

# Public Document Pack



## OVERVIEW & SCRUTINY COMMITTEE

Thursday, 25 May 2017 at 7.30 pm  
**Dugdale Centre - Dugdale Rooms 2 & 3**

Contact: Stacey Gilmour  
Scrutiny Officer  
Direct: 020-8379-4187  
Tel: 020-8379-1000  
Ext: 4187  
E-mail: [Stacey.gilmour@enfield.gov.uk](mailto:Stacey.gilmour@enfield.gov.uk)  
Council website: [www.enfield.gov.uk](http://www.enfield.gov.uk)

Councillors : Derek Levy (Chair), Abdul Abdullahi, Guney Dogan, Nneka Keazor, Michael Rye OBE and Edward Smith

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)

Support Officer – Claire Johnson (Governance and Scrutiny Manager)  
Elaine Huckell (Scrutiny Secretary)

## AGENDA – PART 1

### 1. WELCOME & APOLOGIES

### 2. ELECTION OF VICE CHAIR

To elect the Vice Chair of the Committee.

### 3. DECLARATIONS OF INTEREST

Members of the Council are invited to identify any disclosable pecuniary, other pecuniary or non-pecuniary interests relevant to items on the agenda.

### 4. CALL-IN OF REPORT: MERIDIAN WATER: LAND ACQUISITION (Pages 1 - 40)

To receive a report from the Executive Director of Finance, Resources & Customer Services outlining a Call-In received for consideration by Overview & Scrutiny on the following reason: (Report No:6)

Cabinet Decision included on Publication of Decision List No:1/17-18 Key Decision 4442 (List Ref: 1/1/17-18) issued on 11 May 2017.

It is proposed that consideration of the Call-In be structured as follows:

- Brief outline of reasons for the Call-In by representative (s) of the Members who have called in the decision.
- Response to the reasons provided for the Call-In by the Cabinet member responsible for taking the decision.
- Debate by Overview & Scrutiny Committee and agreement on action to be taken.

**5. WORK PROGRAMME & WORK STREAMS 2017/18** (Pages 41 - 44)

The Deputy Leader, Cllr Georgiou, to outline the Cabinet's priorities for 2017/18.

The Committee to discuss Work Programme items and select the new workstreams for 2017/18.

**6. MINUTES OF THE MEETING HELD ON 27 APRIL 2017** (Pages 45 - 50)

To agree the Minutes of the meeting held on 27 April 2017.

**7. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

Provisional Call-Ins

Tuesday 20 June 2017  
Thursday 10 August 2017  
Tuesday 14 September 2017  
Thursday 12 October 2017  
Thursday 9 November 2017  
Thursday 7 December 2017  
Thursday 21 December 2017

Please note, the next business meetings of the Overview & Scrutiny Committee will be held on

Thursday 15 June 2017  
Wednesday 12 July 2017  
Wednesday 6 September 2017  
Wednesday 8 November 2017

The Overview & Scrutiny Budget Meeting will be held on

Thursday 18 January 2018

**8. EXCLUSION OF PRESS & PUBLIC**

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006), as are listed on the agenda (Members are asked to refer to the Part 2 agenda)

## **PART 2 AGENDA**

### **9. PART 2 AGENDA CALL IN RE: MERIDIAN WATER LAND ACQUISITION**

Attached for consideration as part of the call-in on this item, is the Part 2 Cabinet report considered as part of the decision made by Cabinet on 9 May 2017.

The report should be read in conjunction with the Cabinet report attached at Appendix 1 to the Call-In report on the Part 1 agenda.

(This document contains 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 Schedule 12A to the Local Government Act 1972 as amended).

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**MUNICIPAL YEAR 2017/2018 REPORT NO. 6****MEETING TITLE AND DATE:**

**Overview & Scrutiny  
Committee,  
25 May 2017**

**REPORT OF:**

Executive Director of Finance,  
Resources and Customer  
Services

Contact officers and telephone  
numbers:

Asmat Hussain, Assistant Director Legal and Governance

Tel: 020 8379 6438

Email: [asmat.hussain@enfield.gov.uk](mailto:asmat.hussain@enfield.gov.uk)

Claire Johnson, Interim Governance Team Manager

Tel: 020 8379 4239

E mail: [claire.johnson@enfield.gov.uk](mailto:claire.johnson@enfield.gov.uk)

**Agenda – Part: 1****Item:**

**Subject:** Meridian Water: Land Acquisition

**Wards:** Upper Edmonton and Edmonton  
Green

**Key Decision No:** 4442

**Cabinet Member consulted:** N/A

**1. EXECUTIVE SUMMARY**

1.1 This report details a call-in submitted in relation to the following decision:

**Cabinet Decision by Cabinet (9 May 2017) :** Meridian Water: Land Acquisition.

1.2 Details of this decision were included on Publication of Decision List No. 1/17-18 (Ref. 1/1/17-18 – issued on 11 May 2017).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

**2. RECOMMENDATIONS**

2.1 That Overview and Scrutiny Committee considers the called-in decision and

either:

- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making person or body then has 14 working days in which to reconsider the decision; or
- (b) Refer the matter to full Council; or
- (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

### **3. BACKGROUND/INTRODUCTION**

- 3.1 Please refer to Section 3 in the Cabinet Decision Report.

### **4. ALTERNATIVE OPTIONS CONSIDERED**

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

### **5. REASONS FOR RECOMMENDATIONS**

To comply with the call-in procedure within the Council's Constitution.

### **6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS**

#### **6.1 Financial Implications**

The financial implications relating to the called-in decision have been detailed in Section 6.1 of the Cabinet Decision Report.

## **6.2 Legal Implications**

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

## **6.3 Property Implications**

The property implications relating to the called-in decision have been detailed in Section 6.3 of the Cabinet Decision Report.

## **7. KEY RISKS**

The key risks identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

## **8. IMPACT ON COUNCIL PRIORITIES**

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Cabinet Decision Report.

## **9. EQUALITIES IMPACT IMPLICATIONS**

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet Decision Report.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

## **11. HEALTH AND SAFETY IMPLICATIONS**

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

## **12. PUBLIC HEALTH IMPLICATIONS**

The public health implications identified relating to the called-in decision have been detailed in the Cabinet Decision Report.

### **Background Papers**

None



# **APPENDIX 1**

**Call-In: Cabinet Decision: Meridian Water: Land Acquisition**

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MUNICIPAL YEAR 2016/2017 REPORT NO. **263**

**MEETING TITLE AND DATE:**

Cabinet  
9 May 2017

**REPORT OF:**

Executive Director -  
Regeneration and Environment

Contact officer and telephone number:

Paul Gardner 0208 3794754  
Email: [paul.gardner@enfield.gov.uk](mailto:paul.gardner@enfield.gov.uk)

Peter George 020 8379 3318  
E mail: [peter.george@enfield.gov.uk](mailto:peter.george@enfield.gov.uk)

**Agenda – Part: 1**

**Item 6**

**Subject:** Meridian Water: Land Acquisition

**Wards:** Upper Edmonton & Edmonton  
Green  
KD 4442

**Cabinet Members consulted:**

Cllr Alan Sitkin, Cllr Ahmet Oykener and Cllr  
Dino Lemonides

**1. EXECUTIVE SUMMARY**

- 1.1 The purpose of this Report is to approve the Agreement for Sale and seek authorisation to exchange contracts and complete purchase of two Sites in Meridian Water comprising c. 13 hectares (c. 32 acres) subject to approval of overall viability of the Meridian Water scheme.
- 1.2 Part 1 of this Report describes the Site and acquisition proposal, and sets out the reasons for recommendation and regeneration benefits of proceeding with this acquisition subject to the confirmation of the overall viability of the Meridian Water scheme.
- 1.5 Part 2 of this Report sets out the terms of Sale, and summarises the salient points from our professional team's due diligence in support of this purchase. It also summarises the meanwhile strategy for the site, and presents the Business Case for the purchase.

## 2. RECOMMENDATIONS

- 2.1 The recommendations below are subject to the demonstration of overall viability of the Meridian Water scheme. Authority to approve the overall viability is delegated to the Cabinet Member for Economic Regeneration and Business Development and the Cabinet Member for Finance and Efficiency. Subject to confirmation of overall viability, this report recommends:
- 2.2 To approve the terms of the sale as set out in the Agreement for Sale and associated legal documents (appended to Part 2 of this report) for the purchase of two sites in the east of Meridian Water Regeneration Area: a 10 hectare (24.5 acre) site known as Stonehill Estate (**Stonehill**) and a 3 hectare (c. 7.3 acres) site known as Hastingwood Estate (**Hastingwood**) (the **Sites**) (see Site Plan at Appendix 1). complete the acquisition in accordance with the terms set out in the Agreement for Sale and associated legal documents (Appended to Part 2 of this report) and subject to approval of overall viability of the Meridian Water scheme
- 2.3 To authorise to the Assistant Director Legal and Governance in consultation with the Assistant Director for Regeneration and Planning, and the Assistant Director for Property to complete the legal requirements to enable entering into the Conditional Agreement for Sale and exchange and complete contracts subject to approval of overall viability of the Meridian Water scheme
- 2.4 To note that the recommendations for approval of all expenditure associated with the purchase of the Sites can be found in Part 2 of this report.

