

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Tuesday, 12 February 2019 at 7.00 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

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Council website: [www.enfield.gov.uk](http://www.enfield.gov.uk)

Councillors : Derek Levy (Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil,  
Gina Needs (Vice-Chair), Lee David-Sanders 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 & Scrutiny Manager)  
Elaine Huckell (Governance & Scrutiny Officer)

## **AGENDA – PART 1**

- 1. WELCOME & APOLOGIES**
- 2. DECLARATIONS OF INTEREST**

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

- 3. CALL IN OF REPORT: MERIDIAN WATER - NATIONAL GRID OVERAGE**  
(Pages 1 - 18)

To receive and consider a report from the Director of Law and Governance outlining details of a call-in received on the Portfolio Decision taken on Meridian Water- National Grid Overage (Report No: 177).

The decision that has been called in was a Portfolio Decision taken on 25 January 2019 and included on the Publication of Decision List No: 45/18-19 (List Ref:7/45/18-19) issued on 25 January 2019.

It is proposed that consideration of the call-in be structured as follows:

- Brief outline of the 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 a Cabinet Member responsible for taking the decision
- Debate by Overview and Scrutiny Committee and agreement of action to be taken

Please also see the Part 2 agenda

**4. UPDATE ON MERIDIAN WATER (Pages 19 - 36)**

To receive an update report on Meridian Water.

**5. CABINET MEMBER FOR HEALTH & SOCIAL CARE, COUNCILLOR ALEV CAZIMOGLU**

This is a discussion item.

**6. SPEECH & LANGUAGE THERAPY (SLT) SERVICE (Pages 37 - 42)**

To receive a report from Clara Seery, Assistant Director, Education, Schools & Children's Services on the Speech & Language Therapy (SLT) Service.

**7. CUSTOMER EXPERIENCE ACTION PLAN-TO FOLLOW**

**8. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

Call in meeting

- Tuesday 19<sup>th</sup> February

Provisional Call-Ins

- Tuesday 12 March 2019
- Tuesday 26 March 2019
- Thursday 11 April 2019

Please note, the business meeting of the Overview & Scrutiny Committee will be held on:

- Wednesday 3 April 2019

**MUNICIPAL YEAR 2018/2019 REPORT NO. 177****MEETING TITLE AND DATE:**

**Overview & Scrutiny  
Committee,  
12 February 2019**

**REPORT OF:**

Director of Law & Governance

<b>Agenda – Part: 1</b>	<b>Item: 3</b>
<b>Subject:</b> Meridian Water- National Grid Overage	
<b>Wards:</b> Upper Edmonton	
<b>Key Decision No:</b> 4820	
<b>Cabinet Member consulted:</b> N/A	

Contact officers and telephone numbers:

Jeremy Chambers, Director Law and Governance

Tel: 020 8379 4799

Email: [Jeremy.chambers@enfield.gov.uk](mailto:Jeremy.chambers@enfield.gov.uk)

Claire Johnson, Head of Governance & Scrutiny

Tel: 020 8379 4239

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

**1. EXECUTIVE SUMMARY**

- 1.1 This report details a call-in submitted in relation to the following decision:  
**Portfolio Decision of the Leader of the Council (taken on 25/01/2019):**  
Meridian Water- National Grid Overage
- 1.2 Details of this decision were included on Publication of Decision List No. 45/18-19 (Ref. 7/45/18-19 – issued on 25 January 2019):
- 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 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 EXECUTIVE DIRECTOR 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 Portfolio Decision Report.

## **7. KEY RISKS**

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

## **8. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

The way in which the called-in decision impacts on the Council priorities relating to good homes in well-connected neighbourhoods, sustain strong and healthy communities and build our local economy to create a thriving place have been detailed in the Portfolio Decision Report.

## **9. EQUALITIES IMPACT IMPLICATIONS**

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

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

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

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

**12. PUBLIC HEALTH IMPLICATIONS**

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

**Background Papers**

None

# **APPENDIX 1**

**Call-In: Portfolio Decision of the Leader of the  
Council: Meridian Water – National Grid  
Overage**

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**MUNICIPAL YEAR 2018/2019 REPORT NO.****ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY**

**PORTFOLIO DECISION OF:**  
Cllr Caliskan Leader of the Council

**REPORT OF:**  
Executive Director  
Place

Contact officer and telephone number:

Jennifer Price 020 8379 2443

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Peter George 020 8379 3318

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<b>Agenda – Part: 1</b>	<b>KD Num: 4820</b>
<b>Subject: Meridian Water – National Grid Overage</b>	
<b>Wards: Upper Edmonton</b>	

**1. EXECUTIVE SUMMARY**

- 1.1 The National Grid overage deed currently in place covering the Willoughby Lane site has the potential to cause excessive administrative burdens and could complicate the Meridian One developer procurement process. Discussions have been held with National Grid and agreement in principle reached for the Council to buy-out this overage deed in relation to Willoughby Lane and extinguish the Council's obligations contained therein.

**2. RECOMMENDATIONS**

- 2.1 Subject to Council approving the interim budget for Meridian Water at its meeting on 30<sup>th</sup> January 2019 it is recommended that :
- a. the Council buys out the National Grid overage for Willoughby Lane. on the terms detailed in this report;
  - b. authority to finalise the detailed terms is delegated to the Meridian Water Programme Director in consultation with the Director of Law and Governance and the Director of Finance;
  - c. authority to complete all necessary legal documentation to give effect to this transaction is delegated to the Director of Law and Governance.

### **3. BACKGROUND**

- 3.1 In April 2015, the Willoughby Lane site was acquired by the Council from National Grid. As part of the contractual arrangements the parties entered into an overage deed as is standard industry practice.

This deed provides for the Council to pay National Grid four types of overage: Use Overage, Sale Overage, Area Overage and Revenue Overage.

The deed is detailed and complex. Two terms of the deed are of general importance and should be borne in mind. Firstly, each of the parties agrees at all times to act in good faith towards the other. Secondly, the Council agrees not to structure the development or disposal of the Property in a way that has as a primary objective the avoidance or reduction of overage payable, or the diversion of Revenue Overage to another site owned by the Council.

Details of the terms, and the complexities inherent in them, are detailed in Part 2 to this report.

