

# Public Document Pack



## **OVERVIEW & SCRUTINY COMMITTEE**

Tuesday, 18 June 2019 at 7.30 pm  
Conference Room, Civic Centre, Silver  
Street, Enfield, EN1 3XA

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Councillors : Susan Erbil (Chair), Tolga Aramaz, Guner Aydin, Sinan Boztas,  
Bernadette Lappage, Achilleas Georgiou (Vice Chair), Edward Smith and Lee David-  
Sanders

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. MW STRATEGIC INFRASTRUCTURE- CONTRACTOR PROCUREMENT HIF NON-RAIL (Pages 1 - 72)**

To receive a report from the Programme Director Meridian Water.

### **4. WORK PROGRAMME AND WORKSTREAMS 2019/20 (Pages 73 - 76)**

To review and agree the Overview & Scrutiny work programme and confirm  
the new initial workstreams for 2019/20.

### **5. MINUTES OF THE MEETINGS HELD ON THE 1 AND 22 MAY 2019 (Pages 77 - 90)**

To agree the minutes of the meetings held on the 1 and 22 May 2019

## **6. DATES OF FUTURE MEETINGS**

To note the dates of future meetings as follows:

### Provisional Call-Ins

Thursday 20 June, 2019  
Wednesday 3 July, 2019  
Thursday 8 August, 2019  
Thursday 19 September, 2019  
Thursday 31 October, 2019  
Thursday 28 November, 2019  
Thursday 19 December, 2019  
Thursday 30 January, 2020  
Thursday 6 February, 2020  
Wednesday 4 March, 2020  
Thursday 26 March, 2020  
Tuesday 28 April, 2020

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

Tuesday 23 July, 2019  
Wednesday 4 September, 2019  
Thursday 7 November, 2019  
Thursday 13 February, 2020  
Thursday 2 April, 2020

The Overview & Scrutiny Budget Meeting will be held on:

Wednesday 15 January, 2020

## **7. EXCLUSION OF PRESS & PUBLIC**

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

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

Programme Director – Meridian Water  
in consultation with Director of Law  
and Governance

**Agenda – Part: 1****KD Num: 4782**

**Subject:** MW Strategic Infrastructure –  
Contractor Procurement HIF non-rail

**Wards:** Upper Edmonton

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**1. EXECUTIVE SUMMARY**

- 1.1 In early December 2018 the GLA submitted, on behalf of Enfield Council, a funding application to Central Government for a total of £156m to build strategic infrastructure in Meridian Water. Confirmation on whether Enfield Council / GLA have successfully secured the HIF funding is expected in summer 2019. Given the current position in central government, there is no certainty when the announcement will be made.
- 1.2 To ensure timely delivery of works ahead of the funding deadline, the Council adopted an accelerated programme of design and procurement and is seeking approval to procure a main contractor ahead of finalising the HIF funding agreement.
- 1.3 At its meeting on 25<sup>th</sup> July 2018, Cabinet delegated to the Programme Director of Meridian Water (in consultation with the Director of Law and Governance) the decision to authorise the contractor procurement procedure for HIF delivery works to comprise enabling works, utility provisions, flood alleviation works to deliver the Central Spine road, as well as remediation and earthworks at the central area of the development for early delivery of homes.
- 1.4 Following a detailed Options Appraisal, a Competitive Dialogue Process leading to a multiple supplier framework agreement has been identified as the preferred procurement route for the strategic road and flood alleviation works. This process best addresses the key issues that are related to the nature and complexity of the project which is the subject of this report.

## **2. RECOMMENDATIONS**

It is recommended that the Programme Director – Meridian Water in consultation with the Director of Law and Governance:

- 2.1 Approves the commencement and undertaking of the procurement of a main contractor for the scope of works identified in the main body of this report, subject to sign off, of the procurement documents by the Director of Law and Governance and the Director of Finance.
- 2.2 Note that a separate report seeking approval to award the contract to the successful tenderer will be taken to Cabinet.