## 3. BACKGROUND

### 3.1 Background Context

- 3.1.1 Meridian Water comprises approximately 85 hectares in the south east of the Borough and is one of the largest regeneration areas in London. Roughly 55 hectares is developable land. Located within the Central Leaside growth area and the Mayor of London's wider Upper Lee Valley Opportunity Area. It has significant redevelopment potential.
- 3.1.2 On 18 May 2016 Cabinet (KD4241) approved the outcome of the Meridian Water Master Development Partner procurement process. Barratt London is the preferred master developer (the **Master Developer**). We are currently

working towards contract close with the Master Developer, expected during June 2017.

### **3.2 Land Acquisition to date**

- 3.2.1 The Council has adopted a proactive strategy of coordinating the delivery of the Meridian Water development following feedback from developers that multiple landownerships were a barrier to development. The Council's strategy is to acquire all developable land at Meridian Water. This not only facilitates the delivery of the project but also ensures that the Council has control at every stage of the development process which is crucial to influencing a better quality of design across the scheme.
- 3.2.2 To date the Council has been very successful in concluding land acquisition agreements by private treaty and has already acquired c22 hectares of land within Meridian Water. This includes:
- Three National Grid sites (Willoughby Lane, Meridian Way and Leaside Road) in April 2015;
  - Orbital Business Park in June 2015;
  - Phoenix Wharf in July 2016;
  - Ikea Clear Site in December 2016; and
  - VOSA in March 2017.
- 3.2.3 These recent acquisitions take the proportion of land in Meridian Water in Council ownership up to 42% of the 55 hectares of developable land.
- 3.2.4 This report is seeking authorisation to acquire two large Sites in private ownership located in the east of the Meridian Water Regeneration area. Together they comprise c. 32 acres of land (c. 13 hectares) (see Red Line plan appended to Part 2 of the report). An addition of this land to the Council portfolio would take the total land holdings in Council ownership up to c. 87 acres (c. 35 hectares) or c. 64% of the developable land in Meridian Water.
- 3.2.5 This proposed acquisition is consistent with the overall acquisition strategy for Meridian Water. A team of specialist consultants has provided external advice on this acquisition, including Jones Lang LaSalle (**JLL**), who negotiated the terms of sale and provided advice on meanwhile use and income; BNP Paribas (**BNPP**), who undertook the Red Book Valuation; Trowers & Hamlins LLP (**Trowers**), who provided legal advice and is undertaking the conveyancing; Matt Bodley Consulting, who has provided advice on compulsory purchase implications.

### **3.3 Introduction to the Sites and the Purpose of Acquisition**

- 3.3.1 The two sites that the Council is seeking approval to purchase are known as the Stonehill and Hastingwood Industrial Estates. The sites are located

adjacent to one another and are situated in the eastern part of the Meridian Water Opportunity Area, between the River Lee Navigation and the River Lea. The combined freehold ownerships total approximately 13 hectares (32 acres), equating to c.68% of the brownfield land east of the River Lee Navigation. Combined with the Council's existing land ownership at Phoenix Wharf – and the VOSA acquisition (which completed in March 2017), the proposed acquisition will result in the Council's ownership increasing to c.83% on this element of the Meridian Water Opportunity area.

- 3.3.2 The Stonehill site comprises approximately 10 hectares (24.5 acres) and includes a 3.5 acre land parcel situated east of Harbet Road. The site is bounded to the north by the A406, the west by the River Lee Navigation, the east by greenbelt land and the south by industrial units (including the Hastingwood Estate). The Hastingwood site comprises a 3 hectares (7.3 acre) multi-let industrial estate and is bounded to the north by the Stonehill Estate, the west by industrial units under third party ownership, the east by the River Lea and the south by Phoenix Wharf. Both sites are accessed from Harbet Road.
- 3.3.3 The current use of the Sites is for industrial, and the acquisitions will be made on the basis of existing industrial use. A full description of the uses and tenancy structure is described in Part 2 of this report.
- 3.3.4 The two sites were first developed for industrial purposes in the late nineteenth century and have remained in such use over time, albeit with piecemeal redevelopment having taken place. The Stonehill site comprised approximately 90% industrial buildings and 10% office buildings prior to the commencement of a comprehensive demolition programme by existing owners, which is now well progressed. At the time of purchase, the Stonehill Site is expected to be fully cleared to slab level which means the Site will have land of c. 21 acres of open storage land. The only exceptions are: (i) a small unit south of Antony Way, which is at the very end of a long lease and will not be demolished, and (ii) Block F, a long narrow building (c. 23,000 sq ft) on the south east flank of Stonehill. Both are located at the periphery of the site, and will not impact interim uses of the site.
- 3.3.5 To the east of Harbet Road (in the Green Belt), there are no buildings, just a handful of short term leases, including a waste transfer station and car park.
- 3.3.6 The Hastingwood Estate has been maintained to a higher standard and comprises a mix of buildings, accommodating a large number of small businesses, including a banqueting hall, a nightclub and multiple vehicle workshops. In total Hastingwood Estate comprises approximately 185,000 sq. ft. of existing accommodation.
- 3.3.7 The Sites are recommended to be acquired following the confirmation of the overall viability of the Meridian Water scheme. In the short term, the Sites will be used for industrial and storage use. However, the medium-term objective for the Sites (in a window of 10-15 years) is to enable the comprehensive redevelopment of the Sites for mixed use development.

3.3.8 In the period between acquisition and development, the Site will be used for meanwhile uses by renting space out to occupiers on a leasehold basis. This will consist of a collection of new and existing tenants (see Part 2 for further details of existing tenants, and forecasts for interim use of the site for income generation).

3.3.9 This additional 13 hectares (c. 32 acres) will mean that the Council has taken a very important step forward in acquiring the land that will enable the vision of Meridian Water to become a reality. The significance of this land acquisition is that it comprises the largest parcel of land in single ownership on the east back of the River Lea Navigation. It would consolidate the Council as the largest landowner in all parts of the Meridian Water Regeneration Area from the west end of the area (at Willoughby Lane) right up to the River Lea itself and the boundary with Waltham Forest in the east.

### 3.4 Proposed Development on Sites

3.4.1 On 18 May 2016 Cabinet (KD4241) approved the outcome of the Meridian Water Master Development Partner procurement process. Barratt London is the preferred master developer (the **Master Developer**).

3.4.2 The MDFA protects the Council's financial position in relation to the development at Meridian Water by providing a mechanism to guarantee a minimum return on investment for development plots that are viable as well as including a mechanism to benefit from anticipated uplift in land values.

3.4.3 The proposed development on this part of Meridian Water consists of two main elements: the e-commerce building and residential-led mixed use development.

3.4.4 In order to achieve the full scale of development summarised in this section, the Council would first need to buy out the operational long leases on the Hastingwood Estate (see Part 2 of this report for more details).

3.4.5 The information set out below is provided on the basis of the Master Developer's latest projections as set out in *Meridian Water: Phasing Strategy – post-bid update February 2017*, as well as from updates with SEGRO and Barratt London.

### 3.5 E-commerce Centre

3.5.1 The current illustrative masterplan confirms the planned location of a major commercial hub in the north corner of the Stonehill Site, known as the e-commerce building. This is an important facility that when built will make a significant contribution to the core economic development goals of Meridian Water, through major job creation, regeneration of unused brownfield land and attracting innovative and dynamic businesses to the borough. This builds on the strategic vision of the Draft Meridian Water Regeneration

Framework, which was endorsed at Cabinet on 10 February 2016 (KD 4252).

### *SEGRO*

- 3.5.2 In Barratt's bid, SEGRO was put forward as the developer partner that would be responsible for delivering the e-commerce building in Meridian Water. SEGRO is a well-established lead business for developing warehouses and light-industrial property. The company is keen to build on its existing presence in the borough by taking advantage of this well connected site in the East of Meridian Water with its direct link onto the North Circular.

### *The Vision*

- 3.5.3 The current proposed building is a vast three storey c. 420,000 square foot structure, unique in the UK for its scale and scope. An extract of Barratt London/SEGRO bid document setting out their proposal for this development together with CGIs is appended to Part 2 of this Report. SEGRO is committed to delivering quality design as exhibited in its other London developments, such as North Hyde Gardens, Hayes and Winnersh Triangle, near Reading. The intensification of activity over three/four floors connected by dynamic long vehicular ramps and a frontage activated by SMEs, start-ups and maker space, has the potential to create a bold and exciting facility, a landmark that will be immediately associated with Meridian Water. This model of combining the production process of design, manufacture and distribution is relatively rare in the UK, certainly in London, but a popular model used elsewhere in Western Europe and the Far East. "Here East" in Stratford is the only comparable example in London.

- 3.5.4 SEGRO has requested a c. 6 acre plot to site its building, which would incorporate c. 15% office to support a principal use for distribution and logistics. Potential tenants include the likes of DPD, Ocado, John Lewis, K & N, DHL and a number of pharmaceutical, engineering and high-end manufacturing businesses. With in-built design flexibility, overtime, the e-commerce centre will house an increasing number of start-up and SME businesses in these and related sectors.

### *Jobs and Opportunities*

- 3.5.5 The facility will deliver far-reaching benefits in terms of skills and employment. SEGRO estimate the e-commerce centre creating up to 1,000 sustainable jobs with a diversity of occupations and salary range.
- 3.5.6 The e-commerce centre will be the first significant step for Barratt London (with SEGRO) on delivering on its commitment to provide 6,700 jobs. These include provision up to salaries of £80,000/annum, reflecting the specialist nature of such opportunities. A key driver for this work is to enable Enfield residents to compete for these roles, through partnerships with colleges, schools, employment agencies and others.



