
3. Consider the outcome of the public consultation in *Appendix 1 and 1A* of the report, in particular the representations received and the Council's consideration of, and response to, these representations in *Appendix 2* of the report.
4. Consider and agree that the objectives of the selective and additional licensing schemes are consistent with the Council's strategies and policies (*Appendix 3 section 16*) namely the Corporate Plan, the Housing Strategy, and will seek to adopt a co-ordinated approach in connection with dealing with homelessness, empty properties, anti-social behaviour and poverty affecting the private rented sector.
5. Agree that other courses of action considered will not alone provide an effective method of achieving the objectives that the additional and selective licensing schemes seek to achieve (*Appendix 3 section 17*

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and Appendix 6), and agree that the licensing schemes will significantly assist the Council achieve the objectives (as well as other course of action such as continued use of existing powers).

6. Agree that reasonable steps were taken to consult persons, for more than the required 10 weeks, who were likely to be affected by the designations (*Appendix 1*), and that the representations made in accordance with the consultation have been considered and changes made where appropriate (*Appendix 2*).
7. If Cabinet is satisfied upon consideration of the above matters and in exercise of its powers under section 80 of the Housing Act 2004, approve the designation of 13 wards (Bowes, Edmonton Green, Enfield Highway, Enfield Lock, Haselbury, Jubilee, Lower Edmonton, Palmers Green, Ponders End, Southbury, Southgate Green, Turkey Street and Upper Edmonton) 'Designation One' as a selective licensing area as delineated and edged red on the map at *Appendix 4*. This will come into being at the earliest opportunity following the statutory process and not before 3 months after the requisite confirmation from the Secretary of State for MHCLG – estimated 1 September 2020.
8. If Cabinet is satisfied upon consideration of the above matters and in exercise of its powers under section 80 of the Housing Act 2004, to approve the designation of Chase ward 'Designation Two' as a selective licensing area as delineated and edged blue on the map at *Appendix 4*. This will come into being at the earliest opportunity following the statutory process and not before 3 months after the requisite confirmation from the Secretary of State for MHCLG – estimated 1 September 2020.
9. If Cabinet is satisfied upon consideration of the above matters and in exercise of its powers under section 56 of the Housing Act 2004, to approve the borough wide designation as an additional HMO licensing area as delineated and edged red on the map at *Appendix 5*. For administrative practicality, this designation will come into being at the same time as selective licensing, estimated to be 1 September 2020.
10. Agree the proposed scheme objectives as detailed in *Appendix 6*.
11. Agree to the proposed fee structure for licence applications made under the selective and additional licensing schemes at *Appendix 7*.
12. Agree the proposed licence conditions that would accompany any granted additional HMO licence at *Appendix 8*.
13. Agree the proposed licence conditions that would accompany any granted selective licence at *Appendix 9*.
14. Note the Equalities Impact Assessment in *Appendix 10*.

15. Subject to Cabinet agreeing 7- 9 above, that Cabinet delegate to the Cabinet Member for Licensing & Regulatory Services in consultation with the Director of Environment & Operational Services responsibility for agreeing the final document requesting confirmation of the selective licensing designation from the Ministry of Housing, Communities and Local Government (MHCLG) in consultation with the Director of Governance and Law.
16. Delegate to the Cabinet Member for Licensing & Regulatory Services in consultation with the Director of Environment & Operational Services authority to ensure compliance in all respects with all relevant procedures and formalities applicable to authorisation schemes.
17. Delegate to the Cabinet Member for Licensing & Regulatory Services in consultation with the Director of Environment & Operational Services authority to keep each scheme under review for the duration thereof and to agree changes to the proposed implementation of the schemes where necessary, including authority to keep the licence fees and licence conditions under review and to amend if necessary (either in an individual case or generally), and to ensure that all statutory notifications are carried out in the prescribed manner for the designations and to take all necessary steps to provide for the operational delivery of any licensing schemes agreed by Cabinet including but not limited to the procurement of services subject to the Council's Contract Procedure Rules.

