

Part 1

Appendix 1.3: Extract HIF Business Case - Project Governance and Structure

The HIF Programme Delivery Board has been established to support delivery of HIF-funded schemes. Its role is to:

- Provide the leadership and support necessary to ensure successful delivery of the HIF Programme in London by identifying and leveraging synergies, mitigating risks and managing dependencies
- Oversee programme management of the Marginal Viability Fund in London on behalf of MHCLG, proactively monitoring and managing underspends and, where necessary, proposing substitute schemes for approval by MHCLG
- Ensure a robust programme assurance framework is in place to ensure value for money and appropriate risk management in relation to project outputs and outcomes, including the delivery of a significant number of new homes
- Monitor programme delivery to ensure compliance with all applicable legal requirements including state aid, public procurement law and the Public Sector Equality Duty,
- Receive quarterly reports on FF and MVF projects and monitor progress in the delivery of infrastructure and spend against project profile and programme longstops
- Provide quarterly reports to Housing and Land Directors Management Team on project risks and progress in delivery
- Review proposed changes to FF projects and agree change requests prior to submitting to MHCLG for approval
- Commission evaluation surveys of London HIF projects, as necessary, to meet MHCLG requirements

Its membership is as follows:

- David Lunts (Chair) Executive Director Housing and Land
- Lucy Owen-Executive Director Business Enterprise and Environment
- Lucinda Turner-Director of Spatial Planning TfL
- David Gallie-Assistant Director Group Finance
- Ray Smith-Senior Finance Officer
- Nick Taylor-Head of Area NW London
- Judith Carlson -Senior Area Manager NW London
- Margaret Kalaugher-Principal Policy Officer – Transport
- Andrew McMunigall-Senior Policy and Project Officer – Economic and Business Policy
- Darren Richards-OAPFs Manager, GLA Planning
- Martin Tedder -Spatial Planning, TfL
- Katharina Welbeck-London Councils

LB Enfield Governance

LB Enfield's approach to governance across three key areas is described in the table below.

Area Objectives Procedures

Roles and responsibilities To ensure that those involved in leading and delivering the programme and individual schemes have a clear understanding of their roles and responsibilities. There are agreed job descriptions and objective setting for LB Enfield staff in relation to the HIF project.

Contracts, scope of work and deliverables for each consultant (individual and corporate) working on the HIF project.

Project Initiation documents and project plans for each element of the HIF and agreed Terms of Reference for each Board / Group.

Planning and Estimating The programme and individual schemes have a clear understanding of the amount and type of resource required. A clear articulation of the level of resource skill and experience required throughout the lifetime of the scheme

Accurate estimate of the amount of resource capacity required and associated costs through active resource planning.

Risks associated with resources and associated funding form part of risk management at Programme Board level.

Allocation, prioritisation and scheduling The programme resource allocation is monitored and controlled throughout the programme lifecycles. Plans are in place setting out resource schedules and allocation and these are actively managed on a weekly basis.

A programme management structure is in place which brings together LB Enfield leads with external advisors, reporting to the Executive Management Team and ultimately to LB Enfield Cabinet. This structure is shown in the diagram provided in Section 7.2.3

and described in detail below.

LB Enfield Cabinet

LB Enfield Cabinet sets the strategic direction and makes key decisions. It is chaired by the Leader of the Council, who is also portfolio holder for Meridian Water, and meets monthly, considering Meridian Water issues as required. It is attended by the Leader, Deputy Leader, and Cabinet members with the following portfolios: Health and Social Care, Children's Services, Finance and Procurement, Housing, Environment, Property and Assets, Community Safety and Cohesion, and Public Health.

It delegated authority to the following officers as of 25 July 2018:

- Director of Meridian Water – to agree amendments to scope with in agreement with GLA and advisors
- Director of Law & Governance and Director of Meridian Water – to oversee and approve contractor procurement
- Executive Director of Resources and Executive Director of Place – to approve the Business Case and accept funding.

Executive Management Team (EMT)

The EMT is chaired by the Chief Executive and is one tier below Cabinet. The EMT is responsible for overseeing the implementation of corporate objectives, including Meridian Water. The EMT will review any major issues arising within the HIF programme against corporate objectives and priorities. It meets monthly, and is attended by the Executive Director of Place, who acts as LB Enfield's SRO on the project. All other officers with delegated authority attend, plus key Directors from across LB Enfield and other officers as required.

Meridian Water Executive Board

Beneath EMT there is a Meridian Water Executive Board, chaired by the Chief Executive. The Executive Board is responsible for overseeing the strategic goals of the Council and managing strategic risk and cross departmental priorities. The Executive Board is also a forum for integration of cross departmental programme priorities.