Salary Brackets	≤£20,000	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	£70,000 - £79,999	≥£80,000	Total FTE
Commercial	39	86	62	69	58	13	56	45	429
Storage & Distribution	151	167	180	74	0	0	0	0	571
	19%	25%	24%	32%					1000

3.5.7 The above table is an estimated split of jobs in the e-commerce centre based on the Barratt London and SEGRO bid. As the above table shows, roughly 43% of the jobs are expected to fall in the Commercial sector, and 57% in the Storage & Distribution. It also shows that roughly a third will be in an income bracket of £40,000 per annum or more.

3.5.8 The e-commerce centre will provide an exciting complement to the emerging Meridian Works development on the Orbital Business Park (on the opposite side of the canal). As home of makers and creators, the e-commerce centre will offer move-on space, more sophisticated and expensive equipment (e.g. 3D printers), distribution facilities and logistics support infrastructure, and contribute to the growing cluster of exciting and diverse economy at Meridian Water.

#### *Timeframe*

3.5.9 According to the current Phasing Strategy, the e-commerce building is scheduled to be built out between December 2020 and October 2023. However, the Master Developer would be willing to bring this element forward if land could be made available early. SEGRO's own timetable is to secure planning permission in 2018, start build in 2019 over a 12-18 month period and open the new centre in 2020/2021. This would constitute a game-changing early delivery for Meridian Water that would help put the development firmly on the map as a centre for employment, enterprise and economic activity. However, if the acquisition of the Sites does not go ahead, it would not be possible to bring forward this development in this timescale.

#### **Other Employment on the Sites**

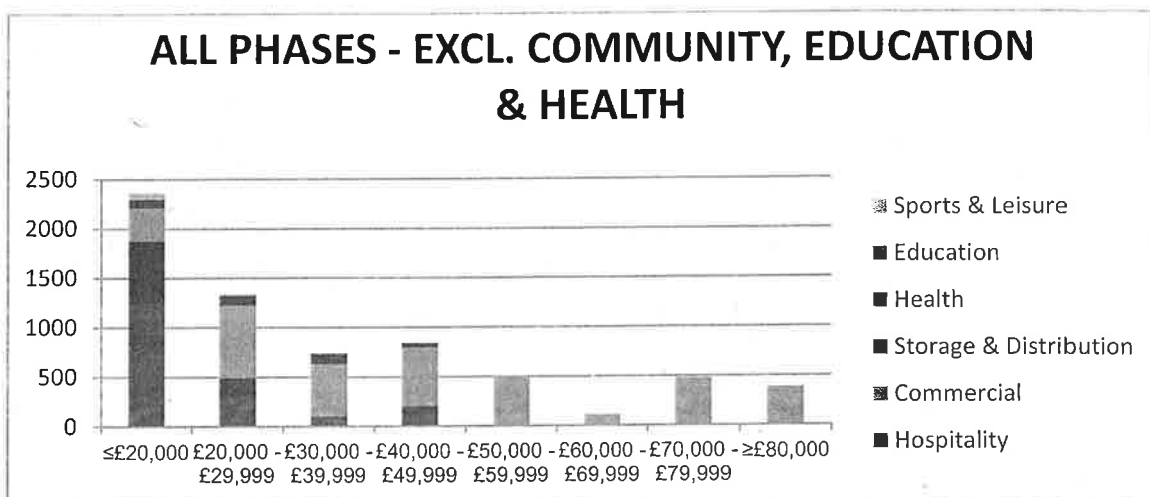
3.5.10 As part of the family of documents that make up the MDFA, it is Barratt London's responsibility to produce an Employment Strategy, which is currently under development.

3.5.11 This emerging Employment (and skills) Strategy identifies how, when and where the contractually agreed 6,700 jobs will be delivered through the Meridian Water development (excluding Health & Education). The four sectors already identified as constituting the lead role in delivering employment are:

- Digital and Media

- High Value Engineering
- Pharmaceuticals/R&D
- E-commerce

3.5.12 In the strategy, the developer commits to no more than 35% of these being in the £15k-£25k salary band, 35% in the £25k-£50k salary band, and 30% at least £50k. See the graph below for a more detailed visual breakdown of the employment figures by salary and sector.



3.5.13 The acquisition of the Sites is a particularly important part of the jigsaw in enabling the delivery of this ambitious employment strategy because of its strategic location of the Stonehill Triangle between the North Circular, Harbet Road and the River Lee Navigation. The Council has great aspiration for Meridian Water as a place of creativity and employment. Meridian Water is uniquely located to marry the burgeoning opportunities of the new economy (along the London-Stansted-Cambridge growth corridor), and the substantial and growing demand for distribution and logistics space (along the length of the North Circular and inner-ring roads of London). The Stonehill Site is the appropriate location to marry these two economic forces, in a way that will facilitate a positive high-value transition in the local economy.

3.5.14 As soon as it is built, the e-commerce centre will act as a catalyst for economic development elsewhere in Meridian Water and Enfield. It will embody the diversification of employment and economic opportunities that Meridian Water represents with in-built flexibility to intensify as a centre of employment and innovation.

### 3.6 Residential development and communities facilities

3.6.1 Together, the Stonehill and Hastingwood sites would provide all or part of the land needed for five of the Master Developer's phases. In order to realise the full development potential of both these Sites, the Council would

have to buy-out existing operational long leases on the Hastingwood Estate only.

- 3.6.2 These phases will include the delivery of two important social facilities in eastern Meridian Water: the Birchdale Primary School and a new nursery. The Primary School will have a total floor area of 2,200 sq. m (23,680 sq. ft.). The School is scheduled to be built between 2029 and 2032 to serve the new communities in eastern Meridian Water. The Nursery, 565 sq. m (6,080 sq. ft.), will be located roughly in the middle of the eastern area.
- 3.6.3 On the basis of the number of residential units designed for each phase apportioned for those phases where only part of the land will be acquired in this Agreement for Sale, Barratt's architects calculate that the acquisition of these Sites will unlock land for an estimated c. 2,200 units.
- 3.6.4 These phases are scheduled to be built out later in the development in a timeframe of between 13 and 19 years. The financial model of the MDFA provides the mechanism to calculate the land receipt to the Council when plots are disposed of to the Master Developer. It protects the Council from having to sell land at less than the Minimum Plot Value (MPV) but also includes provisions for the Council to share in any uplift in the value of the land, which coming at the end of a significant regeneration project, can be expected in the case of these plots.
- 3.6.5 Part 2 of this report provides further analysis of forecast disposal value of the Sites.
- 3.6.6 It is important to note that these outputs are subject to the removal of the Strategic Industrial Land (SIL) planning designation on the land east of the River Lea Navigation as Strategic Industrial Land as per the proposed submission Edmonton Leaside Area Action Plan. The GLA have already given an indication that they are willing in principle to consider a partial release of SIL land. Part 2 has further details on the planning context of the proposed acquisition.
- 3.6.7 This acquisition will help fulfil the Council's obligation to the Master Developer in terms of land acquisition and assembly. Securing ownership and control of a large key plot of land in the centre of the scheme boosts developer confidence in the scheme and helps provide a greater level of certainty over timescales and strategy for delivery.

### **3.7 Agreement for Sale**

- 3.7.1 Jones Lang LaSalle (JLL) was instructed to negotiate purchase of the Site.
- 3.7.2 In December 2016, the Seller accepted the principles of the Offer Letter, sent by JLL on behalf of the Council, which set out the basic terms of the sale including the purchase price and payment structure.

- 3.7.3 The two Sites are to be treated as two separate purchases, for which contracts are to be exchanged simultaneously.
- 3.7.4 This report seeks approval for exchange and completion of the purchase of both the Stonehill and Hastingwood sites subject to confirmation of the overall viability of the Meridian Water scheme. Subject to approval exchange on both Sites is intended to take place before the end of May with completion on the Stonehill purchase contracted to take place 20 working days after exchange. Completion of the Hastingwood purchase is scheduled to take place two years later (in 2020). However, it is important to note that the payment structure for purchase is spread over more than one payment, designed to ease financial pressure on the Council (see Part 2 for more details).
- 3.7.5 Trowers & Hamlins LLP (Trowers), as the appointed Council's solicitors, are providing legal support and undertaking the conveyancing on behalf of the Council.
- 3.7.6 Gowlings are representing the Seller and are drafting the Agreements for Sale. There are two agreements for sale: one for each Site with a Transfer relating to each. Solicitors will also produce any ancillary documents relating to the tenanted property such as assignments of rent arrears and rent deposits etc.
- 3.7.7 An outline description and comment on the Agreements for Sale is provided in Part 2 of this report.
- 3.7.8 This negotiated settlement is another example of the Council securing control of land through negotiated methods. JLL has produced a Purchase Report to support the proposed acquisition of the Sites.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1.1 The alternative option to acquiring the sites now by private treaty would be to acquire them at a later date either by private treaty or by use of a Compulsory Purchase Order (CPO). Both of these options are considered significantly less desirable in terms of cost and risk (see Part 2).
- 4.2 **Private Treaty Acquisition at a later date**
  - 4.2.1 Our agents have advised that the Seller is unlikely to be willing to sell the land to the Council by private treaty agreement at a later date. We know that the Seller intends to develop the land for industrial and distribution uses and has obtained outline planning permission for 46,451 sq. m (500,000 sq. ft.) B1c, B2 and B8 uses. The permission was granted in September 2015 on appeal.

4.2.2 The site is currently vacant and not income-producing and therefore if the Seller does not sell now they are very likely to commit to proceeding with their development proposals. This would not be entirely straightforward for them as they would need to obtain full planning permission before they could proceed. If the Seller takes the decision to go down this route they are likely to commit to it and the opportunity for a private treaty agreement will be lost in the short to medium term.