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

The introduction of Additional and Selective Licensing would:

- Improve housing conditions.
- Seek to reduce deprivation and inequalities, in conjunction with other key council strategies (for example, homelessness prevention, housing strategy, corporate plan, poverty commission actions)
- Help to tackle anti-social behaviour linked with the private rented sector as part of a broader tool kit
- Contribute to an improvement in the health outcomes of residents in the most deprived areas by improving property conditions.

(Key decision – reference number 4999)

6

HOUSING AND GROWTH STRATEGY

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.166) presenting the Housing and Growth Strategy.

NOTED

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1. That the Housing and Growth Strategy set out the overarching vision and direction of the Council in relation to delivering housing growth and balanced housing markets in Enfield for the benefit of all residents.
2. The key aims of the Strategy as set out in the report which sought to address the housing crisis within the Borough. The last Strategy had been produced in 2012.
3. Members discussed the current housing situation and highlighted the rise in private sector rents in proportion to the average salary and the significant rise in homelessness.
4. That this Strategy was ambitious and sought to increase more and better housing provision in the Borough; to address current inequalities; provide a more balanced housing market; and enable local people to access good quality housing.
5. The five bold ambitions of the Strategy as set out in section 4 of the report and summarised below:
 - More affordable homes for local people
 - Invest in and be proud of our council homes
 - Quality and variety in private housing
 - Inclusive placemaking
 - Accessible housing pathways and homes for everyone
6. The principles of the Strategy as set out in section 4 of the report. The Strategy set out a new ambitious and radical approach with significant targets to increase the supply of new homes in the Borough. This represented a part of the overall work being introduced by the Council in addressing housing needs including; homelessness services; private sector licensing; housing repairs service; estate regeneration; and partnership working.
7. The Council's priority regarding the importance of housing provision in the Borough was discussed and highlighted.
8. Members expressed their support for the Strategy and were proud of the progress being made in the provision of safe, secure and affordable homes. The Council had also committed to improving its existing housing and sought to continue to raise standards in housing provision.
9. Questions were invited and a detailed discussion took place. Issues raised included the provision of specialist housing to meet the needs of residents with additional needs to allow them to live independently in their own homes. The measures being taken to improve affordability of housing and how this would help to shape the local housing market. The work being done by the Council to reduce and prevent homelessness. The provision of accessible housing for families and young people with long-term physical needs and the work currently

being undertaken in reviewing the Council's housing allocations priorities. Members were advised of the variety of measures in place and planned.

10. In addition, Members were advised the appropriate housing support services would be based within the community to support residents and respond to areas where high levels of risk were identified. The current issues including a population growth in the Borough; and an increase in the cost of rents and residential housing; and, an increase in homelessness. The requirements of the new London Plan were outlined. The Council would continue to work with its partners and the private sector to seek to increase the supply of affordable housing within the Borough.
11. That the Council would be proactive in seeking to achieve the aims set out in the Strategy.

Alternative Options Considered: NOTED, that as the Housing and Growth Strategy was not a statutory document, an option considered was to not replace the Council's existing strategy. However, in the context of the national housing crisis, rising homelessness in Enfield and significantly increased housing targets, it was unlikely that the Council would be able to address the scale of this challenge without a renewed strategy setting out a clear approach to address new challenges and new ambitions.

DECISION: The Cabinet agreed to

1. Recommend the approval of the Housing and Growth Strategy to full Council.
2. Delegate authority to the Leader of the Council, as the portfolio holder for new housing supply and regeneration, to approve measurable targets to deliver the strategy.
3. Note that key metrics would also be monitored in the 2020 Corporate Performance report submitted quarterly to Cabinet.
4. Note that the targets would be published as an appendix to the strategy once these had been finalised, with a planned date for publication being April 2020.

