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**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

**Please
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Date: 03 June 2016

Dear Councillor,

Council: 8 June 2016 – “To Follow” Papers

Please find attached the following item marked as “To Follow” on the Council agenda for the above meeting.

Agenda Item 8: Meridian Water Developer Partner Procurement – Report No.20

Yours sincerely

Asmat Hussain

Assistant Director Legal & Corporate Governance

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MUNICIPAL YEAR 2016/2017 REPORT NO. **20**

MEETING TITLE AND DATE:
FULL COUNCIL – 8th June 2016

REPORT OF:
 Director of Regeneration &
 Environment

Contact officer and telephone number:

Peter George X3318
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Agenda – Part: 1	Item: 8
Subject: Meridian Water Developer Partner Procurement	
Wards: Upper Edmonton & Edmonton Green	
Key Decision No: KD4241	

<p>Cabinet Members consulted: Cllr Ahmet Oykener and Cllr Alan Sitkin</p>

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is for Full Council to note the outcome of the Meridian Water Master Developer Partner procurement process.
- 1.2 The procurement of the Master Developer Partner has been conducted in accordance with the Council's Contract Procedure Rule and the Public Contract Regulations 2015, using the Competitive Dialogue procedure.
- 1.3 Following a detailed evaluation of Final Tenders, Cabinet confirmed the selection of Barratts & SEGRO as the preferred Bidder, whose Tender had been evaluated to be the most economically advantageous Tender based on the evaluation criteria identified by the Council.
- 1.4 The selection of a master developer partner is not just a huge step forward for Meridian Water; it is a significant development for the whole of the Borough as Meridian Water has the potential to expand prosperity throughout North London. Barratts & SEGRO's bid bring important benefits to the local community including new social rented homes, jobs, training and facilities.

2. RECOMMENDATIONS

- 2.1 To note the selection of Barratt Homes as the master developer for Meridian Water in addition to their commercial partners Segro.

3. BACKGROUND

- 3.1 From the outset the driver for Meridian Water has been to deliver a regeneration intervention to the local economy of such significance that it would catalyse change into the surrounding neighbourhoods.
- 3.2 Edmonton, like much of Enfield, suffers from a low wage, low skilled economy. The Edmonton wards are in the top 10% most deprived and the impact of a number of national policies, such as the benefit cap, has only had the effect of further compounding the issues in Edmonton further. Edmonton continues to face challenges and many local people talk about an area that is in decline.
- 3.3 Meridian Water has the potential to reverse decline and bring prosperity.
- 3.4 The major priority for Meridian Water is to generate thousands of new jobs in higher paid sectors to revitalise the local economy. These jobs will be permanent jobs in addition to the anticipated 10,000 construction jobs that will be created during the 20 year lifetime of the project.
- 3.5 Jobs are always an essential component of a successful local economy; however, jobs alone cannot bring prosperity to local communities unless there are clear pathways for local people to access the jobs. The reasons for the higher unemployment rate within Edmonton are complex, but part of the problem is due to a mismatch between the skills of local people and the skills sought by local companies. Meridian Water must, and will, provide serious training opportunities for local people so that they are best placed to take advantage of the new jobs.
- 3.6 Meridian Works, the collaboration between the Council, GLA, Building Bloqs and Acava, is an excellent start providing over 300 jobs and a Built Environment Training Centre from 2017; but it is only the beginning.
- 3.7 More broadly, Meridian Water aims to ensure that local people are the principal beneficiaries of the new homes, jobs, training, infrastructure and facilities. Meridian Water is for the people of Edmonton and all avenues will be opened up to ensure that it is they who benefit from the growth and prosperity.
- 3.8 Place making will be at the heart of plans for Meridian Water. Local people describe Edmonton as an area where people want to move on. Meridian Water can make Edmonton the final destination for families. Pioneering architecture, quality neighbourhood facilities and an evening economy complete with a leisure

and cultural offering is what is needed to make Edmonton a sought after area again.