## **3. BACKGROUND**

### **3.1 Introduction**

- 3.1.1 In July 2018 Cabinet authorised a funding bid of £120m for the Housing Infrastructure Fund (HIF) and delegated the authority to approve the contractor procurement for the HIF delivery works to the Programme Director of Meridian Water in consultation with the Director of Law and Governance (KD4711). The Housing Infrastructure Fund is a government capital grant programme from the Ministry for Housing, Communities and Local Government (MHCLG) aimed to unlock housing sites and help deliver new homes.
- 3.1.2 Following a steer from Central Government to increase the funding ask, the scope of works for the funding application was increased to a total value of £156m. The scope of works proposed for funding includes rail enhancement works amounting to a value of circa £40m (which are outside the scope of this proposed procurement project) and strategic road and flood alleviation works for a value amounting to circa £116m.
- 3.1.3 In early December 2018 the funding application was submitted by the GLA on behalf of Enfield Council, after authority was obtained from the Mayor of London and the Council's Executive Director of Place and the Director of Finance to submit the bid to Central Government.
- 3.1.4 Confirmation from Central Government on whether Enfield Council / GLA have successfully secured the HIF funding is expected in summer 2019. Should the funding be successfully secured a report will be brought to an appropriate future Cabinet meeting to accept the HIF funds from Central Government and authorise entering into the funding agreement.



- 3.1.5 Should the funding be successfully secured, all capital works must be completed before the delivery deadline of March 2023, but central government may agree to extend to March 2024. LBE have requested acknowledgment from central government that the project would require a programme contingency of nine months taking the project completion long stop date to December 2023, which will need to be reflected in the funding agreement.
- 3.1.6 To ensure timely delivery ahead of the funding deadline a main contractor needs to be appointed on the framework by early 2020. This requires the Council to start the procurement process for the road and flood alleviation works ahead of finalising the funding agreement. A separate report will be brought to Cabinet early 2020 to approve the appointment of the successful contractor.
- 3.1.7 If the Council is unsuccessful in its bid or secures a materially lower amount of HIF Funding than requested, the scope and phasing of the works will need to be reviewed. The framework approach doesn't commit the Council to instructing any works and in the event of no funding or part of the funding being secured, some works could still be called off under the framework, subject to available LBE budget.

## **3.2 Team and Governance**

- 3.2.1 The Meridian Water Team has appointed a civil engineering-led multi-disciplinary team with the expertise and experience to lead the HIF bidding process and support with the design, planning and procurement of the strategic road and flood alleviation works. The Meridian Water Team is in the process of procuring further planning and design advisory services to support the delivery of the strategic road and flood alleviation works. Separate authority reports will be prepared in relation to this.
- 3.2.2 Furthermore, Stace project management has been appointed to manage the design, procurement and delivery of the strategic road and flood alleviation works. The Meridian Water Team will carry out a review of the project management arrangement in place with the aim of strengthening the team and ensure the right capacity and capability is available to manage the delivery of the works.
- 3.2.3 The procurement is carried out in close collaboration with the Council's internal Legal and Procurement teams and with the legal support of Trowers & Hamlin LLP. This to ensure the procurement process is carried out in compliance with the Public Contracts Regulations (2015) and the Council's Contract Procedure Rules.
- 3.2.4 The Council has a comprehensive delivery strategy for bringing forward the infrastructure and a robust governance structure is being put in place to provide oversight and direction for the delivery of the works,

including how the Council will work with any other key delivery partners. Description of the project governance and project structure as submitted in the HIF Business Case is attached to this report.

### **3.3 Tendered Scope of Works**

3.3.1 The strategic road and flood alleviation works put forward for HIF funding comprise significant infrastructure works across the Meridian Water site:

- Strategic highways and junctions, including the Central Spine road;
- Strategic bridges including bridges over the brooks, the Lee Navigation Canal and over the railway next to Leaside Road;
- Strategic flood management works including the re-profiling of the section of the Lea Valley Regional Park and canalised brooks and specific green corridors and local park within the site;
- Strategic utilities and drainage and off-site connections and reinforcement;
- Enabling works, including demolition, site clearance, bulk earth-moving and construction of temporary accesses to existing businesses.

3.3.2 Please see attachment 1 for a diagram and overview of the infrastructure and associated works proposed for the Housing Infrastructure Fund.