Reason: NOTED, the following reasons for the above recommendations:

- Increasing homelessness; a growing private rented sector which in many cases was offering sub-standard accommodation; a growing population and ambitious new housing targets mean that we require a bold new approach to deliver more and better homes in Enfield.
- This new strategy set out the Council's approach for guiding future housing decisions, giving an overarching vision and guiding principles that would channel efforts across relevant council departments and set

out how the Council would work in partnership to achieve the Council's vision. The strategy provided the opportunity for new ways of working and increased partnership across the Council, with stakeholders and with local people in our communities.

(Key decision – reference number 4841)

7

HOMELESSNESS IN ENFIELD

Councillor Gina Needs (Cabinet Member for Social Housing) introduced the report of the Executive Director – Place (No.167) providing an update and setting out further proposals to address the issue of homelessness in Enfield.

NOTED

1. That the report set out progress to date since September 2019 and sought approval to progress to the next stage.
2. The problems being faced in Enfield and the progress being made through the prevention and support measures detailed in the report. The Council would continue to work with residents to intervene at an early stage in order to prevent homelessness and improve the housing situation within the Borough.
3. The specific recommendations set out in the report and reflected in the decisions below regarding joining Capital Letters as an “A” Member; the introduction of Enfield Lets; and, the joining the Single Homelessness Prevention Service. The implications of these proposals were explained in full to Members, as detailed in the report.
4. that a new housing allocations scheme was currently being developed and would be presented to a future Cabinet meeting for approval.
5. An overview of the proposed Housing Advisory Service was set out in Appendix A to the report. The service would be geographically dispersed, with staff being located in those wards with the highest level of need, as set out in section 3 of the report.
6. Members noted the financial implications of the proposals as detailed in section 12 of the report.
7. Questions were invited from the Cabinet Members and a detailed discussion took place on the proposals and their implications. Issues raised included the measures being undertaken to support single people through the Single Homelessness Prevention Service (section 10 of the report referred); the role and impact of both Capital Letters and Enfield Let which were explained in detail to Members. The role of Housing Gateway Ltd. with regard to Enfield Lets was described in detail, as set out in the report, which would in effect be an ethical

lettings agency acting on behalf of the Council through Housing Gateway Ltd.

Alternative Options Considered: NOTED, the alternative options which had been considered as set out in detail in section 11 of the report in relation to Capital Letters and Enfield Let; and, Single Homelessness Prevention Service.

DECISION: The Cabinet agreed to

1. Join Capital Letters as an “A” member in Phase 2 (April 2020) subject to agreement of the terms of joining Capital Letters (the Members Agreement). This to be authorised by the Director of Law and Governance.
2. Nominate the Director of Housing and Regeneration to the Board of Capital Letters.
3. Nominate the Leader Member for Social Housing to the Borough Representative Body of Capital Letters.
4. Approve the phased mobilisation of Enfield Let commencing April 2020 as a trading division of Housing Gateway Ltd., subject to the approval of the Board of Housing Gateway to the viability of the Business Plan with authority delegated to the Leader of the Council in consultation with the Cabinet Member for Finance and Procurement to agree the revised Housing Gateway Business Plan arising.
5. Delegate authority to the Executive Director – Place to join the Single Homelessness Prevention Service, subject to affordability within the agreed 2020/21 budget.
6. Note progress on the implementation of the Homelessness Prevention Strategy including the launch of the Homelessness Prevention Board.

Reasons: The human cost of homelessness and households spending years in temporary accommodation was enormous. At the same time the financial cost to the Council of an ever-increasing number of households in temporary accommodation was growing. The proposals outlined in the report were part of the Council’s wider homelessness prevention strategy and aimed to reduce the number of people becoming homeless and provide solutions for those who did lose their home. The Council was set to benefit from joining Capital Letters using MHCLG funding and this should assist the Council in reducing the temporary accommodation budget pressure. By working with other boroughs, the council would minimise competition for properties and improve the opportunity to house residents closer to the borough.

(Key decision – reference number 5049)

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.168) seeking approval to acquire the current Pressure Reduction Station (PRS) on the terms set out in the report.