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

Not to buy-out the NG Overage. This would leave the Council open to the administrative burden and uncertainty as described in the Part 2 report

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

The buy-out of the NG Overage reduces the Council risk and administrative burden

### **6. COMMENTS FROM OTHER DEPARTMENTS**

#### **6.1 Financial Implications**

See Part 2

#### **6.2 Legal Implications**

*Dated 11<sup>th</sup> January 2019*  
*MD*

- 6.2.1 Section 1 of the Localism Act 2011 provides the Council with the power to do anything an individual may do, subject to a number of limitations. This is referred to as the "general power of competence". The Council has sufficient powers to buy out the overage as anticipated in this report.

- 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. In considering whether or not to buy out the overage, it is necessary to consider whether the buyout will be a prudent use of the Council's resources both in the short and long term. This report sets out the reasons why officers are of the view that the buyout would be in accordance with the Council's fiduciary duty.
- 6.2.3 The Council has obtained external legal advice from Trowers & Hamlin LLP and Counsel on the interpretation of the overage deed. The Council will require ongoing legal advice in respect of any legal documentation to be entered into in consequence of the recommendations set out in this report.
- 6.2.4 This is a Key Decision. The Council must therefore comply with the Key Decision procedure set out in its constitution.
- 6.2.5 All legal agreements arising from the matters described in this report must be approved in advance of signing by the Director of Law and Governance.

### **6.3 Property Implications**

- 6.3.1 The right of National Grid to receive overage is an interest in land owned by the Council in favour of National Grid. The buyout is considered to be within the general acquisition terms of the Council's Property Procedure Rules and the procedural rules have been followed in this process.
- 6.3.2 The power of acquisition is provided by the Local Government Act 1972 and is considered to be necessary to enable the future disposal by way of long lease/s in the Willoughby Lane site and achieve best consideration in accordance with section 123 of the Act. The Council intend to retain ownership of the freehold interest in the land.
- 6.3.3 The Council's core strategy is to promote housing development at Meridian Water and at Willoughby Lane in particular and this buy out will remove complexity in the development of the site and is therefore considered to support the strategy of housing development.
- 6.3.4 The financial justification for the terms of acquisition are contained in Part 2.
- 6.3.5 The transaction has no implications of the remainder of the Council's corporate or commercial estate and the extinguishment of this agreement has no corporate service implications.

## **7. KEY RISKS**

See Part 2

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.1.1 Good homes in well-connected neighbourhoods**

The Meridian Water scheme aims to provide a well-connected neighbourhood through improvements in both road and rail networks increasing the frequency of services as well as reducing travel times. The scheme will be built in accordance with a very robust design code ensuring high quality of design and build with a range of tenures.

### **8.1.2 Sustain strong and healthy communities**

The Meridian Water regeneration scheme aims to provide robust social infrastructure providing opportunities for the local community to partake in healthy lifestyle choices with access to leisure centres, a cycle network and access to high quality public open spaces.

### **8.1.3 Build our local economy to create a thriving place**

The Meridian Water regeneration scheme aims to bring economic growth, support inward investment, create new jobs and build a strong and sustainable future for the local community.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report.

## **10. PERFORMANCE AND DATA IMPLICATIONS**

Corporate advice has been sought in regard to performance and data implications and an agreement has been reached that no performance/data indicators would be affected.

## **11. PUBLIC HEALTH IMPLICATIONS**

Residents will obviously need to have good access to a reliable source of energy. As long as this is affordable and reliable it will not affect health where the supply is from.

# **APPENDIX 2**

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

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# CALL-IN OF DECISION

(please ensure you complete all sections fully)

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

TITLE OF DECISION: Meridian Water - National Grid overage WD4820

DECISION OF: LEADER - Councillor Caliskan







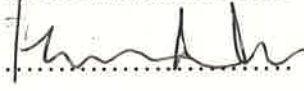

DATE OF DECISION LIST PUBLICATION: 25 January 2019

LIST NO: 45/18-19

(\* N.B. Remember you must call-in a decision and notify Democratic Services 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: EDWARD SMITH.....     |
| (2) Signature:  | Print Name: MIKE RYE.....         |
| (3) Signature:  | Print Name: LINDSAY LAWRENCE..... |
| (4) Signature:  | Print Name: MARIA ALEXANDROV..... |
| (5) Signature:  | Print Name: G. VINCE.....         |
| (6) Signature:  | Print Name: CLARE DE SILVA.....   |
| (7) Signature:  | Print Name: Terena Neville.....   |
| (8) Signature:  | Print Name: CHRIS DAY.....        |

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

NAME OF PANEL:

DATE OF PANEL:

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# **APPENDIX 3(Pt1)**

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

**&**

**Briefing Note in response to called in decision -  
TO FOLLOW**

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- **Part 1 - Reasons why decision is being called in:**

The Key Decision 4820 authorised Council to pay National Grid £5m plus professional fees (capped at £37,500) to extinguish the overage deed at the Willoughby Lane site at Meridian Water (Phase 1).

Full Council authorised the necessary borrowing at the last Council Meeting on 30 January 2019.

The report (KD4820) to extinguish the overage is not satisfactory in terms of the information provided to justify this decision, namely:

- A) No reference to the original report authorizing the purchase of the three sites for the National Grid. i.e the date of purchase, the cost breakdown of the three sites, assumptions regarding the estimated cost of remediation, and details of the proposed overage agreement etc
- B) No reference to the decision in April 2017 authorising the site be purchased from the National Grid and why this option was not pursued.

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

Refer back to the Leader of the Council, Councillor Nesil Caliskan

**(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:

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## Overview and Scrutiny Committee BRIEFING NOTE

**FOR THE ATTENTION OF:**  
Overview and Scrutiny Committee

**For information**

**Subject / Title:**

**Meridian Water briefing for OSC**

**Ward(s): Upper Edmonton**

**Date: 04/02/2019**

### 1. Background

- 1.1. Meridian Water will deliver 10,000 homes and thousands of Jobs. (see appendix 1 for Illustrative Masterplan).
- 1.2. The Council has acquired 35.5 hectares of land within the site to date.
- 1.3. Following the withdrawal of Barratt and subsequently PCPD (as reserve bidder), the procurement process for a master developer partner was concluded by Cabinet on 25<sup>th</sup> July 2018 (KD 4022). The Council has since taken on the role of master developer and will lead the development of Meridian Water.
- 1.4. The Council will lead the phasing of the development by creating contiguous plots of land that can then be developed (see appendix 2 for indicative phasing plan). The first phase of development is Meridian One on the Willoughby Lane site (see section 4).
- 1.5. Meridian Water will be guided by three pillars of placemaking:
  - Mixing uses and animating streets
  - Park life at your doorstep
  - Your place to make and create