- 3.9 This is the vision for Meridian Water but none of this can be realised without a delivery partner. This report describes the progress the Council has made to appoint a master developer partner to deliver all the homes, jobs and neighbourhood facilities.
- 3.10 The purpose of the Meridian Water Master Developer procurement was to appoint a Master Developer/Consortium to develop the entirety of Meridian Water, now a £3.5 billion development opportunity. The Council sought a Master Developer/Consortium with the vision, commitment to quality of design, expertise, financial capacity and place making credentials to ensure that Meridian Water has an enduring positive legacy.
- 3.11 The procurement process for the Master Developer sought to identify a partner that can bring the skills, experience/ expertise and financial capacity to development that meets the Council's objectives for Meridian Water, as listed below:
- Highest quality of design and place-making throughout;
 - Over 8,000 new mixed tenure homes;
 - Over 3,000 new jobs in higher paid sectors;
 - Speed of delivery
 - Return on the Council's financial investment;
 - A legacy to be proud of;
 - Environmentally sustainable development
- 3.12 The next sections will explain the procurement process undertaken to select a development partner. Reaching this stage of the process to appoint a development partner is just one of a number of areas of progress that has been made to bring forward Meridian Water over the last 18 months.
- 3.13 The Council has led the submission of an outline planning application for 725 new homes, the new Meridian Water station, and facilities. 15 hectares of land has been acquired and a further 4.5 hectare site is close to being agreed. A remediation planning application has been obtained and the Council are a couple of months away from selecting a remediation contractor. Meridian Water was also confirmed as a Housing Zone in 2015 which attracts £25m of investment.
- 3.14 From an organisational perspective a robust internal governance approach has been implemented reporting up into a Member chaired group. The Council's auditors confirmed that all 12 audit recommendations have been successfully implemented and a Gateway Review has been carried out on the project. Meridian Water is also subject to a Scrutiny Committee work stream.

3.15 A lot of progress has been made but the selection of a master developer is the largest milestone to date for the project. Given the size of the contract value it is also the biggest decision to be taken by the Council.

3.16 The procurement of a Master Developer/Consortium to develop the entirety of Meridian Water was approved by Cabinet on the 29th of April 2015. An OJEU compliant procurement process was followed. The following paragraphs explain the process that has been followed to identify a preferred developer partner.

3.17 Procurement Support

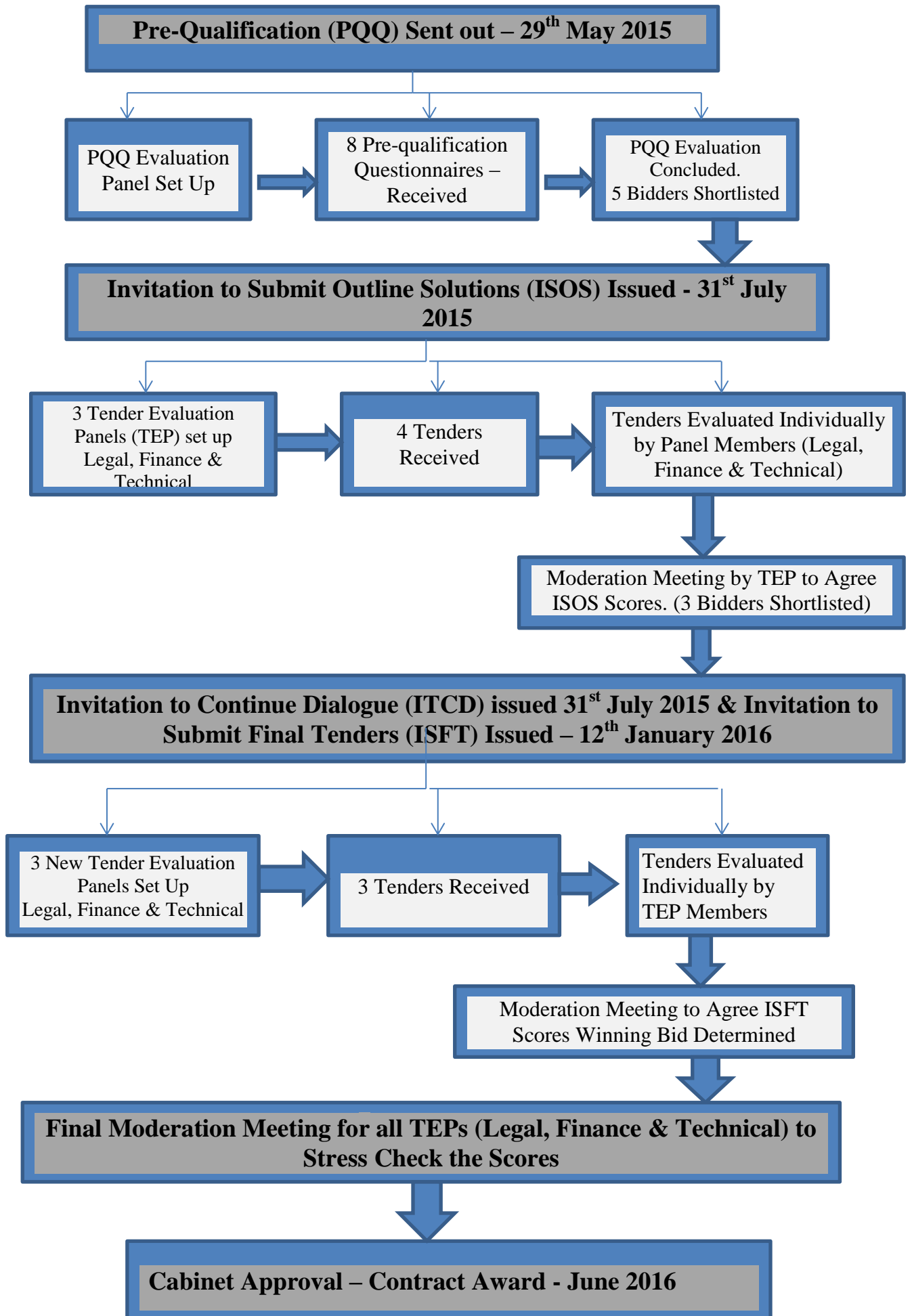
3.18 To provide advice and to ensure we remained compliant with the Public Contract regulations and the Council's internal procedures,, the Council engaged the services of the following:

- Jones Lang LaSalle (JLL) provided technical and commercial advice
- Trowers & Hamlins provided legal advice
- PricewaterhouseCooper (PWC) provided financial and accountancy advice

3.19 The services of Browne Jacobson Solicitors were also engaged to receive the Final tenders, ensuring due diligence and reducing the risk of a challenge.

3.20 The Procurement Stages

3.21 The procurement stages and the timeline are as detailed overleaf.



The Procurement Timeline

Stages	Date
Prior Information Notice (PIN)	4 th April 2015 Ref.117316–2015-EN
Contract Notice	Submitted 29 th May 2015
Pre-qualification	
• Pre-qualification Questionnaire (PQQ)	29 th of May 2015
• Bidders Briefing Day	8 th of June 2015
• PQQ Evaluation Concluded	24 th July 2015
Invitation to Submit Outline Solutions (ISOS)	
• Invitation to Participate in Dialogue and Submit Outline Solutions (ISOS)	Issued: 31 st July 2015
• Bidders' Briefing Day	7 th August 2015
• Discussion/Meetings	W/C 10 th August 2015
• Deadline for Submission of Outline Solutions	18 th September 2015
• ISOS Evaluation Completed – ITCD Issued	19 th October 2015
• Feedback Meetings to Bidders	23 rd October 2015
Invitation to Continue Dialogue (ITCD) & Submit Final Tenders (ISFT)	
• ITCD Documents Issued	19 th Oct. 2015
• Competitive Dialogue Meetings	30 th Oct. 2015 – 12 th Jan 2016
• Site Visits to Comparable Developments	19 th Nov. 2015 – 4 th Dec 2016
• Developer Presentations	14 th December 2015
• Chief Exec's Briefing	16 th Dec. - 21 st Dec. 2016
• Close Dialogue and Issue ISFT	12 th January 2016
• Deadline for submission of Final Tenders	2 nd Feb 2016
Evaluation and Award	
• Evaluation of Submissions	3 rd Feb 2016 – 10 th March 2016
• Council's Executive Approval	18 th May 2016
• Alcatel Mandatory Standstill Period	10 Days
• Full Council	June 2016

3.22 At the end of the PQQ stage the following 5 organisations were shortlisted and invited to Submit Outline Solutions (ISOS):

- Barratts & Segro
- Berkeley Homes
- Pacific Century Premium Developer (PCPD) & Willmott Dixon
- Peabody
- Taylor Wimpey

3.23 Peabody opted out of the bidding process and the 4 remaining bidders participated in all the competitive dialogue sessions covered technical, financial and legal matters.