NOTED

1. That the report was seeking authority to acquire the current pressure reduction station (PRS) from Cadent; to transfer to Cadent a small parcel of existing Council land on which Cadent would construct a new PRS; and, then grant by the Council to Cadent of ancillary rights in relation to the transferred land as detailed in the report.
2. That the financial information was contained within the part two report, Report No.180, Minute No.16 below referred.
3. The report set out why it was recommended that the Council undertake this land swap and acquire the former PRS site at this time.
4. The acquisition was included within the overall budget for Meridian Water. The approval of the land acquisition required a decision by Cabinet.
5. In response to questions raised, it was noted that there was no specific planning in place for this piece of land at present, but it would have the capacity for approximately 140 homes in the future. This area was outside of the phase one Meridian Water development.

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

DECISION: The Cabinet agreed to approve

1. The acquisition by the Council of the 0.88 acre plot of land which currently housed the Pressure Reduction Station site for the figures set out in the confidential schedule in the part two report (Report No.180, Minute No.16 below referred).
2. The disposal by the Council of the 0.07 acre plot of land to the north of Willoughby Land for the construction and maintenance of a new Pressure Reduction Station facility for the figures set out in the confidential schedule.
3. The granting of a 3-metre exclusion zone surrounding the boundary of the land to be transferred together with suitable access rights over land to Albany Road.
4. The granting of a building licence to Cadent required for the construction of the new Pressure Reduction Station.

5. Delegation to the Director of Meridian Water in consultation with the Acting Executive Director of Resources to approve entering into the land swap agreement subject to a review of the overall financial position of the deal following the receipt of the C4 estimate for the new Pressure Reduction Station.
6. Delegation to the Director of Law and Governance to complete all necessary documents to formalise the sale and purchase of land and the grant of a building licence on the basis of the Heads of Terms attached to the confidential schedule in the part two report (Report No.180, Minute No.16 below referred).
7. Delegation to the Director of Meridian Water to approve remediation and enabling works on the Pressure Reduction Site for the figures set out in the confidential schedule in the part two report (Report No.180, Minute No.16 below referred).
8. Note the intention to market the Pressure Reduction Site for a meanwhile use and enter into a lease subject to compliance with the Property Procedure Rules.

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

(Key decision – reference number 4945)

9

MERIDIAN WATER INFRASTRUCTURE COMPULSORY PURCHASE ORDER (CPO)

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.169) recommending that Cabinet resolve to make the London Borough of Enfield (Meridian Water Strategic Infrastructure Works) Compulsory Purchase Order (CPO) to assemble the necessary land to enable the delivery infrastructure for the Meridian Water regeneration programme.

NOTED

1. The detailed proposals set out within the report. The Council had a proven record of acquisition without the use of a CPO but it would be valuable in negotiations and would be applied if necessary.
2. The financial information was provided within a part two report, Report No.170, Minute No.17 below referred.
3. In response to questions raised by Members, the reasons for not being able to CPO all required interests at the same time was explained in detail. The financial constraints of the Council were noted. Meridian Water represented a development over a period of 25 years. The

Council also needed to balance its financial commitments with other estate developments outside of Meridian Water for the benefit of the Borough as a whole.

4. The Council would continue to work closely with the private sector and its partners in progressing the development.

Alternative Options Considered: NOTED, the detailed alternative options that had been considered as set out in full in section 4 of the report including: do not pursue a compulsory purchase order (CPO); wait until there is certainty over funding and planning before making the CPO; or, undertake a CPO for the whole area.