3.3.3 In addition to the strategic road and flood alleviation works put forward for HIF funding, further strategic infrastructure works have been identified that could be required during the lifetime of the framework agreement. The value of these works is set out in part 2 of this report.

3.3.4 The scope of works put forward for HIF funding is currently being worked up to the level of a Developed Design (RIBA Stage 3) and has been costed by an independent cost consultant. A cost plan is attached to part 2 of this report. The Developed Design will be finalised by June 2019 and be included in the Invitation to Tender.

3.3.5 At this stage of the project, some extents of the works are uncertain, and an appropriate contingency allowance has been included in the cost plan to cover the associated risk. The uncertainties are related to essential pieces of design information that are forthcoming:

- Ground Investigation Survey;
- Flood Alleviation Strategy;
- Transport Modelling;
- Full planning consent.

3.3.6 To confirm the exact scope of flood alleviation works and the extent of site remediation and earthworks required a full ground investigation

(GI) survey must be completed and a Flood Alleviation Strategy must be agreed with the Environment Agency. The GI survey is expected to be completed in December 2019 and the Flood Alleviation Strategy in July 2019.

- 3.3.7 Similarly, some uncertainties remain in the design development of the scheme until detailed transport modelling has been completed and planning consent obtained. Transport modelling is anticipated to be completed in June 2019 and planning consent is expected in November 2019.
- 3.3.8 To ensure timely delivery ahead of the funding deadline the procurement process needs to commence prior to completion of the design information. The preferred procurement route set out in paragraph 3.5 addresses the timing issue of some of the design information and allows the forthcoming Transport Assessment and Flood Alleviation Strategy to be considered during the second stage tender and ahead of contract finalisation in summer 2020.
- 3.3.9 Furthermore, the scope of works includes work located on privately owned land. Please find landownership map attached to part 2 of this report. The Council aims to acquire third party land by private treaty, but it is acknowledged that the Council may be required to use its compulsory purchase powers to acquire the necessary parcels of land.
- 3.3.10 On 6 September 2016 Cabinet (KD4348) passed a resolution stating that the Council agrees, in principle, to use its compulsory purchase powers for acquisition of land necessary for the delivery of the Meridian Water regeneration scheme. A further report will be brought to Cabinet to authorise the making of a compulsory purchase order required to deliver the HIF Works.
- 3.3.11 Negotiation with private landowners are progressing to acquire the land required to carry out the HIF Works by private treaty. In parallel a CPO strategy and programme has been prepared, to make sure the Council can progress a CPO in case agreement by private treaty is not reached.
- 3.3.12 The CPO Programme is dependent on the adoption of the Area Action Plan, which is expected in January 2020, and the grant of planning permission for the HIF works. The submission of the planning application is planned in June 2019, with the resolution to grant permission expected in October 2019.

### **3.4 Procurement Process and Contract Approach**

- 3.4.1 The estimated value of strategic road and flood alleviation works exceeds the current EU threshold for works. Several OJEU compliant procurement routes have been considered and, following consultation

with Stace, Trowers & Hamblins LLP and the Council's internal Legal and Procurement teams, a Competitive Dialogue Procedure leading to a multiple supplier framework agreement has been identified as the preferred procurement route (see section 4 for detail on the alternative options considered). A procurement options report is attached to part 2 of this report.