### 2. Station

- 2.1. The new Meridian Water Station is part of the wider £170m Lee Valley Rail Programme.
- 2.2. The station is set to open on 19<sup>th</sup> May 2019 and will take up to four million passengers per year directly south to Stratford, with onward connections to Liverpool Street, City Airport and Heathrow, and north to Stansted and Cambridge.
- 2.3. Currently Angel Road mainline service is 0-2 trains per hour (tph), this service will commence at Meridian Water Station in May following the existing timetable. From September, services will commence on 3<sup>rd</sup> track which will layer an additional 2tph through day service. This will realise a 2-3/4tph. A full 4tph service will be enabled by the HIF rail infrastructure works with the earliest operation of a full 4tph service in December 2019.

- 2.4. Construction is progressing well, delivery of the station is on time and on budget

### **3. Infrastructure**

- 3.1. The Council has submitted a bid in December for £156M of the MHCLG Housing Infrastructure Fund (HIF). See appendix 3 for HIF proposals.
- 3.2. The bid is seeking funding for strategic infrastructure in Meridian Water to unlock the site for housing development.
- 3.3. If successful, the funding will provide infrastructure required for the 10,000 new homes in Meridian Water
- 3.4. The works proposed for funding include:
- Rail improvements
  - Central spine road and link road
  - Remediation
  - Flood alleviation
  - New bridges
  - New parks
  - Improved pedestrian and cycle links
  - Improvement to existing junctions and roads (Leaside road / glover drive)
- 3.5. The rail improvement works will provide an additional (4th) track from just north of Tottenham Hale to the new Meridian Water station, together with the construction of the 4th platform at Meridian Water station and the associated signalling and electrification works. These improvement works could facilitate a train service of up to 6-8 trains per hour at the new Meridian Water station.
- 3.6. The central spine road will connect the Meridian Water station to the rest of the MW area and will improve connectivity and access. Six new bridges are required to enable these primary roads to cross the brooks and river. It is envisaged that the new road infrastructure will improve the connectivity to the neighbouring green spaces, such as the Lea Valley Regional Park.
- 3.7. Large parts of the MW site are subject to flood risk and much of the land is contaminated. Therefore, the proposed works include comprehensive re-levelling of the site to bring the development plots above flood levels. In addition to that it is proposed to naturalise the brooks and create two large parks capable of absorbing extreme flood events. The releveling works provide the opportunity to remediate a significant part of the site at the same time as creating public parks which will act as attractive amenity space for the future development.
- 3.8. The bids are currently being assessed by central government and the announcement of the schemes that have successfully secured funding is expected in March 2019.
- 3.9. If funding is successfully secured by the Council a period of preparatory works will start, including design and planning work and procurement. It is envisaged that the first works on site will start in 2020 and that the construction period will last up to 4 years.

#### **4. Meridian One**

- 4.1. Procurement of a development partner for Meridian One is progressing. Tenders are returned on 15<sup>th</sup> Feb and the Council is expecting to enter into contract during the summer subject to Cabinet approval.
- 4.2. The Council shortlisted the following four developers and housing associations who are expected to submit a tender
  - Galliford Try
  - L&Q
  - Peabody
  - Redrow
- 4.3. Meridian One will see the first 725 homes built at Willoughby Lane, alongside new public squares, community, retail and leisure facilities. Outline planning consent is already in place, with enabling works having already started in January 2017. The developer will be responsible for obtaining the reserved matters planning approvals and is then expected to commence construction in 2020. (See appendix 4 for Phase 1 programme).

#### **5. Meridian Two**

- 5.1. The former Gasholder site at Leaside Road, is a key scheme to be delivered early in the Meridian Water programme. The 0.74ha site is at the southern edge of the Meridian Water Masterplan adjacent to Pymmes Brook, the Lea Valley Regional Park and within short walking distance of the new Rail Station.
- 5.2. It is anticipated that a new residential-led mixed use scheme could deliver between 200-300 affordable homes along with ground floor workspace.
- 5.3. The site will be included in a wider outline planning application in spring 2019 which covers five separate phases of development incorporating approximately 2000 new homes. This wider application will establish a masterplan and design parameters for the zone, helping to ensure certainty of delivery. It will also set a benchmark for design quality whilst allowing the selected development partner flexibility in working up Reserved Matters applications for each of the five phases, starting with Meridian Two.
- 5.4. Following on from the Meridian One development partner procurement, the Council is again seeking to procure a panel member from the GLA LDP2 Framework, this time to deliver a largely affordable housing scheme. The Council is seeking to commence the procurement process in early 2019 with a view to achieving a start on site during 2020.

#### **6. Employment**

- 6.1. The Council is seeking to provide a large amount of floorspace for employment uses. The ambition is to secure two thirds of ground floor space as non-residential space, this is likely to be a mix of retail, community and workspace. This will go towards meeting jobs targets as well as providing a mixed-use environment to animate the streets and create a place.
- 6.2. The Council is working with external consultants to devise an optimum mix and quantum of floorspace to ensure that the Council delivers what the market desires and to provide employment opportunities and space for businesses to locate to and thrive in.

- 6.3. The Council is assessing the potential for a strategic occupier to provide permanent employment space. In the previous OSC report it was mentioned that SEGRO was very keen to deliver an industrial site opportunity that could bring up to 2,000 jobs to the site. Officers are maintaining contact with SEGRO and consulting on their offer. The Council is keen to undertake market testing to ensure that an array of offers is considered. Officers are also in discussion with a provider of film studios, among others.
- 6.4. If the Council is successful in securing the HIF funding and delivers key strategic infrastructure, the attractiveness of the site will be greatly increased to developers of employment offers. Therefore, officers are maintaining conversations with a range of potential employment providers and will make a recommendation following further information and analysis to ensure the Council can take the best direction.