DECISION: The Cabinet agreed to

1. Authorise a Compulsory Purchase Order pursuant to sections 226(1)(a) and 226(3) of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 for the acquisition of land, interests and new rights within the area identified and shown edged red (the Order Land) in the Order map at Appendix 1 of the report (the Order Map) for the delivery of infrastructure at Meridian Water.
2. Authorise, in accordance with section 122 of the Local Government Act 1972 the appropriation of land owned by the Council within the Order Land, to planning purposes pursuant to section 203 of the Housing and Planning Act 2016, so development may proceed without obstruction in respect of any claimed third-party rights.
3. Note (i) funding is in place for the land assembly and CPO costs (see Section 6.1 of the report), and (ii) funding for the SIW is contingent on release of HIF funding as set out in the body of the report.
4. Delegate to the Programme Director of Meridian Water in consultation with the Acting Executive Director of Resources and Director of Law and Governance, the authority to make the CPO.
5. Delegate to the Executive Director – Place, in consultation with the Director of Law and Governance, the power to effect all subsequent steps for the CPO including: confirming and implementation of the Order and to take all necessary steps to give effect to the Order in respect of the land shown on the plan at Appendix 1 of the report including, but not limited to, the following procedural steps:
 - a. make any amendments and additions to the draft Statement of Reasons as deemed necessary to ensure that it is up to date prior to the making of the Order;
 - b. take all necessary steps to ensure the making, confirmation and implementation of the Order including the publication and service of

any press, site and individual notices and other correspondence for such making;

- c. make minor amendments to the Order Map, if required, to reduce the boundary of the Order area to align with works and land requirement and (once the boundary is finalised) update the Order Map to reflect on a plot by plot basis the extent of acquisition and rights required;
 - d. continue to negotiate with all landowners and occupiers within the Order boundary with the aim of acquiring interests by agreement, or relocation;
 - e. negotiate with any landowners or occupiers who object to the Order to secure terms for the withdrawal of objections;
 - f. seek confirmation of the Order by the Secretary of State (or, if permitted, by the Council pursuant to Section 14A of the Acquisition of Land Act 1981), including the preparation and presentation of the Council's case at any Public Local Inquiry as may be necessary including instruction of professionals to support the process;
 - g. publish and serve notices of confirmation of the Order and thereafter execute and serve any General Vesting Declarations and/or Notices to Treat and Notices of Entry, and any other notices or correspondence to acquire those interests within the Order Land and to obtain and issue a warrant in the event of possession being refused or hindered;
 - h. refer and conduct disputes relating to compulsory purchase compensation, to the Upper Tribunal (Lands Chamber) if necessary;
6. approve the acquisition of any interests in land within the Order Land by agreement in conjunction with the proposed compulsory purchase, including any statutory payments and disturbance compensation; and
 7. delegate authority to the Programme Director of Meridian Water in consultation with the Director of Finance to agree final terms and approve the acquisition of any interests within the Order Land and also to settle any rights needed to facilitate the delivery of the scheme (such as crane oversailing licences), with any legal documents to be approved by Legal Services on behalf of the Director of Law and Governance.

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

(Key decision – reference number 4832)

CABINET - 22.1.2020

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People (No.159) on the future operating model of Independence and Wellbeing Ltd. (IWE) from 2020/21.

NOTED

1. Members expressed thanks and appreciation to Officers for a clear and transparent report which clearly set out the proposed decision on the future of IWE Ltd. The Council's continued priority was to deliver high quality and sustainable services to its most vulnerable residents.
2. That the report recommended dissolving the Company and transferring the services back in-house to the Council. The reasons for this were explained in detail as set out in the report. This decision was being taken within a challenging financial environment and continued Government austerity measures which were impacting on the private and public sectors.
3. Members and Officers present praised the front-line staff that were providing these essential services and recognised their importance and dedication to the service users. The terms and conditions of staff would be maintained.
4. In response to questions raised, Members were advised of the benefits of insourcing the service and how the public and private sectors compared. The importance of continuing to provide good quality services was highlighted within a challenging and financially difficult environment. It was noted that insourcing services demonstrated better outcomes for residents. Outsourcing services did not generally result in financial savings.
5. Members were advised that approximately 300 staff members were involved. The staff were a valuable asset; they were on duty 365 days a year to look after the vulnerable service users and provide an essential service. The Unions had been involved in discussions and had been positive to the proposals. There would be ongoing engagement with the Unions.
6. That when IWE Ltd. had been established a review was proposed after a period of three years, this had now taken place with the resulting proposals as set out in the report.