It meets monthly and its full membership is set out below.

- Ian Davis (Chair), Chief Executive
- Sarah Cary, Executive Director of Place
- Peter George, Meridian Water Programme Director
- Jeremy Chambers, Director of Law and Governance
- Fay Hammond, Director of Finance
- Matt Bowmer, Interim Director of Finance
- Mark Bradbury, Director of Property and Economy

Meridian Water Programme Board

The Meridian Water Programme Board sits below the Meridian Water Executive Board and brings together programme leads to ensure integration and coordination across the different strands of the Meridian Water programme including employment, strategic planning, masterplanning, phase delivery and HIF.

The Meridian Water Programme Board is responsible for managing the overall project plan, budget, assurance, interdependencies, risk and procurement strategy for the Meridian Water scheme. The Programme Board receives regular project and programme updates, risk reviews and highlight reports to ensure that the scheme is being delivered on time and on budget, and that the outputs are of the required quality. Key interdependent project issues and risks are escalated for the Executive Board to review.

The Meridian Water Programme Board meets on a weekly basis. It comprises:

- Peter George (Chair), Meridian Water Programme Director
- Strategic Programme Manager
- Lead Consultant Meridian Water (Phase 1 Delivery)
- Lead Consultant Meridian Water (HIF Project Director)
- Lead Consultant Meridian Water (Employment)
- Senior Regeneration Manager (Land and Acquisition)
- Strategic Design Manager (Masterplan)
- Head of Legal Services

- Head of Procurement and Commissioning Hub
- Head of Finance

Senior Stakeholder Group

A Senior Stakeholder Group has been established to provide a forum for engagement with key stakeholders at a strategic level. It is chaired by Richard Blakeway, a Homes England Board Director and strategic adviser on housing and regeneration for a range of organisations. Representatives of the GLA and TfL also attend, plus two independent board members and other key stakeholder organisations as required. It meets quarterly and reports to the Meridian Water Programme Board. Its full membership is as follows:

- Richard Blakeway (Chair) Independent, Homes England Board Director
- Sarah Cary-LB Enfield Executive Director of Place
- Peter George-LB Enfield Meridian Water Program Director
- James Murray-GLA Deputy Mayor, Housing and Residential Development
- Lucinda Turner-TfL Director of Spatial Planning
- Debbie Jackson-GLA Assistant Director, Regeneration
- Neil Hook-GLA Head of Area, North East London
- Independent private sector representative
- Independent public sector representative
- As required, representatives from Network Rail, Greater Anglia, Environment Agency, Government Departments and other key stakeholder organisations.

Meridian Water Steering Groups

Beneath the Programme Board sit four Steering Groups, covering employment, strategic design and planning, Phase 1 delivery, and HIF. Each one maintains a detailed project plan and risk register.

The HIF steering group comprises members from the GLA, TfL and rail delivery stakeholders as well as LB Enfield's HIF delivery project managers and consultant teams. Chaired by the Meridian Water Programme Director, it is accountable for ensuring the project is delivered against its objectives. It meets fortnightly to monitor HIF risks and overall delivery programme and is responsible for reviewing key gateway deliverables produced by contracting teams. Scope changes are reviewed by the Steering Group and material changes are escalated to the Programme Board for approval. The HIF Steering Group's full membership is shown below:

- Peter George (Chair) - Meridian Water Programme Director
- David Duffield-HIF Project Director (Stace)
- Peter Alekkou-Head of Procurement
- Melanie Dawson-Senior Regeneration Lawyer
- Olu Ayodele-Head of Finance
- Paul Gardner-Senior Regeneration Manager (Land and Acquisition)
- Lisa Woo-Strategic Design Manager (Masterplan)
- Marvin Mileham - GLA Senior Area Manager, North East London
- Claudia Penaranda - TfL Spatial Planning

The responsibilities of the remaining Steering Groups are summarised below.

- Strategic Planning and Design Steering Group: Area Action Plan; masterplan; Meridian Water planning strategy; phasing plan for overall scheme; planning applications for Phases 1 and 2 and Meridian Works; financial modelling for strategic planning; and employment strategy.
- Phase 1 Delivery Steering Group: Meridian Water station and third track; pre-construction works; developer procurement; financial modelling for Phase 1; estate management; and management of new assets.
- Employment Steering Group: employment strategy; inward investment; Meridian Works; phasing plan for employment; site acquisition; site management; and financial modelling for employment.