## **7. Meanwhile**

- 7.1. The Council is progressing with its major meanwhile project Meridian Works, with support from the GLA. This will see the refurbishment and extension of a building in the site to provide a state-of-the-art makerspace. The Council is working with Building BloQs, a local business which provides space and equipment for makers and creatives. They provide a range of equipment, from saws and lathes to laser cutters to enable small creative businesses to grow.
- 7.2. The Council is marketing two meanwhile sites:
- 7.2.1. Teardrop
- 0.83 acres
  - B1, B2, B8 Uses (workspace, industrial), and others subject to planning
  - 12 year lease with 4 year break option
  - Right next to the Meridian Water Station, a real place making opportunity, this site will be the gateway into Meridian Water from the station
- 7.2.2. Stonehill
- 7.5 acres
  - B1, B2, B8 (workspace and industrial) and open storage uses, others subject to planning
  - 12 year lease with 4 year break option
  - Situated in the East of the site, next to the North circular. An opportunity for innovative uses as well as more traditional industrial type uses. Access to the site will drastically change with the central spine road and HIF works.
- 7.3. The meanwhile sites will change considerably over the next few years if the Council secures the HIF funding. Providing key infrastructure unlocking the site for housing will also enable the meanwhile sites to evolve over time.
- 7.4. The Council is working in partnership with the Vibration Group to activate the Orbital Business Park site as a cultural and creative hub. Notably this involves, Meridian Water hosting Field Day festival, one of the UK's leading Festivals this summer. The line up has been announced, including an eclectic array of world famous artists as well as promoting upcoming UK talent.



## **8. Project Management**

- 8.1. The restructure report detailing the resourcing of the Meridian Water Team is in the final stages of approval. The restructure will provide the team with additional resource to deliver projects.
- 8.2. The Meridian Water Team has project management support from Stace, including a full time programme manager.
- 8.3. The team regularly reviews the strategic and urgent risk registers to monitor the main risks concerning Meridian Water. An extract of the top strategic risks are appended to this report, (see appendix 5).

# Appendix 1 – Illustrative Masterplan



Masterplan 1a



Development zones



Masterplan 1b

## Appendix 2 – Estimated Phase Delivery Dates

# Estimated Phase Delivery Dates

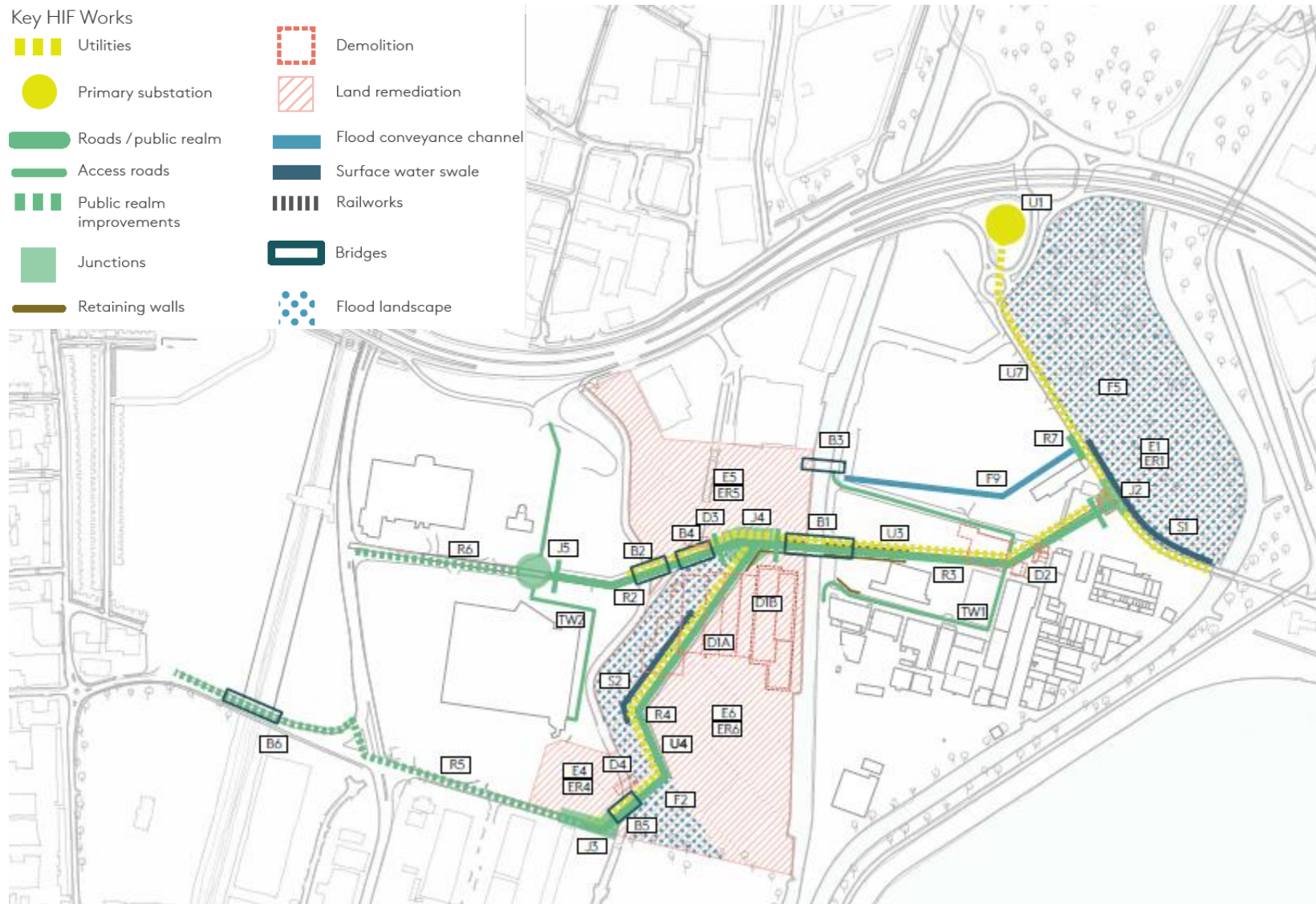
Working information – not yet approved

Phase	Number Units	Start on Site Date	Completion Date
Phase 1 Willoughby Lane	725	2020	2025
Phase 1 Leeside Road	200	2021	2023
Phase 2	1,388	2022	2026
Phase 3	1,674	2026	2035
Phase 4	628	2027	2029
Phase 5	767	2029	2034
Phase 6	328	2034	2036
Phase 7	1,763	2035	2039
Phase 8	2,489	2037	2045