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

DECISION: The Cabinet agreed to

CABINET - 22.1.2020

1. Approve the dissolution of IWE Ltd. as an Enfield Council trading company and executive board.
2. Approve the transfer of services currently provided by IWE Ltd. to the Council.
3. Note that the proposed arrangement would be a relevant transfer under the Transfer of Undertakings (Protection of Employment) Regulations 2006, and all employees of IWE Ltd. meeting the relevant criteria under the Regulations would automatically transfer to the Council.
4. To delegate responsibility to the Executive Director – People in consultation with the Director of Law and Governance and the Director of Human Resources and Organisational Development to implement the above recommendations, including taking all actions required by the Council as shareholder to effect the dissolution of IWE Ltd. and the executive board.

Reason: It was the view of the Council that in-sourcing the services would better serve the Council's own policy of in-sourcing where it made sense to do so, in line with the political direction of the current administration and the Council's strategic commissioning priorities. The full reasons for the recommendations were set out in section 5 of the report.

(Key decision – reference number 5035)

11

QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Ian Barnes (Deputy Leader of the Council) introduced the report of the Executive Director – Resources (No.171) presenting the quarterly corporate performance report.

NOTED

1. That Appendix 1 to the report showed the quarter two performance for 2019/20 and compared it to the Council's performance across the previous four quarters for a series of key performance indicators. The officers involved were thanked for their work in collating and presenting the information before Members.
2. That amendments had been made to the quarterly performance report following feedback from Members and from the Overview and Scrutiny Committee, as explained in the report (section 3.3 of the report referred).
3. That Appendix 2 to the report focused on a selection of priority key performance indicators that were underperforming, as detailed in section 3 of the report and outlined at the meeting. The detailed action plans and progress being made were highlighted to Members.

4. The detailed performance information set out in the report (section 4 referred) and the appendices to the report. Specific examples included with the report were highlighted and discussed by Members. In particular, the improvements which had been made in Adult Social Care, as detailed in Appendix 1 were noted and praised; Enfield was a top performer. Members expressed their thanks and appreciation to the frontline social care staff who worked tirelessly all year, including the holiday periods, for vulnerable service users. Council worked closely with colleagues from the local hospitals to support vulnerable adults leaving hospital and to provide support to enable them to return to their own homes wherever possible. The range of service provision was outlined to Members.

Alternative Options Considered: Not to report regularly on the Council's performance in a public report. 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 performance indicators for the Council.

(Non key)

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 the previous meeting of the Cabinet held on 4 December 2019 be confirmed and signed by the Chair as a correct record.

14

DATE OF NEXT MEETING

NOTED, that the next Cabinet meeting was scheduled to take place on Tuesday 28 January 2020 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

MERIDIAN WATER PRS SITE ACQUISITION

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.180).

NOTED

1. That Report No.168 also referred as detailed in Minute No.8 above.
2. The detail of the confidential schedule set out in section 2 of the report.

Alternative Options Considered: NOTED, the alternative options that had been considered as set out in Report No.168 (Minute No.8 above refers) and in section 4 of the report.

Reasons: NOTED, the reasons for the recommendations as set out in Report No.168 (Minute No.8 above refers) and in section 5 of the report.
(Key decision – reference number 4945)

17

MERIDIAN WATER INFRASTRUCTURE COMPULSORY PURCHASE ORDER

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.170).

NOTED

1. That Report No.169 also referred as detailed in Minute No.9 above.
2. The detailed financial information provided within the report.

Alternative Options Considered: NOTED, the alternative options that had been considered as detailed in Minute No.9 above.

Reason: NOTED, the reasons for the recommendations as detailed in Minute No.9 above.
(Key decision – reference number 4832)