4.2.3 The current status of the land as a vacant site presents an opportunity for the Council and the Seller to reach a private treaty agreement at a fair price, which is broadly consistent with the price paid for other plots of land across Meridian Water.

#### 4.3 **Compulsory Acquisition**

4.3.1 The Council has compulsory purchase powers available under section 226 of the Town and Country Planning Act 1990 to acquire land for development in certain circumstances, and on 6 September 2016 the Cabinet resolved in principle to use these powers.

4.3.2 Guidance on the use of compulsory purchase powers is set out in a Government guidance note: *The Guidance on Compulsory Purchase and the Crichel Downs Rules for the disposal of land acquired by, or under the threat of, compulsion published in October 2015 by the Department for Communities and Local Government*. The Council's approach to this acquisition is in accordance with this guidance and in line with CPO principles. A team of specialists and professionals including Guy Roots QC and Matt Bodley, specialist CPO surveyor, have been providing ongoing advice on our land acquisitions in Meridian Water and ensuring that our approach follows CPO guidance and principles.

4.3.3 The Guidance states that acquiring authorities should attempt to acquire land by private treaty agreement before embarking on the compulsory purchase process and that compulsory purchase is intended as a last resort in the event that private treaty negotiations fail.

4.3.4 In this case, the acquisition has been negotiated with a willing seller and there is an opportunity to acquire the land by private treaty at market value on the basis of agreed terms.

#### 4.4 **Option of buying in ten years' time.**

4.4.1 As stated above Government guidance on the use of CPO requires private treaty acquisitions to be based on a price which is equivalent to compulsory purchase compensation. Therefore, at any single point in time there should be no difference between the price paid by private treaty or compulsory

acquisition. However, the price level can change over time due to changes in market conditions, changes to the property and changes to the planning status of the land. Due to the time taken to obtain an implementable CPO (particularly in the face of a likely objection from the Seller) it is likely to be at least two years before the Council would be in a position to compulsorily acquire the Sites.

- 4.4.2 Changes in market conditions can result in prices increasing or decreasing over time but the long term trend is for prices to increase. An increase in price is more likely due to the ripple effect of the early phases of the Meridian Water regeneration. One of the Sites is currently vacant but the Seller intends to develop 46,451 sq. m (500,000 sq ft) of industrial and distribution accommodation. If they manage to undertake all or part of this development the value of the Sites will increase significantly. Work undertaken by JLL has shown that the cost of acquiring the land at this time, once developed for its consented industrial scheme, would be significantly more expensive (over twice as expensive by today's prices).
- 4.4.3 Furthermore, if the developed properties are leased to third party occupiers they would be entitled to disturbance compensation for the cost of relocating if their properties were compulsorily acquired which would be a significant cost which does not currently exist whilst the Site is largely vacant. The emerging planning policy in the ELAAP is seeking to change the use of the land from industrial to mixed use incorporating residential which is likely to increase the value of the Sites.
- 4.4.4 In general terms, if a CPO were to be needed, the CPO process itself is an onerous tool with high associated legal and surveyor fees, not to mention Council staff time and resources (especially if there are objections).

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The acquisition of the Sites will enable the Council to exercise control over a key plot of the land within the Meridian Water Masterplan area, which will help accelerate housing delivery.
- 5.2 To provide a greater level of certainty over the timescales associated with the development of Meridian Water and to increase developer and stakeholder confidence in the delivery of the Masterplan.
- 5.3 The purchase of the Sites will underpin the delivery of the Meridian Water Housing Zone and this land could support a mixed use development at a later date, including providing the land for c. 2,200 homes, subject to the adoption of the current proposed submission Edmonton Leaside Area Action Plan.

5.4 To provide an important opportunity to bring forward both meanwhile and permanent development that could begin to release the economic potential of Meridian Water, create jobs and spearhead investment in the area. The e-commerce centre proposed for the northern part of Stonehill could be brought forward at a very early stage creating over 1,000 new jobs and proving a major catalyst for economic regeneration in this part of the borough.

5.5 Also see Part 2 of this report.

## **6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES, AND OTHER DEPARTMENTS**

### **6.1 Financial Implications**

See Part 2 report.

### **6.2 Legal Implications**

6.2.1 The Council has power under section 1 of the Localism Act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and subject to public law principles. The recommendations detailed in this report are in accordance with the Council's powers.

6.2.2 Section 120(1)(b) of the Local Government Act 1972 gives Councils a specific power to acquire land for the benefit, improvement or development of their area. In addition, the Council has powers under section 227 of the Town and Country Planning Act 1990 (the Planning Act) to acquire land by agreement in order to facilitate redevelopment or improvement. Where agreement cannot be reached, the Council has the power under various enactments (particularly section 226 of the Planning Act) to acquire land compulsorily. A compulsory purchase order however is a lengthy process and Government guidance states that a CPO should only be made as a measure of last resort. It is therefore noted that purchase by agreement has been pursued in this case.

6.2.3 When considering an acquisition of property the Council must act in accordance with its Property Procedure Rules, including obtaining advice that the terms negotiated represent value for money.

### **6.3 Property Implications**

6.3.1 The valuation methodology used in calculating the value of this site is consistent with the best practise principles of acquiring land under compulsory purchase.

- 6.3.2 The council is purchasing this property with the assurance, provided by independent experts, that a comprehensive development agreement is to be entered into with a Developer Partner and that the cost of acquisition (including all tax implications) sits within the financial parameters of the overall viability assessment for the comprehensive Meridian Water scheme.
- 6.3.3 Assurances have been provided from independent advisors with regards the deliverability of the meanwhile uses and income for the site.
- 6.4.4 Any future lettings/ meanwhile uses must comply with the Council's Land and Property Protocols, and the Council's statutory responsibilities as Corporate Landlord.

## 7. KEY RISKS

Key risks considered arise from the liabilities associated with the acquisition and development of the site. Conversely not acquiring the site poses a risk to the Council's ability to deliver the vision for Meridian Water.

### 7.1 Legal Risks

*Key Legal Risks will be added on completion of Trowers' due diligence work currently being undertaken. A Key Risks Report prepared by Trowers will be appended to Part 2 of this report.*

### 7.2 Financial Risks

- 7.2.1 **Risk** – The key financial risk is that the Council is unable to recover the amount that it is paying for the Sites.

**Mitigation** – The MDFA provides a financial mechanism including four guiding financial principles that collectively protect the Council's financial risk. For example, there is a minimum residential plot value which means that development of a particular phase cannot proceed until this plot value can be achieved.

- 7.2.2 **Risk** – By the time the Council comes to dispose of the Sites for development, there has been a downturn in the housing market, which could be due to a number of possible causes of which a recession resulting from Britain leaving the European Union and the resultant economic consequences could be one.

**Mitigation** – The MDFA being put in place with the preferred Master Developer requires a financially viable position to be achieved before the Council disposes of any land. The MDFA provides a mechanism to help protect the Council against downside risk while not capping the Council's ability to capture upside. If a financially viable position could not be reached on a particular phase(s) relating to these Site(s) the Council has options to



delay the sale of the land to the Master Developer until the phase becomes viable, or transfer the Site to a third party for residential development, or transfer to a third party for industrial or other viable use.

### 7.3 Development Risks

- 7.3.1 **Risk** – Intrusive site investigations have been undertaken by the Seller, which confirm that ground conditions are appropriate for continued meanwhile and industrial use. However further investigations will be required in advance of the redevelopment of the Sites for residential-led use, and remediation may be required at this stage.

**Mitigation** – Intrusive ground investigations undertaken by the Seller's Consulting Engineers Campbell Reith demonstrate that the contamination risk on the whole of the Sites is from low to medium. Further site investigations and appropriate remediation measures will be undertaken in due course by the Master Developer as part of their statutory and development responsibilities. If at the time of disposal, the cost of remediation of the Sites means that a phase is unviable for development, the Council will not release the land to the Master Developer until such time as it is viable and can recover its investment (through the mechanisms of the financial model). The mitigation would be to continue to use the Sites for industrial use until such time as the market improves or circumstances change to make the development phases viable.

- 7.3.2 **Risk** – The development could be affected by flooding given the provisions of the Strategic Flood Risk Assessment.

**Mitigation** – Flood risk will be mitigated through the measures set out in the Masterplan and through the implementation of appropriate design solutions. In short, this allows for an appropriate amount of flood storage. Provided that proper attention is paid to design, which will be tested by the Environment Agency through the planning process, there is no reason why residential development here should prove any more problematical than anywhere else, in so far as flood-risk is concerned.

- 7.3.3. *For further Development Risks please see Part 2 of this report*

## 8. IMPACT ON COUNCIL PRIORITIES

- 8.1 The immediate acquisition of the Sites described in this Report would enable the early development of new homes in Meridian Water. The preferred Master Developer has now been selected and has begun work with the Council and the design team on progressing Meridian Water. This acquisition helps to confirm and open up new opportunities for developing the next stages of mixed use residential-led development after Zone 1. Any

subsequent development would be guided by the Masterplan and other relevant policy documents which, amongst other objectives, seek to achieve fairness for all, sustainable growth and development of strong communities.