### Appendix 3 – Housing Infrastructure Fund Proposals

Key HIF Works

- Utilities
- Primary substation
- Roads / public realm
- Access roads
- Public realm improvements
- Junctions
- Retaining walls
- Demolition
- Land remediation
- Flood conveyance channel
- Surface water swale
- Railworks
- Bridges
- Flood landscape



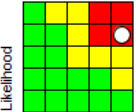
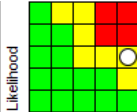
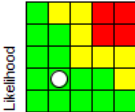
## Appendix 4 – Phase 1 programme milestones

### Phase 1: Willoughby Lane (725 homes) Indicative programme milestones

Milestone	Estimated Date
Procurement launch	September 2018
Development Agreement signed	June 2019
Planning reserved matters approved	January 2020
Phase 1a start on-site	June 2020
Phase 1a completion 363 new homes	May 2022
Phase 1b start on-site	March 2022
Phase 1b completion 362 new homes	September 2025

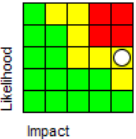
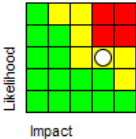
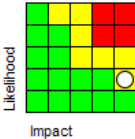
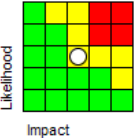
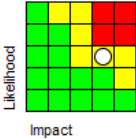
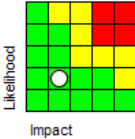
## Appendix 5 – Risk Register

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
29/01 2 Tesco/IKEA do not develop their land	<p><b>Cause:</b> Development of Tesco/Ikea land is under the control of third part landowners</p> <p><b>Effect:</b> however the deliver of the c. 1,400 homes on their land is crucial for delivery of 5,000 homes Masterplan</p>	Strategic Risk		Conversations ongoing with Tesco and Ikea at most senior level to discuss proposals		01-02-19: Cabinet resolution from 2016 gives in-principle authority to use CPO powers to assembly land in Meridian Water for housing delivery including on Tesco/Ikea land that is not required for operational purposes		29-Dec-2022	Paul Gardner
AW 005 *Urgent* Construction of new PRS and diversion of LP MP main	<p><b>Cause:</b> PRS works result in delays to construction of new homes by April /May 2020</p> <p><b>Effect:</b> impact on programme scope and finances</p>	Operational Risk		17-10-18: Julian Cox in negotiation with Cadent regarding new PRS v IP main diversion. Paul Gardner leading negotiations assisted by LSH to purchase existing PRS. It is expected that once an agreement to purchase has been confirmed, work to procure a contractor for the new PRS will		<p>29-01-19: awaiting confirmation of acquisition from National Grid to unlock construction work and tendering of specialist contractor (Cadent). Business case prepared for submission to Procurement Board – Cadent direct award recommended</p> <p>12-11-18: Julian Cox continues to chase Cadent for new PRS delivery programme (subject to</p>		29-Mar-2019	Julian Cox

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
				<p>proceed</p> <p>19-09-18: awaiting NG response to offer (week commencing 01-10-18); PRS (new) needs to be designed, built and commissioned by October 2019 otherwise the next window for commissioning is March 2020 followed by three months remediation work. Construction of Phase 1 cannot begin until June/July 2020.</p>		<p>conclusion of acquisition of PRS by Enfield). Indications from Cadent are that new C4 for PRS construction will be sent to Enfield early 2019 with construction work beginning second quarter 2019</p> <p>04-11-18: Julian Cox continues to progress works with cadent who will provide full programme for IP main diversion - awaiting acceptance of offer for sale by NG</p>			
18/04 30 *Strat* Quantum of affordable housing	<p><b>Cause:</b> The Council is unable to achieve 40% of affordable housing within the context of a viable scheme</p> <p><b>Effect:</b> Housing need; increase in temporary accommodation costs; planning risk increased</p>	Scope and Resource Risk	 <p>Likelihood</p> <p>Impact</p>	06-11-18: GLA grant Phase 2 - 8 business plan	 <p>Likelihood</p> <p>Impact</p>	<p>29-01-19: Financial model supports 35% affordable housing and 40% will unlock additional funding from the GLA. A series of 5-year business plans will seek to increase the affordable housing level to a target of 40%.</p> <p>Phase 2 - 8 business plan has been replaced by the series of 5-year business plans</p>	 <p>Likelihood</p> <p>Impact</p>	31-Dec-2019	Peter George; Jennifer Price

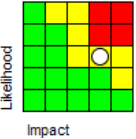
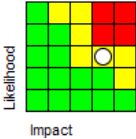
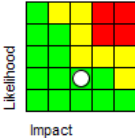
Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
18/04 5 HIF *Strat* General	<p><b>Cause:</b> LBE does not secure HIF funding in full, or partially</p> <p><b>Effect:</b> alternative infrastructure financing must be found with potential financial implications to the Council</p>	Financial Risk		<p>03-12-18: HIF business case successfully submitted on 3 Dec 2018</p> <p>08-11-18: Funding proposal increased to £156m</p> <p>06-11-18: strong external team putting together the business case under our stewardship</p> <p>Close working with senior stakeholders</p> <p>13 August 2018: High level lobbying suggests a positive outcome for LBE.</p> <p>Contingency and mitigation in the event of reduced funding or clawback being developed</p> <p>17 July 2018: The extension of the deadline to March 2023</p>		<p>29-01-19: HIF brochure being produced and lobbying of stakeholders through Meridian Water Panel.</p> <p>Detailed responses to Economic Case questions from MHCLG to be submitted 7 Feb 2019.</p> <p>A successful site visit held with Homes England on 9 January 2019</p> <p>Awaiting funding announcement March 2019</p>		31-Mar-2023	Lisa Woo



Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
18/04 23 *Strat* Financial	<p><b>Cause:</b> The capital receipts from the land do not achieve total cost recovery and a reasonable return on investment</p> <p><b>Effect:</b> The Council makes a loss on Meridian Water</p>	Resource Risk		<p>06-11-18: Phase 1 – 8 baseline financial model almost at completion Phase 2 – 8 Delivery Plan being prepared</p> <p>6 Nov 2018: LSH preparation of an overarching financial model</p>		<p>29-01-19: Financial model complete, currently being scenario tested Phase 2 – 8 superseded with a series of 5-year business plans</p>		31-Dec-2019	Jennifer Price
18/04 27 Employment	<p><b>Cause:</b> The delivery of the Meridian Water employment strategy does not secure the quality of jobs, the opportunities for local people and the transformational change desired</p> <p><b>Effect:</b> The strategic objective is not achieved</p>	Strategic Risk		<p>17 July 2018: The Employment report takes us forward, but a strategy needs to be prepared and agreed later this year 22 May 2018: Adoption of Employment strategy</p>		<p>29-01-19: Findings from analysis of employment strategy to be drafted to report with recommendation to Cabinet in Summer</p> <p>18-10-18: The procurement of support for both the employment hub and ground floor uses across the site has been progressed. Adoption of Employment Strategy</p>		28-Jun-2019	Clive Tritton