3.24 ISOS Evaluation

3.25 The evaluation criteria at the ISOS stage focused on three areas namely: Technical, Finance and Legal; and the weightings are as shown below.

Area of Assessment	Weighting
Technical	70%
Finance	25%
Legal	5%

3.26 Outline solution submissions were received on 18th September 2015. Following a detailed evaluation of the ISOS submissions, the three bidders who obtained the highest scores were invited to continue dialogue and following the close of dialogue to submit Final Tenders.

3.27 Authorisation was sought and granted (CMB 20th October 2015) for the Programme Director to proceed to the next stage of the procurement process which was Invitation to Continue Dialogue (ITCD); followed by Invitation to Submit Final Tender Solutions (ISFT).

3.28 The three Bidders who were invited to Continue Dialogue and to submit Final Tenders were:

- Barratts & Segro
- Berkeley Homes
- Pacific Century Premium Developer (PCPD) & Willmott Dixon

3.29 Invitation to Continue Dialogue (ITCD)

3.30 The competitive dialogue procurement route was chosen because it offered scope for prior negotiations. Because of the nature, including the size, of the project, the complexity, the risks - both legal and financial - associated with this long term phased development project, the competitive dialogue route was chosen. The Council was also seeking to encourage the use of innovative solutions.

3.31 Discussion of all aspects of the Tenders was carried out and the dialogue meetings offered each bidder a number of opportunities to fully understand the Council's requirements before Final tenders were called for and ultimately submitted.

3.32 The process also gave the Bidders the opportunity to test the Council's requirements through a progressive development of their proposals referenced to the Bid requirements; and eliminated the possibility of misinterpretation by both parties.

3.33 Commercial Dialogue

3.34 Further dialogue meetings with the remaining three bidders began on the 30th of October 2015 and ended on the 12th of January 2016.

3.35 The Competitive Dialogue Process

- 3.36 The Competitive Dialogue at Final Tender Solutions stage took the format of intensive, structured dialogue meetings, covering all aspects of the Tender solution. The sessions covered: Technical, Financial, Legal (the finance and legal streams were often joined together in a "Commercial" dialogue).
- 3.37 The Technical discussions focused on the eight qualitative evaluation criteria which are:
- Design, Place-making and Construction Detail
 - Employment Offer
 - Residential Mix
 - Planning and Deliverability
 - Management and Maintenance
 - Resident Involvement and Community Offer
 - Environmental Sustainability
 - Socio-Economic Regeneration
- 3.38 The Financial stream focused on the four financial evaluation criteria, namely the bidders':
- Financial Offer
 - Approach to Securing Value for Money
 - Approach to Profit Sharing, Overage and Risk
 - Deliverability of Funding Proposal
- 3.39 The Legal stream focused on the full suite of legal documents issued with the Invitation to Continue Dialogue. Bidders were asked to mark up the Master Developer Framework Agreement (MDFA) (which included as schedules a Phase Development Agreement, Building Lease, Lease and Overage Agreement (amongst others)).
- 3.40 The "Commercial" stream, which combined both legal and financial elements, explored the Bidders' proposals for the development opportunities, specifically looking at the delivery strategy for phase 1A in particular as well as the subsequent phases. The sessions were themed around: Templates/Viability Appraisal Tools, Viability Options and Mechanism, Minimum Plot Value, Overage Proposals, Payment Term, Risk Sharing, Form of Guarantee, Funding Strategy and VFM; and Value for Money.
- 3.41 The overriding objective of the dialogue was to reach a solution (or solutions) on all relevant issues which were capable of acceptance by the Council and this was achieved.

3.42 Site Visits and Bidders' Presentations

- 3.43 Visits to comparable sites developed by the Bidders were also carried out. The visits comprised of Senior Executive Officers and/or Councillors; and were used as an opportunity to gather information about current of previous developments by the bidders with a view to the information gathered informing subsequent dialogue meetings about the solution being offered.
- 3.44 The visits however did not form part of the evaluation criteria and as such were not scored.
- 3.45 The three Bidders also presented an overview of their technical submission covering all eight evaluation criteria sections as well as the highlights of their commercial offer (finance/legal) to Cabinet Members and senior Council officers. This was an opportunity for questions to be asked by the Council and for the bidders to provide answers. This session did not form part of the formal evaluation process and was not scored.
- 3.46 The Council ensured Bidders had enough time to negotiate mutually profitable and viable commercial terms for Meridian Water with the Council prior to closing dialogue and calling for Final Tenders. The Public Contracts Regulations limit the scope for discussions after submission of Final Tenders to matters of clarification, specification and optimisation provided, amongst other things, that there is no distortion of competition or discrimination.
- 3.47 The Competitive Dialogue process was completed on the 12th of January 2016 and the Invitation to Submit Final Tenders documents issued to the Bidders on the same day.