## **9. EQUALITY IMPACT IMPLICATIONS**

- 9.1 The draft Masterplan was subject to an initial Equalities Impact Assessment/Analysis (EqIA) to ensure that consultation promoted equal opportunities. During the master-planning process, demographic data was collected in relation to residents of Edmonton in order to determine which groups to target for community engagement and to also help assess the equalities issues the Masterplan proposals will need to consider.
- 9.2 These issues were summarised in the final EqIA report that was reported to the Local Plan Cabinet Sub-Committee at its 11<sup>th</sup> September 2013 meeting.
- 9.3 Any further equalities impact issues will be examined at the planning application stage on individual sites.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 Delivery of a comprehensive regeneration scheme at Meridian Water is a corporate priority within the Council's Business Plan for 2016-2018. Completion of the Masterplan and the delivery of phased infrastructure improvements including increased rail services, station improvements and new homes will help to meet the strategic priority: "a borough that attracts inward investment and supports sustainable regeneration and growth."

## **11. HEALTH AND SAFETY IMPLICATIONS**

- 11.1 There are no Public Health Implications directly arising from the acquisition of the Site pursuant to the terms of the Agreement but the intention to remediate and develop the Site when finally used for residential development is likely to have positive benefits.

## **12. PUBLIC HEALTH IMPLICATIONS**

- 12.1 A component of the Meridian Water Masterplan concerns the need to improve access to healthy living corridors. In accordance with the Core Strategy, all new areas brought forward for development will have appropriate provision of green space and parks, as well as sufficient access to new sports and health facilities to support the new communities.

### **Background Papers**

None

### **Appendices**

See Part 2

# **APPENDIX 2**

**Call-in request form submitted by 8 Members of  
the Council**

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DST – Ref No:

**CALL-IN OF DECISION****(please ensure you complete all sections fully)**

Please return the completed original signed copy to:  
 Claire Johnson, Scrutiny Team, 1<sup>st</sup> Floor, Civic Centre

**TITLE OF DECISION:** MERIDIAN WATER: LAND ACQUISITION KD 4442

**DECISION OF:** CABINET

**DATE OF DECISION LIST PUBLICATION:** THURSDAY 11 MAY

**LIST NO:** 17-18 Ref 111

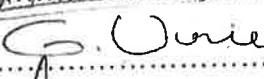
(\* N.B. Remember you must call-in a decision and notify Scrutiny Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.


- (a) **COUNCILLORS CALLING-IN** (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: 

Print Name: ALESSANDRO FIORI

(2) Signature: 

Print Name: GLEN VINCE

(3) Signature: 

Print Name: Andy Mike

(4) Signature: 

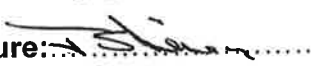
Print Name: Dogan Selman

(5) Signature: 


Print Name: PETER FALLART

(6) Signature: 

Print Name: MICHAEL LENDER

(7) Signature: 

Print Name: TIM STEAD

(8) Signature: 

Print Name: ROB HAYWARD

- (b) **SCRUTINY PANEL RESOLUTION** (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL:

DATE OF PANEL:

  
 Mr. Edward Smith

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# **APPENDIX 3**

**Reasons for Call-in by Councillor calling in the  
decision**

**&**

**Briefing Report in response to called in  
decision**

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**(1) Reason why decision is being called in:**

The proposed purchase of the Stonehill (10 hectares) & the Hastingwood (3 hectares) Industrial Estates sites agreed by Cabinet on 9 May 2017 does not satisfy two essential requirements:

a) the annual rental income from the existing and proposed temporary (meanwhile) uses does not cover the annual financing cost of borrowing involved to purchase the two sites.

b) the financial viability of the proposed development of these sites based on the purchase price agreed is not certain because:

i) The report omits any reference to the ongoing review of Strategic Industrial Land (SIL) by the GLA.

ii) The GLA have not confirmed recently that it will allow the SIL at Meridian Water, including these sites, to be re-designated in part for housing.

iii) LBE has not provided confirmation within the report that the requisite SIL at Meridian Water can be identified elsewhere in the borough.

iv) LBE has not provided confirmation in the report that the development of these two sites is financially viable if the GLA does not permit residential development.

**(2) Outline of proposed alternative action:**

Refer back to Cabinet

**(3) Do you believe the decision is outside the policy framework?**

No

**(4) If Yes, give reasons: n/a**

**FOR DST USE ONLY:**

Checked by Proper Officer for validation –

Name of Proper Officer:

Date: 24.5.17



DST/PPB/may12

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## MUNICIPAL YEAR 2017/2018 REPORT NO.

**ACTION TO BE TAKEN UNDER  
DELEGATED AUTHORITY****PORTFOLIO DECISION OF:**

Cabinet Member for Economic Development and the Cabinet Member for Finance in consultation with the Director of Regeneration and Environment and the Director of Finance, Resources and Customer Services

**Agenda – Part: 1****KD Num: 4442****Subject:** Meridian Water: Land Acquisition**Wards: Upper Edmonton & Edmonton Green**

Contact officer and telephone number:

Paul Gardner 0208 3794754

Email: [paul.gardner@enfield.gov.uk](mailto:paul.gardner@enfield.gov.uk)

Peter George 020 8379 3318

E mail: [peter.george@enfield.gov.uk](mailto:peter.george@enfield.gov.uk)

**Note – This a DRAFT REPORT prepared in response for the Overview and Scrutiny Committee to be held on 25<sup>th</sup> May 2017**

**1. EXECUTIVE SUMMARY**

- 1.1 On 9 May 2017 Cabinet (KD4442) approved the terms of the Agreement for Sale for the purchase of the two sites in the east of Meridian Water: Stonehill Estate (**Stonehill**) and (**Hastingwood**) subject to the demonstration of overall viability of the Meridian Water scheme.
- 1.2 Authority to approve the overall viability of the Meridian Water scheme is delegated to the Cabinet Member for Economic Regeneration and Business Development and the Cabinet Member for Finance and Efficiency in consultation with the Executive Director Regeneration & Environment and the Executive Director Finance, Resources and Customer Services.
- 1.3 Stonehill and Hastingwood (the **Sites**) are located on the east of the River Lea Navigation (the **East Bank**) which is currently designated as Strategic Industrial Land (**SIL**). The Council is working to secure release of SIL through the planning policy process and through negotiations with the Greater London Authority (**GLA**). This report summarises the planning context and sets out propositions for mitigating proposed release of SIL through the principle of “no net loss of SIL” whereby any release of SIL from the East Bank should be compensated for through re-designation of SIL elsewhere in the borough.

## 1. EXECUTIVE SUMMARY

- 1.4 This report sets out the alternative and mitigation options for the Sites should, in the worst case scenario, the Council not be able to secure any release of SIL. PwC have been commissioned to illustrate the potential impact of these scenarios against the base financial model for Meridian Water. This work highlights that even if no SIL release is achieved, the Council could deliver a scaled down project that is still viable and delivers a financial return to the Council by the end of the scheme.

## 2. RECOMMENDATIONS

- 2.1 To note that the overall financial viability of the Meridian Water scheme is positive in each scenario considered for the purchase of Stonehill and Hastingwood, as set out in detail in Part 2 of this report.
- 2.2 To authorise proceeding with the purchase of the Stonehill Industrial Estate (**Stonehill**) and Hastingwood Industrial Estate (**Hastingwood**) as per the recommendations in sections 2.2 – 2.4 of Part 1 of the Report to Cabinet 9<sup>th</sup> May 2017 (KD 4442).
- 2.3 To note the ongoing work to achieve a release of Strategic Industrial Land (**SIL**) at Meridian Water through the planning process.

## 3. BACKGROUND

- 3.1 On 9 May 2017 Cabinet (KD4442) approved the terms of the Agreement for Sale for the purchase of the two sites in the east of Meridian Water: Stonehill Estate (**Stonehill**) and (**Hastingwood**) subject to the demonstration of overall viability of the Meridian Water scheme.
- 3.2 The two large Sites, currently in private ownership together comprise c. 32 acres of land (c. 13 hectares) (see Red Line plan appended to Part 2 of the report). An addition of this land to the Council portfolio would take the total land holdings in Council ownership up to c. 87 acres (c. 35 hectares) or c. 64% of the developable land in Meridian Water.

- 3.3 Further information about the Sites and the terms of acquisition are provided in the Cabinet report (KD4442).
- 3.4 The focus of this Delegated Authority Report is to test the potential impact on the overall viability of the Meridian Water Scheme by modelling different scenarios in the context of the option to purchase of Stonehill & Hastingwood. The assumptions and inputs for the scenarios have been provided by the Meridian Water team and Jones Lang LaSalle (**JLL**), who have advised on projections for meanwhile income, land values, and residential sale values. PricewaterhouseCoopers (**PwC**), have provided financial analysis of the impact of different scenarios on the base financial model for Meridian Water.

### Planning Context

- 3.5 The current London Plan was adopted in March 2016. The new London Plan is in the early stages of preparation and is timetabled for adoption in 2019. Meridian Water is in the Upper Lee Valley Opportunity Area, and in October 2015 was designated as a Housing Zone.
- 3.6 London Borough of Enfield Core Strategy commits the Council to meeting the housing growth targets as set out in the London Plan, namely to provide at least 11,000 homes in the 15-year period to 2025. The Core Strategy is currently being revised, with more ambitious housing targets responding to demographic change and higher housing demand in the borough.
- 3.7 The Proposed Submission Edmonton Leaside Area Action Plan (**ELAAP**), the local area Planning Policy document that covers Meridian Water, was approved by Full Council on 25 January 2017. The Area Action Plan (previously called the Central Leaside Area Action Plan (**CLAAP**)) was revised to respond to changed circumstances including the award of Housing Zone status, a need for more homes and jobs, Council purchase of land, developing proposals for Crossrail 2 and the procurement of a development partner for Meridian Water. The ELAAP consultation period was to 28<sup>th</sup> April 2017, and the Local Planning Authority is currently considering the submissions.
- 3.8 The eastern area of Meridian Water, between the River Lee Navigation and the River Lea (**the East Bank**) (where Stonehill and Hastingwood are located) is currently designated as Strategic Industrial Land (**SIL**). The ELAAP proposes the removal of the SIL designation that currently covers this 18 hectare area of land called “Harbet Road Industrial Estate”. The document included substantial modelling evidence that demonstrates that de-designation is necessary in order to release the land to achieve the project’s scheme-wide ambition of 10,000 homes and 6,700 jobs.