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
18/04 28 *Strat* Resource (people)	<b>Cause:</b> The Council fails to adequately resource the Meridian Water project <b>Effect:</b> delay and poor decision making and loss of income	Resource Risk		08-11-18: Stace embedded 22-10-18: Recruitment of permanent staff in hand; structure report to address shortfall (first draft end of October 2018)		29-01-19: Meridian Water structure approved, recruitment commenced  13-11-18: Dedicated in-house resource (Planning, Procurement, Legal, Communications) are being recruited 08-11-18: Meridian Water structure report prepared Review recruitment and procurement approaches		30-Sep-2019	Oluyemisi Morgan-Raiwe
29/01 3 *Strat* Local Plan	<b>Cause:</b> The Local Plan does not achieve release of SIL (in part or whole) <b>Effect:</b> Impacts Masterplan, SIL release, residential density on the East Bank	Scope and Resource and Programme				04-02-19: Examine possible locations for SIL swap within the Borough and developing intensification of SIL to co-locate industrial and residential		31-Dec-2019	Lisa Woo
29/01 2 Tesco/IKEA do not develop their land	<b>Cause:</b> Development of Tesco/Ikea land is under the control of third	Strategic Risk		Conversations ongoing with Tesco and Ikea at most senior level to discuss proposals		01-02-19: Cabinet resolution from 2016 gives in-principle authority to use CPO powers to assembly land in Meridian		29-Dec-2022	Paul Gardner

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
	part landowners <b>Effect:</b> however the deliver of the c. 1,400 homes on their land is crucial for delivery of 5,000 homes Masterplan					Water for housing delivery including on Tesco/Ikea land that is not required for operational purposes			
LW NNN *Strat* Public realm – Time pressure	<b>Cause:</b> The Council fails to deliver the public realm works prior to the station completion <b>Effect:</b> delays station opening and has financial consequences	Resource and Programme Risk		<p>08-11-18: Obtaining additional finances via DAR to enable works completion MW Design Team and LPA are satisfied with the designs produced</p> <p>19-09-18: Lisa Woo working with Gerald Fox (Station design champion) to oversee the design by LHE and Periscope for station public realm. This should include hard and soft landscaping, hoarding and way-finding</p>		<p>01-02-19: DAR complete, awaiting approval</p> <p>13-11-18: Obtain additional funding via submission of a DAR for approval by the relevant Portfolio Manager. Continue to review the scope of works and detailed construction programme activities with Volker to ensure the station can open on time on 19/05/19. Review the PCSA period to establish if Volker can enter in to Contract prior to Christmas with a start on site in early January 2019. Agree minimum customer obligation requirements with NR to open the station. Place direct orders with Enfield</p>		31-May-2019	David Duffield

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
						Highways to install new entrance crossover and pedestrian crossing, to take alleviate some of the pressure on the Volker construction programme			
PGa 004 *Strat* Revenue income	<b>Cause:</b> Project revenue fails to service the debt financing by 2025 <b>Effect:</b> Negative impact on Council's finances and additional capitalisation	Resource Risk		<p>19-09-18: agreed process with Property to authorise new leases and lease renewals</p> <p>05-09-18: Additional property resource required to help get in place leases and lease renewals on vacant sites. Once head lease arrangements in place on Stonehill, can begin to reduce security costs</p> <p>Meanwhile Board reviews income. Close working with Finance team</p>		<p>29-01-19: Review to be carried out of short-term decisions on meanwhile income and longer term impacts on revenue stream</p> <p>06-11-18: Providing a contractual mechanism to take residential assets in lieu of capital receipts Phase 1 – 8 financial model and increasing non-residential ground floor uses to 65%</p>		29-Mar-2019	Paul Gardner

Code & Title	Description (Cause & Effect of Risk)	Management	Original Matrix	Internal Controls	Current Risk Matrix	Mitigating Actions (must comply with SMART-O criteria)	Target Risk Matrix	Target Date	Managed By
18/04 26 Communities	<p><b>Cause:</b> The Meridian Water development alienates the existing and new communities</p> <p><b>Effect:</b> does not improve the lives of residents; creates reputational and estate management problems</p>	Reputational Risk		<p>17 July 2018 – no change</p> <p>22 May 2018 – Estate Management Strategy to address</p>		06–11–18: preparation of a Community Cohesion Strategy		31–May–2019	Clive Tritton
18/04 6 HIF Land Assembly	<p><b>Cause:</b> LBE fails to acquire the required land</p> <p><b>Effect:</b> increased costs and delays to infrastructure delivery</p>	Strategic Risk		<p>17 July 2018 HIF CPO is being progressed</p> <p>Negotiations with landowners to acquire via private treaty</p> <p>Governed under the Employment meeting with expert team recruited</p>		<p>29–01–19: Land group meeting fortnightly. JLL progressing private treaty negotiations. Team drafting Statement of reasons with Trowers and Hamlins.</p> <p>06–11–18: a Land group has been established to provide advice on land assembly and CPO preparation. Consultancy representation from CPO surveyor, legal, property agent and design team advising on land assembly particularly for HIF</p>		07–Jan–2021	Paul Gardner

Employment

Land 29-01-19:

**REPORT TO: OSC****DATE: 12.02.19****REPORT TITLE: Speech and Language Therapy Update****REPORT AUTHOR/S:****Clara Seery****Clara.seery@enfield.gov.uk****PURPOSE OF REPORT:****Update on the Speech and Language Therapy (SLT) service****SUMMARY:****This report gives updated information regarding the Speech and Language Therapy (SLT) service for school-aged children in Enfield.****1. BACKGROUND**

Local Authorities have a statutory duty<sup>1</sup> to work with Clinical Commissioning Groups (CCGs) in their local area to deliver the SEND Reforms. This includes Speech and Language Therapy (SLT).