3.48 Tender Evaluation Panels

- 3.49 The evaluations of Tenders began in February 2016 and were completed by April 2016. Prior to the start of the evaluation, three Tender Evaluation Panels (Legal, Finance and Technical panels) were set up.
- 3.50 All the evaluation panels were chaired by the Programme Director. The different evaluation panels received advice from the council's consultants - JLL provided Technical advice; PWC provided Financial Advice; and THL provided Legal advice. Ernst & Young provided interim Corporate Procurement services and KPMG acted as Quality Assurance Observer (QAO).

3.51 Tender Evaluation

- 3.52 The Final Tender evaluation criteria were set out in the ISFT document issued to all Bidders and are summarised below: The table overleaf shows the 3 main areas of assessment and the weighting attached.

Area of Assessment	Weighting
Technical	45%
Finance	40%
Legal	15%

3.53 Legal Scoring Criteria

- 3.54 The bidder's mark-up of all contractual documentation (the suite of legal documents that accompanied the ISFT) was used as the basis of the legal evaluation. During the dialogue meetings the bidder's draft mark ups were discussed and in a number of instances positions were agreed and a "legal tracker" which tracked the progress of drafting and agreed amendments (individual to each bidder) were issued to each bidder. All bidders were informed that if a position was agreed with the Council in dialogue, even if it was detrimental to the Council's initial starting point, that amendment in itself would not allow the Council to score the bidder below a score of '6 – minor reservations' in the legal score. The reason this threshold of '6' is important is because the ISFT confirmed that no bidder could be selected as preferred Bidder unless it scored a minimum of '6' in each of the 3 legal evaluation categories. Each of the 3 shortlisted bidders achieved this.
- 3.55 The areas of assessment of the mark ups of the full suite of legal documents are as shown in table 4 below:

Table 4

15%	Area of Assessment	Secondary Assessment Weighting
1	Public Sector Risk Transfer / Control	40%
2	Conditions Precedent	40%
3	Termination and step-in Proposals	20%
	Total	100%

- 3.56 The mark ups set out in Table 4 above were assessed in the first instance to determine whether the Council's minimum legal requirements have been met. A pass/fail gateway was applied and any Tender that did not pass the assessment of minimum legal requirements was not eligible to move on to the next stage of the evaluation.
- 3.57 Tenders that passed the minimum legal requirement then had their Mark ups assessed and scored out of 15. All bids passed the minimum legal requirements threshold. The legal scoring matrix is contained in the ISFT.
- 3.58 As stated above bidders were required to score a minimum of 6 points in each of the areas of assessment in order to be eligible for selection as Preferred Bidder and each bidder did.
- 3.59 The mark-ups were further assessed against the stated assessment criteria.

3.60 Financial Scoring Criteria

- 3.61 To protect the Council's financial interests four principles were developed to govern the Council's financial investment into Meridian Water.

- 3.62 Bidders were required in their responses to demonstrate how their proposals are compatible with the financial principles; and the Council's proposed minimum project requirements as detailed under paragraph 3.4 of the ISFT document.
- 3.63 The areas of the financial assessment at ISFT are as shown in the table below.

40%	Area of Assessment	Secondary Assessment Weighting
1	Financial Offer	20
2	Approach to Securing Value for Money	35
3	Approach to Profit Sharing, Overage and Risk	35
4	Deliverability of Funding Proposals	10
	Total	100

- 3.64 Bidders' responses were checked for consistency with their responses to the technical and legal bid requirements and clarifications requested, where necessary.
- 3.65 All responses were evaluated with reference to the Required Standard and the Scoring Matrix provided in the ISFT.

3.66 Technical Scoring Criteria

- 3.67 The areas of the Technical assessment at ISFT are as shown below.