- 3.9 The Greater London Authority (**GLA**) commissioned AECOM in 2015 to undertake a strategic review of industrial land in London. The report found that the amount of industrial land in London has been steadily falling since 2000 from c. 8.2k hectares in 2001 to c. 7k hectares in 2015 (a 16% contraction). The report also found that the amount of land designated as SIL has contracted by 7% since 2010. For Locally Significant Industrial Sites (designated at the Council level), the rate of decline is even more marked at 25% since 2010. Crucially, the report found that “past trends in industrial land release show an accelerated rate of release significantly above the LGA’s Land for Industry and Transport SPOG benchmark rates of release”. The trend rate of release for 2010 to 2015 is 105 hectares per annum compared with the SPG recommended rate of release of 37 hectares per annum. The report concluded that London is losing SIL at an unsustainable rate.<sup>1</sup> In response to the report, the GLA is considering how to protect essential employment land whilst also enabling equally important residential-led mixed use development.
- 3.10 The Council has not yet received a formal response from the GLA to the ELAAP consultation. However, the GLA has expressed concern over the loss of industrial land due to recent studies showing higher than expected levels of loss across London and a high level of demand for industrial land uses. The Council is in ongoing discussions with the GLA, including examining the potential for the ELAAP to partially release SIL at the Harbet Road industrial estate on the basis of no net loss. Further de-designation of SIL at Harbet Road can be assessed through the new Local Plan process, including the potential for allocation of new, offsetting SIL in other parts of the borough.
- 3.11 GLA have also verbally said that they would support development with ground floor commercial and upper floor residential, and are currently exploring a new planning designation to achieve this.
- 3.12 In response to concerns raised, therefore, the Local Planning Authority will need to prepare a supplementary document that will propose modifications to the ELAAP reflecting an agreed position with the GLA. This may include a staged approach to the SIL release (reflecting a borough wide-strategy of no-net loss of SIL), and the development of a new designation allowing a mixed use typology with commercial on the ground floor and residential on the upper floors.
- 3.13 The table overleaf breaks down the Council’s proposed stages for SIL release in Meridian Water or mitigation measures to enable the type of mixed-use development proposed.

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<sup>1</sup> AECOM, London Industrial Land Supply & Economy Study, March 2016. P.2 (Exec Summary)

Proposed Stages for SIL Release from the East Bank of Meridian Water		
Stage of SIL Release/ Retention	Area of SIL (Ha)	Timescale
SEGRO site is being retained as SIL for e-commerce centre	3 hectares retained	No Change
Release of SIL through compensatory equivalent within the ELAAP boundary (excl. Deephams)	5 hectares released	July 2018 (adoption of ELAAP)
Further release of SIL through compensatory equivalent within LBE through the Local Plan  <b>and/or</b>  Development of new designation allowing a mixed use typology with commercial on the ground floor and residential on the upper floors	10 hectares released or re-designated	December 2018/2019 (adoption of Local Plan)
<b>Total East Bank SIL</b>	<b>18 hectares</b>	

- 3.14 It is important to remember that residential development is not proposed for the East Bank until the late 2020s. The ELAAP covers the whole of Meridian Water, and the broader proposal for the area of a substantial residential-led development has received support in the consultation process. As the revised-ELAAP moves towards full adoption next year, this will provide the planning policy support for the next phases of development at Meridian Water including the delivery of thousands of homes and comprehensive regeneration of this part of Enfield.

### Viability Options Appraisal

- 3.15 When assessing the options below in relation to the Meridian Water scheme, viability is defined as the Council being able to recoup its investment in the project, i.e. that the post-finance return for any option is positive.
- 3.16 As explained above, our base business plan for Meridian Water assumes that over the course of 5-10 years, we will achieve planning policy support for full SIL release in the East Bank. Our Base financial model therefore assumes the delivery of 10,000 homes and 6,700 jobs including residential-led mixed use development on the East Bank. This financial model shows that the Meridian Water scheme as a whole is viable, producing a net positive return to the Council at the end of the scheme. However, in mitigation of the risk that SIL release is not achieved, it is prudent to consider alternative scenarios.

3.17 We are modelling two alternative scenarios: Do not buy Stonehill/Hastingwood; and Buy Stonehill/Hastingwood, hold for ten years and then sell the Sites on the assumption that SIL is not released. Note that a “buy later” scenario (i.e. buy the Sites in ten years’ time) was ruled out in the Cabinet Report (KD 4442) due to the prohibitive cost of this option (please see Section 4.2 of the Cabinet Report).

3.18 In summary the three scenarios, including the base case, are as follows:

1. The Council buys the Stonehill and Hastingwood Sites, and proceeds with mixed-use development as set out in the Base Case Scenario (assumes full SIL release on the East Bank);
2. The Council buys the Sites, holds the Sites until 2027 and then sells the Sites (assumes no SIL release on the East Bank);
3. The Council does not buy the Stonehill and Hastingwood Sites;

3.19 **Scenario 1: Full SIL Release: Base Case Scenario**

This current base case scenario assumes full SIL release and mixed-use development on the East Bank in line with the Barratt London Master Plan (September 2016). The outputs of Scenario 1 are 10,000 homes and 6,700 jobs.<sup>2</sup>

3.20 **Scenario 2: No SIL Release – Reduced Scheme**

This Scenario is the worst case scenario. Despite best efforts, the Council is unable to get approval for any SIL release on the East Bank. The Council would therefore not proceed with development east of the River Lea Navigation with the important exception of the SEGRO e-commerce development which would still be delivered. The Council would sell its remaining landholdings on the East Bank (inclusive of Phoenix Wharf and VOSA) after ten years including the balance of the Stonehill land and the Hastingwood estate<sup>3</sup>. The outputs of Scenario 2 would be 6,000 homes and 6,500 jobs delivered on the West Bank and via the SEGRO development.

3.21 **Scenario 3: Council does not buy Stonehill and Hastingwood**

The Scenario tests the impact on the financial model if the Council were to forgo the offer to acquire the Stonehill and Hastingwood Sites that is currently available. It assumes that any remaining Council owned land interests on the East Bank (Phoenix Wharf and VOSA) would be sold by June 2019 and Meridian Water development would terminate at the River Lea Navigation. The SEGRO e-commerce development would not be delivered.<sup>4</sup> The outputs of Scenario 3 would be 6,000 homes and 4,500 jobs.

<sup>2</sup> Stonehill and Hastingwood Sites would themselves accommodate 2,200 of these homes.

<sup>3</sup> The forecast value of sale in ten years incorporates a modest uplift in the value of the land of 1%/annum

<sup>4</sup> Note that a “buy later” scenario (i.e. buy the Sites in ten years’ time) was ruled out in the Cabinet Report (KD 4442) due to the excessive cost of this option (please see Section 4.2)



- 3.22 For each scenario, the Council and its technical advisers have provided financial inputs and assumptions to PwC for it to compare these alternative scenarios against the base financial model. The modelling shows, that even in the worst case scenario (Scenario 3), the Council would still expect to receive a capital return on its investment.
- 3.23 Full financial summaries of the PwC modelling are provided in Part 2 of this report including a detailed breakdown of the assumptions behind each scenario.

#### **4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 On 9<sup>th</sup> May, Cabinet agreed, subject to demonstration of overall viability, to proceed with the purchase of Stonehill and Hastingwood.
- 4.2 The Cabinet report covered in detail alternative options that had been considered including: buying the Sites at a later date (ruled out due to the extremely high estimated cost of the Site once developed); compulsory acquisition (ruled out because CPO would not be supported by current planning policy) and a potential back-to-back agreement with SEGRO (ruled out because it would not be compliant with the competitive procurement process undertaken to select Barratt London as Master Developer, with SEGRO as its Commercial Partner).

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The report recommends proceeding with the acquisition because both the base case and the worst case scenario demonstrate the overall viability of the Meridian Water Scheme.
- 5.2 While the worst case scenario, of no-SIL release, will result in a reduced scheme, with fewer total outputs, it would still ensure that the Council had significant control over the land and future development of the East Bank, crucial for securing a high quality, successful residential-led development on the West Bank.
- 5.3 The testing of overall viability in the event of no-SIL release has been undertaken as a mitigation of the risk of no-SIL release. However, further to recent discussions with the GLA, it is strongly anticipated that full SIL release will be achievable on the East Bank in the medium term, on the basis of the agreed principal of “no-net loss of SIL” across the London Borough of Enfield, and in accordance with the GLA policy as stated in the London Plan of “managed release” of Strategic Industrial Land.

## **6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES, AND OTHER DEPARTMENTS**

### **6.1 Financial Implications**

See Part 2 report.

### **6.2 Legal Implications**

6.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and subject to public law principles. The recommendations detailed in this report are in accordance with the Council's powers.