Provision of the Speech and Language Therapy Service for Enfield's school-age children and young people is primarily provided by Barnet, Enfield and Haringey Mental Health Trust (BEH-MHT). Enfield Council and Enfield CCG fund this provision jointly.

The latest (December 2018) figures from BEH-MHT show a caseload of 694 children accessing SLT services as part of their Education, Health and Care Plan (EHCP) provision. This is a 56% increase on caseload data from 2015 (445 children).

This caseload is covered by 7.3 FTE therapists for mainstream schools, and 6 FTE therapists for special schools. In addition, there are 4.8 FTE specialist Clinical Leads. Provision is also provided within six Additional Resource Provision (ARP) settings (a total of 0.6 FTE) and four Speech and Language Resource Bases ((SLRBs) (a total of 2 FTE)):

Organisation/Team	Position	FTE
Mainstream Education	School-Aged-SLT Manager	0.2
	Highly Specialist SLT	1.8
	SLT Preceptorship Therapist	5.3
Special Schools	Clinical Lead (Autism) SLT	0.5

<sup>1</sup> *Children and Families Act 2014, Part 3.* <http://www.legislation.gov.uk/ukpga/2014/6/notes/division/4/3>

	Highly Specialist SLT	3
	Specialist SLT	2
	SLT Preceptorship Therapist	0.5
Clinical Leads	Clinical Lead	4.8
Additional Resource Provision	Highly Specialist SLT	0.6
Speech & Language Resource Bases	Highly Specialist SLT	2

Further provision in Enfield includes the following; these are commissioned separately to the local authority/CCG partnership, by the organisations themselves:

Organisation/Team	Position	FTE
Youth Offending Unit	Clinical Lead Specialist	0.4
LAC Virtual School	Highly Specialist SLT	0.4
Orchardside School	Highly Specialist SLT	0.2
Early Years Social Inclusion	Highly Specialist SLT	1.0
West Lea School	Specialist	0.6

As of September 2018, referrals to the Speech and Language Service provided by BEH-MHT have been accepted for children who meet one of the following criteria:

- The child or young person has a primary health, speech and language need
- A request for a statutory needs assessment has been agreed by the SEN Panel
- The child already has an EHCP and has/is suspected to have a significant speech and language need, but no speech and language assessment was carried out when the EHCP was issued

If no EHCP is currently in place, referrals to the BEH-MHT Clinical Lead Consultation Pathway can be made, whereby schools contact a SLT Clinical Lead directly, and jointly agree a plan to meet the child's requirements.

In order to support them in continuing to support speech, language and communication needs, BEH-MHT also offers schools a purchasable range of support packages. These may include staff training, support and additional assessments, and are tailor-made to the school's requirements.

## 2. ISSUES AND CHALLENGES

An increase in EHCPs is reflected in a corresponding increase in the requirement for more SLT provision. EHCPs showed the need for SLT provision in April 2017 as 612 pupils; in April 2018, this had risen to 670.



Enfield Council's available funding for school-aged SLT was reduced by £52,191 in 2016 due to a reduction in Dedicated Schools Grant funding; the available funding has since remained static at £693,389. The CCG provides approximately £1.25M. This means a total of circa £1.95M is available each year to provide the SLT service, for a current estimate of 700 school-aged children and young people.

It is therefore proving a challenge to provide the SLT service in the same way it has been delivered in the past.

The following supporting analysis is established using data from the Office of National Statistics (ONS)<sup>2</sup>.

The introduction of the SEND Reforms and EHCPs has seen a sharp increase in the number of children and young people with EHCPs.

For the period 2010 to 2015, there was an average annual increase of 2% in the number of children and young people with Statements. This was considerably lower than the average of 4% for outer London authorities.

The data indicates that for the period from January 2015 to 2017, there was an average annual increase of 18% for supporting pupils with EHCPs. The sharp increase reflected a general upsurge in demand due to families moving into Enfield following the introduction of the Welfare Reforms, changes in the assessment process as required by the SEND Reforms and significant increase in the school population.

The rate of increase reduced slightly for the period between January 2017 and 2018, and the average change from January 2015 to 2018 was 16.6%. However, the number of new EHCPs increased from an average of 10.8% for the period between January 2015 and 2017, to 22.1% for the period between January 2015 and 2018.

The total number of children and young people aged 0-25 with EHCPs reported as being supported at the end of 2017 was 2,187. At the end of the financial year 2017/18, there were 2,243 pupils supported.

### **3. RECOMMENDATIONS**

It is requested that the Committee notes this report for information; any comments are welcomed.

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<sup>2</sup> <https://www.gov.uk/government/statistics/statements-of-sen-and-ehc-plans-england-2018> and <https://www.gov.uk/government/statistics/statements-of-sen-and-ehc-plans-england-2017>

#### **4. NEXT STEPS**

As funding for SLT is unlikely to increase, a strategy is required for systems change. BEH-MHT has already started working on this by putting the revised schools offer in place, but the service needs further change to enable it to continue to run effectively in the future, as service pressures increase.

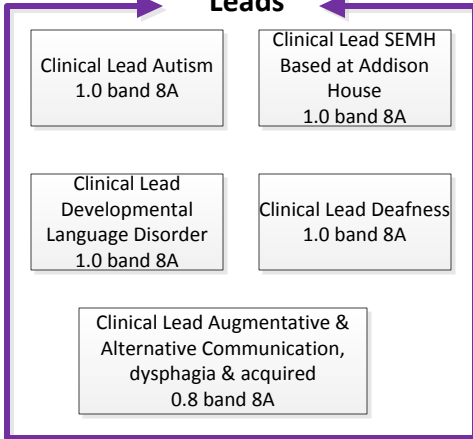
Commissioners and managers from Enfield Council and Enfield CCG will continue to work together to consider how to utilise funding in the most effective way, ensuring that children and young people receive the service that they need, at the time that it is required.

Joint outcomes for the SLT service will be agreed between the Council and the CCG, and it is expected that any service redesign will be agreed before the start of the new school year.