45%	Area of Assessment	Secondary Assessment Weighting
1	Design, place-making and construction detail	25
2	Employment offer	10
3	Residential Mix	10
4	Planning & Deliverability	20
5	Management & Maintenance	10
6	Resident Involvement & community offer	5
7	Environmental sustainability	5
8	Socio-Economic Regeneration	15
	Total	100

- 3.68 Bidders' submissions were assessed and scored out of 12 adopting the scoring matrix set out in the ISFT document.
- 3.69 Bidders were required to score a minimum of 6 points to all eight of the qualitative evaluation sections listed in Table 6 above, in order to be eligible for selection as preferred bidder. All bidders achieved this.

3.70 The Overall Scores

3.71 The overall scoring and ranking of the 3 Bidders is as shown below:

Overall Evaluation Scores					
Bidder	Company	Technical (45%)	Finance (40%)	Legal (15%)	Total (100%)
A	Barratt	38	27	12	77
B	Berkeley	23	25	7	55
C	PCPD	34	23	13	71

3.72 Completion of the Procurement Process

3.73 The next steps are shown in the table below.

Activity/Event	Date
Send Alcatel letters to unsuccessful bidders	3 June
Observe 10 day standstill period (after despatch of Alcatel letters) before contract award. – noting however that the anticipated contract award is some time off	
Finalise the terms of the MDFA and related documents and enter into contract with Developer Partner	August 2016
Commence remediation of Phase 1a	September 2016
Developer Partner submits Reserved Matters application for minimum of 300 homes	September 2016
Reserved Matters Application is determined	January 2017
Enfield grant 21 year development lease to Developer Partner	February 2017
Commence on site	March 2017
First Completion	Summer 2018

4 ALTERNATIVE OPTIONS CONSIDERED

4.1 The alternative option would be not to appoint a Developer Partner.

5. REASONS FOR RECOMMENDATIONS

5.1 The procurement process is about selecting a partner who will work with the Council for the next 20 years to deliver the Council's objectives for Meridian Water. It is therefore imperative that the successful Bidder has the vision, technical, financial and legal ability to undertake the role. Barratts & SEGRO has fulfilled all the essential criteria. Crucially their bidder betters the Council's

objectives by proposing 10,000 new homes, 6,700 jobs as well as a financial offer that ensures that the Council receives a strong return on investment.

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

6.1 Financial Implications

6.1.1 The bid received from the preferred bidder, Barratts & SEGRO delivers a financially viable proposition to the Council.

6.2 Legal Implications

6.2.1 Trowers and Hamlin's, the legal firm acting for the Council on Meridian Water, has confirmed that the Council has proceeded to procure the Master Developer Partner through an EU compliant procurement process which has been designed to ensure full compliance with all procurement rules. The report highlights the engagement of external experts (legal, financial and technical) to assist the Council in this process in addition to the service of corporate procurement colleagues and more latterly Ernst & Young to oversee the process.

6.2.2 This report sets out, amongst other things, the outcome of the evaluation of the Final Tenders in connection with the procurement of a Master Developer Partner for Meridian Water. The Council is obliged to comply with the Public Contracts Regulations 2015 (PCR) in connection with the procurement of the Master Developer Partner who will be awarded the works contract - called the Master Developer Framework Agreement. The report confirms that the Council has adopted the Competitive Dialogue process to procure the Master Developer.. Under PCR regulation 26 (4) the Council is entitled to choose the Competitive Dialogue procedure if specific circumstances apply, including in situations where the Council cannot award a contract without prior negotiation because of specific circumstances relating to the nature, the complexity or the legal and financial make-up or because of risks attaching to them or where design or innovative solutions are required. The report highlights the nature and complexity of the project which justified the use of the Competitive Dialogue process for Meridian Water.

6.2.3 The report identifies the process of evaluation used to reach the recommendation to appoint Barratts & SEGRO as the preferred Bidder. The Council will need to be satisfied that the evaluation has been concluded in accordance with the published evaluation criteria as set out in the ISFT. The report identifies that under each area of evaluation the Final Tenders were evaluated by the respective evaluation panels against the stated evaluation criteria and the report makes no reference to any unstated (or hidden) evaluation criteria that has been adopted. In this regard it is worth noting that although Site Visits were carried out during the dialogue stage these are stated to have not been part of the evaluation, nor has the presentation to Members.