6.2.2 The Council has a fiduciary duty to look after the funds entrusted to it and to ensure that its Council tax and ratepayers' money is spent appropriately. For that reason, the Council must carefully consider any project it embarks on to ensure that it is making decisions based on a proper assessment of risk and rewards/outcomes.

### **6.3 Property Implications**

*To complete*

## **7. KEY RISKS**

**Risk** – The proposed submission Edmonton Leaside Area Action Plan (ELAAP) is not adopted, and the Council is unable to release the SIL east of the River Lea Navigation for residential-led development.

**Risk Assessment** – In response to the consultation on the precursor for the ELAAP (the CLAAP) in 2014, the GLA indicated in principle support for the partial release of 4.5 hectares of SIL in the East Bank of Meridian Water. While the current AAP proposes to go further by proposing full SIL release, this is supported by a substantial evidence base as to why this is necessary in order to deliver the desired outputs of homes and jobs, and protecting appropriate densities of development and place quality. Furthermore, current discussions with the GLA have focused on the principle of “no-net loss of SIL” across the London Borough of Enfield. This report has introduced compromise mechanisms including the partial retention of SIL (SEGRO land) and proposed modifications to the ELAAP, and the Local Plan, to promote managed release of SIL in Meridian Water and compensatory designation of SIL elsewhere in Edmonton Leaside or in the Borough. It has also introduced the concept of a new designation with a new mixed-use typology with commercial at ground floor and residential on the

upper floors that would also help mitigate the impact of proposed SIL release.

**Mitigation** – In mitigation of this risk, the Council has modelled the scenario of no-SIL release and explored what would be the consequences of this scenario. These have been analysed financially through the Meridian Water financial model. This work, undertaken by PwC demonstrates that even in the worst case scenario, that no SIL is released, and development is reduced to the area west of the river, with the exception of the e-commerce SEGRO development, the Council would still be able to make a return on the scheme.

As conversations with GLA progress, further analysis will be undertaken to investigate intermediate scenarios, including:

- (1) co-location of employment and residential uses i.e. ground floor employment and upper floor residential – a proposal which the GLA has already confirmed in meeting that they support in principle; and
- (2) increasing the density of housing development on the remaining Meridian Water site west of the River Lea Navigation.

However as the worst case scenario, of a scaled down Meridian Water scheme, has been demonstrated to be viable, any intermediate option would only be pursued if could be shown that it improved the viability as well as the overall outputs of the project.

## **8. IMPACT ON COUNCIL PRIORITIES**

- 8.1 The immediate acquisition of the Sites described in this Report would give the Council control over this important land holding, helping to realise the long-term aspiration for Meridian Water, taking development of new homes up to the Lee Valley Regional Park. The preferred Master Developer has now been selected and has begun work with the Council and the design team on progressing Meridian Water. This acquisition helps to open up new opportunities for developing the next stages of mixed use residential-led development after Zone 1, and provides an immediate opportunity to develop a pioneering e-commerce centre that will accommodate between up to 2,000 jobs. By offering employment opportunity in a range of salary brackets, and the opportunity for substantial housing development in the future, this stage of development will provide a concrete example of achieving fairness for all, delivering sustainable growth and development of strong communities.

## **9. EQUALITY IMPACT IMPLICATIONS**

- 9.1 The draft Masterplan was subject to an initial Equalities Impact Assessment/Analysis (EqIA) to ensure that consultation promoted equal opportunities. During the master-planning process, demographic data was collected in relation to residents of Edmonton in order to determine which

groups to target for community engagement and to also help assess the equalities issues the Masterplan proposals will need to consider.

- 9.2 These issues were summarised in the final EqlA report that was reported to the Local Plan Cabinet Sub-Committee at its 11<sup>th</sup> September 2013 meeting.
- 9.3 Any further equalities impact issues will be examined at the planning application stage on individual sites.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 Delivery of a comprehensive regeneration scheme at Meridian Water is a corporate priority within the Council's Business Plan for 2016-2018. Completion of the Masterplan and the delivery of phased infrastructure improvements including increased rail services, station improvements and new homes will help to meet the strategic priority: "a borough that attracts inward investment and supports sustainable regeneration and growth."

## **11. HEALTH AND SAFETY IMPLICATIONS**

- 11.1 There are no Public Health Implications directly arising from the acquisition of the Site pursuant to the terms of the Agreement but the intention to remediate and develop the Site when finally used for residential development is likely to have positive benefits.

## **12. PUBLIC HEALTH IMPLICATIONS**

- 12.1 A component of the Meridian Water Masterplan concerns the need to improve access to healthy living corridors. In accordance with the Core Strategy, all new areas brought forward for development will have appropriate provision of green space and parks, as well as sufficient access to new sports and health facilities to support the new communities.

### **Background Papers**

None

### **Appendices**

See Part 2

## Potential Workstreams 2017/18

Cllr Achilleas Georgiou will be outlining the Council priorities for the coming year and Members may agree to scrutinise a particular area as a workstream or an item on the work programme. In addition, the following is a summary of the topics discussed at the previous OSC meeting, with additional detail supplied, providing a possible scope.

### **The Council's relationship with the voluntary sector**

- Funding – current levels and range of sources
- Enfield Compact – Provided a service framework for building good and productive relationships between the voluntary and community sector and the wide range of statutory authorities in Enfield.
- Range of roles –support for vulnerable people, local activism, sports and hobbies
- Benefits of an active and healthy voluntary sector.
- How do voluntary groups support Council priorities?
- Second tier organisations – Enfield Voluntary Action
- Partnership working between similar groups
- Pressures and challenges
- Lewisham and Waltham Forest have conducted recent reviews

### **Loneliness and Social Isolation**

- The impact of loneliness on our health - loneliness increases the likelihood of mortality by 26%.
- Social isolation can be defined in relation to social contacts, social participation and social inclusion. A common definition would be: the absence of social relationships. It is best thought of as an objective measure not a subjective feeling.
- The Local Authority response – care packages
- The VS role
- Health sector interventions – research suggests that the physical effects of isolation are twice as bad for our health as obesity - weakening the body's ability to fight viruses, pushing blood pressure into the danger zone for heart attacks or strokes and increasing the risk of early death.
- Camden is currently undertaking scrutiny of this subject.

## **Human Trafficking**

- Human trafficking involves recruitment, harbouring or transporting people into a situation of exploitation through the use of violence, deception or coercion and forced to work against their will.
- People can be trafficked for many different forms of exploitation such as forced prostitution, forced labour, forced begging, forced criminality, domestic servitude, forced marriage, and forced organ removal.
- The new Modern Slavery Act and the Care Act both give Local Authorities new statutory responsibilities in this area.
- The Human Trafficking Foundation wishes to work with Scrutiny Panels to identify where gaps exist and promote best practice.

## **Increases in fixed term and permanent exclusion rates in primary schools**

- Possible reasons for exclusion include:
  - Violent or threatening behavior towards a member of staff or another pupil
  - Damage or threat of damage to school property
  - Sexual misconduct, racist behavior and bullying
  - Drug or alcohol related incidents
  - Carrying an offensive weapon
- Measures taken to reduce number of exclusions
- Is there a predominant reason for exclusion?
- Best practice within Enfield Schools
- Identify and work with schools displaying high numbers of exclusions
- What are other Boroughs doing to address the issue?

The 4 topics above were the main issues discussed in detail at the previous OSC meeting. The following subjects could provide workstreams later in the year or form a substantive item on the OSC Work Programme:-

Trading Companies

Home to School Transport Service

Governance Procedures and the Decision Making Process

Procurement Capital and Shared Assets

Transport Connectivity (more appropriate for the Transport Users Group?)

Support available to Carers (more appropriate for Health Panel?)

In post meeting correspondence, Cllr Levy also suggested 'Contract Compliance' as a possible workstream for consideration by OSC.

In addition to the above, Cllr Levy recently attended a London Scrutiny Network meeting and identified a number of scrutiny reviews being carried out by other boroughs.

**Hackney** – a major review of air quality

**Kensington and Chelsea** – reviewing commissioning and procurement

**City of Westminster**- also reviewing air quality and monitoring emissions from buildings and various forms of transport

**Waltham Forest**- As a net importer of families being housed in Outer London as a result of the new benefit conditions, a review is being undertaken to consider the resultant costs of the additional responsibilities incurred by having extra placements in the borough and their impact on wider local authority services

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OVERVIEW & SCRUTINY COMMITTEE - 27.4.2017

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 27 APRIL 2017**

**COUNCILLORS** Derek Levy, Abdul Abdullahi, Katherine Chibah, Edward Smith, Nneka Keazor and Michael Rye OBE

**STATUTORY CO-OPTES:** *1 vacancy (Church of England diocese representative), Mr Simon Goulden (other faiths/denominations representative), Mr Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor representative) - Italics Denotes absence*

**OFFICERS:** Mark Wathen, Inward Investment Manager  
Jan Rowley, Head of Neighbourhood Regeneration  
Bindi Nagra, Assistant Director – Strategy & Resources (HHASC)  
Julie Mimmagh, Head of Human Resources Operations  
Keezia Obi, Head of Service – Enfield 2017  
Andy Ellis, Governance & Scrutiny Officer  
Clare Bryant, Governance & Scrutiny Secretary

**449**

**WELCOME & APOLOGIES**

The Chair welcomed attendees to the meeting. Apologies for absence were received from Councillor Joanne Laban, Tony Murphy and Simon Goulden. It was noted that Councillor Michael Rye was substituting for Councillor Joanne Laban

As it was the last meeting of the Overview and Scrutiny Committee for the municipal year 2016/17, Councillor Levy thanked all participants of the Committee for their work.