# School Aged Speech and Language Service

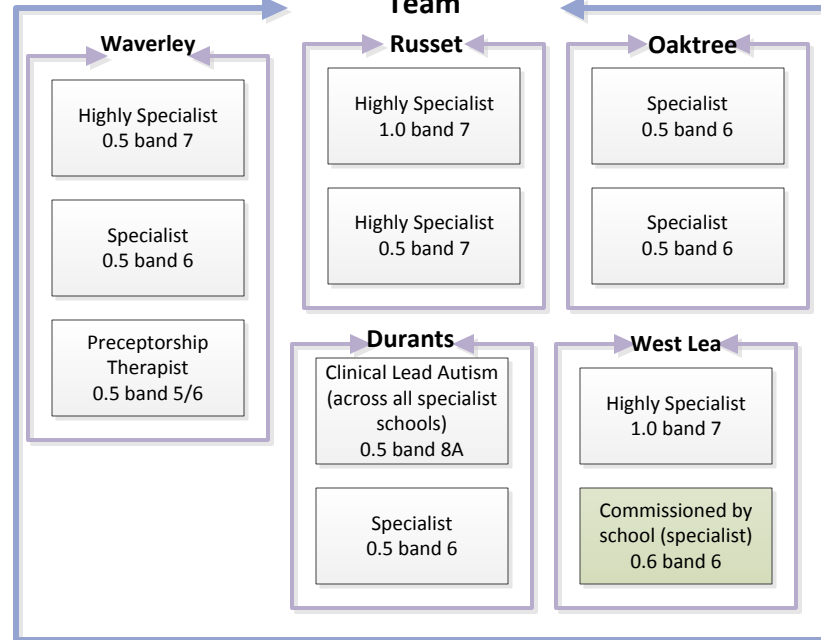
8<sup>th</sup> January 2019

## Clinical Leads

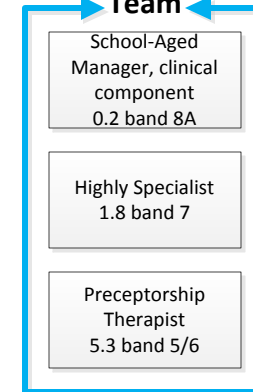


School-Aged SALT Manager  
0.8 8A

## Specialist Education Team



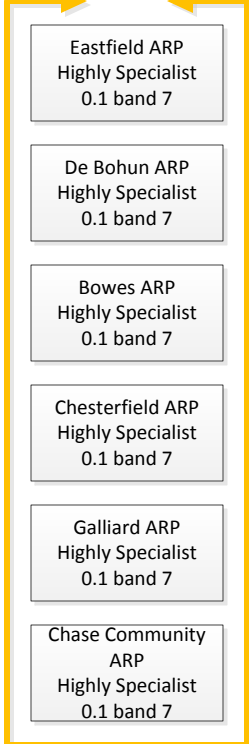
## Mainstream Education Team



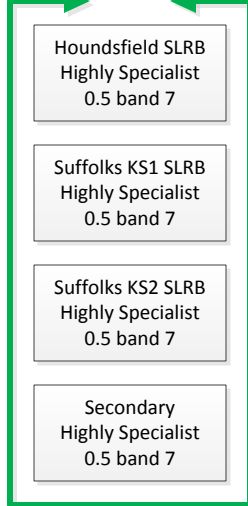
Adult Dysfluency (CCG funded)  
Highly Specialist  
0.3 band 7

EYSI  
Highly Specialist  
1.0 band 7

## ARP



## SLRB



Commissioned Youth Offending Unit  
Clinical Lead Specialist  
0.4 band 8A

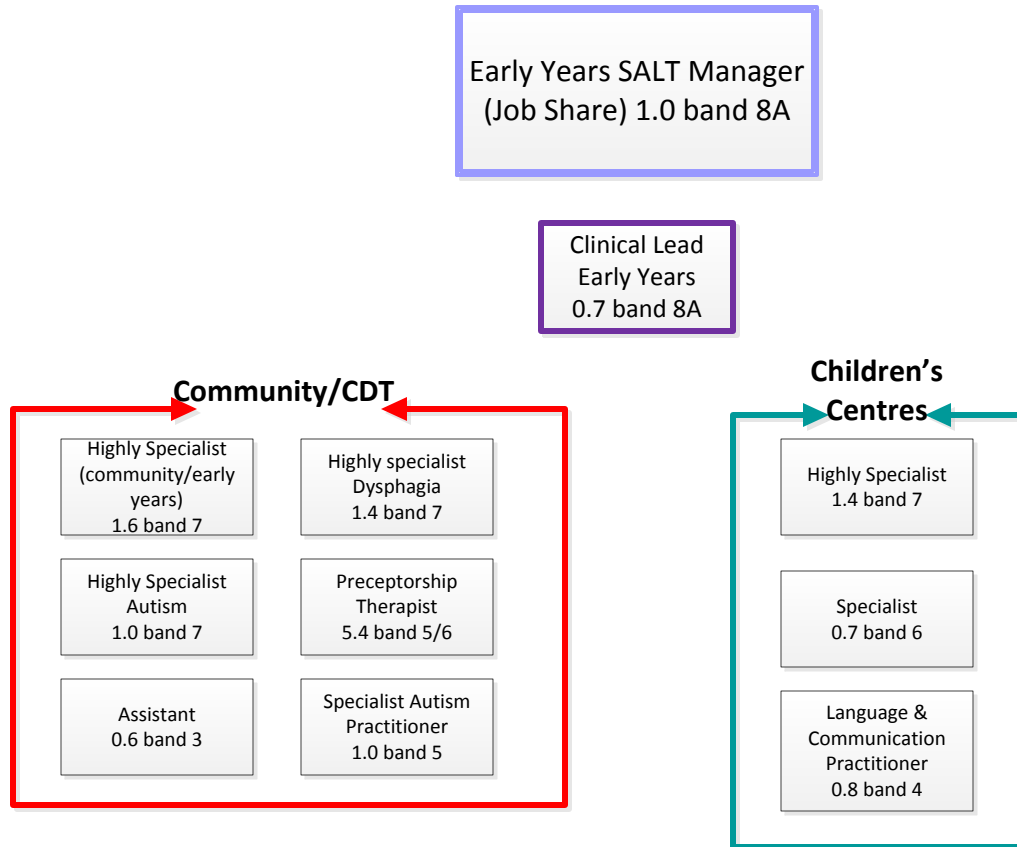
Commissioned Virtual School (LAC)  
Highly Specialist  
0.4 band 7

Commissioned by Orchardside  
Highly Specialist  
0.2 band 7

Speech and Language Service Structure Chart  
2018/2019

# Early Years Speech and Language Service

8<sup>th</sup> January 2019



Speech and Language Service Structure Chart  
2018/2019