6.2.4 Following selection of the preferred bidder, there will be a process of contract finalisation following which, if the recommendations are approved, the contract will be awarded to Barratts & SEGRO. Under the PCR the Council is able to

negotiate with Barratts & SEGRO to confirm financial commitments and the other terms in its tender. However the Council needs to be careful to ensure that negotiations with them do not have the effect of materially modifying essential aspects of the tender of the Council's procurement and that the negotiations do not risk distorting competition or cause discrimination.

- 6.2.5 Section 1 of the 2011 Act 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. A local authority may exercise the general power of competence for its own purpose, for a commercial purpose and/or for the benefit of others. This general power of competence provides sufficient power for the Council to be able to contract with the Preferred Bidder to deliver the Meridian Water Project.
- 6.2.6 In exercising this power, the Council is still subject to its general duties (such as the fiduciary duty it owes to its local taxpayers) and to the public law requirements in exercising the general power of competence for a proper purpose. The general power of competence, while very broad, does not override other restrictions that are contained in other legislation. The Council therefore needs to consider the full scope of the activities envisaged as part of the contract with the developer Partner. The MDFA imposes contractual provisions in relation to the acquisition by the Council of land and obligations, following the satisfaction of Conditions Precedent, to dispose of land to the Developer Partner. The Council has power to acquire and dispose of land in accordance with the provisions of sections 120 to 123A of the Local Government Act 1972 - which, amongst other things, requires the Council to obtain best consideration for land disposals or otherwise obtain the consent of the Secretary of State.
- 6.2.7 Section 1 of the Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract with another person for the provision or making available of assets or services, or both, (whether or not together with goods) for the purposes of, or in connection with, the discharge of a function by the local authority.
- 6.2.8 Section 111 of the Local Government Act 1972 provides that the Council has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions.
- 6.2.9 The Council has a fiduciary duty to look after the funds entrusted to it and to ensure that its Council tax and rate payer's money is spent appropriately. For that reason, the Council must carefully consider any project it embarks to ensure that it is making decisions based on a proper assessment of risk and rewards/outcomes.
- 6.2.10 The public sector equality duty under section 149 of the Equality Act 2010 requires the Council to have due regard to; (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a protected characteristic and persons who do not share it. Paragraph [20] of this report identifies the existence of an Equality Impact Assessment.

6.3 Property Implications

6.3.1 JLL has provided the Council with commercial/property advice throughout the procurement.

7. KEY RISKS

7.1 A programme the size and magnitude of Meridian Water comes with a number of risks. There is an overall risk register for the Meridian Water programme which includes procurement risks.

7.2 Also, to ensure compliance and minimise the risk of a challenge, the Council employed the services of a range of professional advisors as part of the project team as noted in paragraph 3.18 above.

8. IMPACT ON COUNCIL PRIORITIES

8.1 The development of Meridian Water responds positively to all three of the Council's priorities, which are: Growth, Fairness to all; and Stronger communities.

8.2 Growth is promoted by new housing, jobs and training opportunities.

8.3 Fairness for all is addressed by focussing resources on lifting the prosperity of MW and the surrounding areas; and bridging the inequality gap.

8.4 Stronger communities are invariably more stable and cohesive communities; policies that promote this underpin the working of the team.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 An Equalities Impact Assessment has been prepared to accompany the revised capital programme, which includes delivery of Meridian Water. The overarching aim of the Neighbourhood Regeneration Service is to improve the quality of life for all, within the Council's priority regeneration areas.

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 2012-15. Completion of the Masterplan and the delivery of phased infrastructure improvements including increased rail services, station improvements and new homes will help to meet Outcome 2.10 of the Business Plan; to improve the quality of life of residents through the regeneration of priority areas and to promote growth and sustainability.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 In relation to the possible purchase of land, it will be necessary, through the process of due diligence, to establish the extent of contaminated land and to ensure that appropriate measures are taken to mitigate risks and to ensure its

likely suitability for projected end uses. To this end the Council is working closely with the Environment Agency to ensure that the all necessary precautions are taken.

- 11.2 The Council would also need to ensure that any acquired land was properly managed in order to provide a satisfactory level of amenity, safety and security.

Background Papers

None.