**NOTED** that Item 6, Adoption Regionalisation, was deferred to a future meeting.

**450**

**DECLARATIONS OF INTEREST**

No declarations of interest were put forward.

**451**

**OSC WORKSTREAMS FOR 2017/18**

Following the last meeting of the Overview and Scrutiny Committee (OSC) where discussions took place on potential items for the Workstreams for the 2017/18, a list was produced of potential Workstreams for further comment and discussion.

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The Chair encouraged Members to come forward with their other ideas and comment on the proposed list.

The following key points were made:

- Councillor Levy felt the most appropriate Workstreams were the Council's relationship with the voluntary sector, Loneliness and isolation, human trafficking and increases in fixed term and permanent exclusion rates in primary schools.
- Councillor Smith felt the list produced had several reasonable topics to review. He was most interested in:
  - a) Human Trafficking, as it was felt this is an under reported topic and the issue could use extra publicity.
  - b) Trading Companies, as this is a change in direction that many local authorities are facing and the workstream could consider the performance and governance of these companies.
- Councillor Rye raised concerns over picking a broad topic as the recommendations made would be outside of the Council's control. He felt that considering loneliness and isolation was a good topic as it impacts many council services.
- Councillor Keazor suggested the following workstreams:
  - a) Home to School Transport Services – This is frequently a service with an overspend and could be done as a shorter Task and Finish workstream.
  - b) Transport Connectivity – This could look at transport links across the borough, including the new Cycle Enfield Lanes and pedestrian travel. As buses are a TFL responsibility any recommendations to do with that would be more of a lobbying exercise than a recommendation.
- Councillor Abdullahi suggested a workstream on the support available to carers. The Carers Act means the Council is obligated to support carers. The Workstream could also look at the work done alongside the voluntary sector.
- Councillor Dogan, who will be a member of the OSC next municipal year, suggested a review of governance procedures within the council and decision making processes within the various departments. He also recommended a workstream on Procurement Capital and Shared Assets to assess where the Council could be more accountable and financially productive for the assets they have.

**ACTION:** Andy Ellis to produce a summary of the discussion on potential workstreams and circulate this to members prior to the meeting on 25<sup>th</sup> May 2017 when the Workstreams will be agreed.

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## INWARD INVESTMENT UPDATE

Cabinet Member for Economic Regeneration & Business Development, Councillor Alan Sitkin, provided the update on the Council's inward investment. A number of steps taken by the Council to secure new business and industry

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in the borough were discussed. The prime responsibility of inward investment team was to present Enfield to businesses and bring employers to the borough.

It was highlighted from the discussion that although bringing businesses to Enfield was very successful the same level of success was not being had with retail.

**ACTION:** Invite Councillor Sitkin to a future meeting to discuss the Enfield Town Master Plan and the issues with failing retail in the borough.

The following questions were taken from members of the Panel:

Q) How is Enfield sold uniquely to companies interested in moving?

A) Many opportunities arise due to the strategic location of the borough which allows companies to serve inner London and outside London although the Council also uses various channel to market the borough, such as networking and discussing opportunities with other boroughs.

Enfield is part of the London Growth Network where business and retail opportunities are logged and referred online. The network hosts over 450 businesses with a focus of moving inward investment to out of London.

Q) What is the department doing for local people in Enfield?

A) Construction in Enfield is booming, but this is also one of the most difficult industries to get into. A 'Build Enfield' program is being taken into schools to show Enfield's young people the future opportunities in construction. It is important to upskill the workforce already in Enfield.

The Chair thanked Councillor Sitkin and his officers for the update.

### 453

#### **BETTER CARE FUND/ DELAYED TRANSFER OF CARE**

Bindi Nagra, Assistant Director Health Housing and Adult Social Care, and Keezia Obi, Head of Service Enfield 2017 provided a report on the Better Care Fund and Delayed Transfers of Care.

The following key points were highlighted from the report and the discussion:

- At the start of the financial year there was a significant overspend, however, the end of the year will be reached on budget.
- There is a high demand on accident and emergency services and social care services due to the boroughs ageing population and the growth of the population.
- Delayed transfers of care (DTOCs) have seen increases in Enfield. These could be from reasons such as a person's health delaying them or being unable to find suitable accommodation for a patient. As this is a national issue one of the Better Care Funds conditions for 2017/19 is managing transfers of care which will look at reducing the delays.
- There is an increase in the demand for residential care with more complex care needs but staying for short placement lengths. It is not

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uncommon for have no vacancies in their residential care providers despite having the second largest number of care homes in London.

- It is expected that the Better Care Fund for 2017/18 will provided at the same level as 2016/17. Additional funding will be received for Adult Social Care.

The following comments were raised by members of the Committee:

- Councillor Chibah asked whether problems with care related to agency staff being used rather than the Council having in house carers. Bindi explained that providing the service in house would be more expensive for the Council than using agency staff. There are national issues recruiting people into the care sector as the jobs are often low paid and challenging.
- Councillor Abdullahi queried whether existing care agencies in the borough are sufficient. Bindi informed the Committee that the CQC regulations on the way care homes are regulated have been improved. Looking at local authorities across London, Enfield is doing very well with regards to the level and amount of care available.
- Councillor Smith raised concerns on the publicity that care homes receive on how they are struggling and asked whether care homes are financially viable. It was explained that local authorities have increased the cost of care by 8% to stabilize the market.

The Chair thanked Bindi and Keezia for attending the meeting.

**454**

### **ADOPTION REGIONALISATION**

This item was deferred to a future meeting.

**455**

### **EMPLOYING AND SUPPORTING STAFF WITH DISABILITIES AND MENTAL HEALTH ISSUES**

Julie Mimmagh, Head of Human Resources Operations, provided an overview on the Councils approach to supporting people with disabilities and mental health issues at work. The following points were made:

- A statement is put on all adverts for all vacancies highlighting Enfield Councils equal opportunities policy.
- Interviews are guaranteed for people with learning difficulties and mental health issues if they meet the criteria for the job they are applying for.
- When a person with a disability starts working at the Council occupational assessments are made to ensure people are supported properly.
- There are many council policies and a range of learning & development opportunities in place for all staff to ensure everyone is treated fairly and equally.

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- A pilot scheme took place called the career returns programme. This included a six-month paid work placement and was open to people who have taken a carer break due to ill-health. This scheme has seen several professionals return to work.
- Confidential counselling is available to all members of staff. Information on this is available to staff through the internal staff website. Occupational Health also provides support to members of staff on a longer-term basis.
- Absence due to stress and anxiety has increased over the last two years. There is no way to say for certain whether this is due to staff workloads. Work is being done to ensure staff are aware of when they need to reach out for help.

The Chair thanked Julie for attending the Committee.

**456**

### **SCRUTINY WORKSTREAM REPORTS**

Councillor Chibah provided the final report from the Housing Repairs Scrutiny Workstream. The following recommendations were highlighted in the report:

1. The Council ran a campaign using estate based communication to provide details to tenants of their estate managers. This information is also to be provided to Ward Councillors for use in their ward surgeries.
2. Clear communication protocols and procedures between the Council, contractor and tenant should form part of the action plans with each contractor.
3. The Council consider phasing contracts in the future to avoid all contracts starting at the same time.
4. The Council undertake a detailed risk analysis/feasibility study looking at the pros and cons of bringing voids in house including reviewing what other local authorities have done, what has worked and what has improved. Should this show advantages the Council look to see if this could be translated to the repairs contract.
5. The Council run a communication campaign advising residents what to do and what not to do to avoid contributing to condensation problems.

The members of the Committee raised the following points:

- Councillor Rye felt that estate managers should make themselves known to tenants. He also felt that voids could be dealt with by Councillors putting pressure on companies.
- Councillor Smith state that there is a Housing Board which Councillors can be involved in. The 4 current repairs and maintenance contractors the Council has are not equipped to deal with the contracts so the Council is struggling to raise performance.

Councillor Levy thanked Councillor Chibah and the other members of the Workstream for their work.

Councillor Smith provided a report on Land Planning at Meridian Water. He felt there were no clear reasons why there had been considerable delays

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getting the report to the Committee. The following recommendations were highlighted in the report:

1. OSC to receive future updates on Meridian Water, particularly on:
  - a. The financial viability of the development as it progresses,
  - b. The realism of the jobs offer
  - c. Detailed updates on the visual appearance and density, of the development
  - d. The Local First principal and risk register
2. OSC to receive and comment on the final versions of the Meridian Water Regeneration Strategy and Action Plan including the provision of education and health facilities.
3. OSC to receive updates on the progress towards 4 trains per house, and any additional costs incurred by the Council.

It was felt this is a hugely important issue and needs to be monitored by a variety of officers, committees and the OSC. It was suggested that the monitoring of this workstream could be a single item agenda for the OSC.

Councillor Levy thanked Councillor Smith and the other members of the Workstream for their work.

### **457**

#### **WORK PROGRAMME 2016/17**

Councillor Levy felt that the Workstream for 2016/17 had worked well as well as being flexible to accommodate items which were not planned but important for the Committee to address.

For 2017/18 more meetings for the OSC have been planned.

### **458**

#### **MINUTES OF THE MEETING HELD ON 21 MARCH 2017**

AGREED the minutes of the meeting held on 21 March 2017.

### **459**

#### **DATES OF FUTURE MEETINGS**

The dates of future meetings will be agreed at the meeting of Annual Council on 10 May 2017.