- 3.4.2 Competitive Dialogue is permitted under the Public Contract Regulations 2015 and allows contracting authorities to engage with the market as part of the formal tender process. It is particularly useful for complex projects where the restricted or open procedures are unlikely to be suitable.
- 3.4.3 The framework approach allows the Council the flexibility to instruct specific works and services as and when they are required and doesn't commit the Council to instructing the individual works packages until a call-off contract has been signed. Trowers and Hamblins LLP have advised that the Framework approach is suitable for the scope of works, given that the funding, the exact design and the land acquisition will not have been confirmed at the point of commencing the procurement.
- 3.4.4 Furthermore, the competitive dialogue procedure allows the Council the opportunity to engage and negotiate with bidders on key details prior to entering into the framework agreement. The approach therefore offers the opportunity to address the outcome of the Transport Assessment and the Flood Alleviation Strategy during the dialogue stage. However, it has been agreed that this will not be a protracted dialogue, but a 'lean' process (refer to paragraph 5.2)
- 3.4.5 Moreover, the market engagement with potential bidders has flagged potential reluctance of the market to accept what bidders would perceive as 'onerous contract terms'. In order to ensure that any tender approach does not inadvertently discourage bidders by including terms without the ability to enter into dialogue or discuss them first with Enfield, the preferred procurement process should ensure that onerous contract terms could be raised and dealt with in a procurement compliant and commercial manner and do not represent a barrier to bidders.
- 3.4.6 In compliance with the Public Contract Regulations (2015) a Prior Information Notice has been published on the London Tenders Portal and a procurement information event was organised on 26<sup>th</sup> April 2019 to gauge market interest. Further market engagement has taken place with several leading suppliers who have expressed an interest in the opportunity to bid for the works, including participation in a competitive dialogue process.
- 3.4.7 The tender documents will set out the Council's known design and construction requirements and request bidders to provide proposals on

the outline design, supply-chain costings, and a breakdown of profits, overheads and fees etc. The Council will enter into framework agreement with successful bidder and the pre-construction services and work packages will be called off from the framework under a call-off contract that is based on the NEC4 form of contract.

3.4.8 In compliance with the Contract Procedure Rules, a Business Case was presented to the Procurement and Commissioning Review Board on 25<sup>th</sup> October 2018. The Board approved the procurement and agreed the proposed lean Competitive Dialogue Process.

3.4.9 The procurement process will be further developed in consultation with Trowers & Hamlins LLP, Stace project management and the Council's legal and procurement team to ensure that the process is compliant and run efficiently and in accordance with the challenging delivery programme. The technical tender documents, including the design documents and specification will be provided by the Council's multi-disciplinary team.

3.4.10 The following main procurement documents are being prepared for this procurement:

- Prior Information Notice (PIN);
- Selection Questionnaire (SQ);
- Contract Notice;
- Memorandum of Information (Mol);
- Invitation to Participate in Dialogue and Submit Final Tenders (ITPD);
- Contract Documents; and
- Financial and Technical Documents

The PIN and Mol are attached to this part 1 of this report. The draft SQ and draft Contract Notice are attached to part 2 of this report.

### **3.5 Cost and Funding**

3.5.1 The estimated cost is set out in part 2 of this report.

3.5.2 The expenditure to deliver the scope of works set out in this report is to be funded from the Housing Infrastructure Fund. Confirmation from Central Government on whether Enfield Council/GLA have been successful in securing the HIF funding is expected in summer 2019 prior to the appointment of a main contractor for the works.

3.5.3 If the Council is unsuccessful in its bid or secures a materially lower amount of HIF funding than requested, the phasing and/ or scope of the works will need to be reviewed. For any works that cannot be covered from the funding secured through the Housing Infrastructure Fund a further budget approval will be sought from Cabinet.

- 3.5.4 A further report will need to be presented to Cabinet to accept the HIF funds from the Ministry for Housing Communities and Local Government should funding be successfully secured. The report will clearly set out the terms of the funding agreement and approve any forward funding commitment by the Council if required.
- 3.5.5 If the terms of the funding agreement require the Council to forward fund the works, budget will need to be made available. Any requirements for the Council to forward fund the works will be addressed in the aforementioned Cabinet report and approval sought to make budgets available.
- 3.5.6 The costs of undertaking this procurement are set out in part 2 of this report.

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

##### **4.1 Existing Frameworks**

- 4.1.1 The team did identify the SCAPE and the London Development Panel Framework as suitable frameworks to use for the procurement. However, both are deemed sub-optimal solutions to procure the main contract for the strategic road and flood alleviation works.
- 4.1.2 The SCAPE framework is a single contractor construction framework. A key disadvantage of utilising the Scape framework is the lack of early competition in the selection process, which could result in cost escalation. Furthermore, a single supplier framework requires the Council to re-procure the works in the situation of default or poor performance. The preferred procurement route setting up the Council's own framework via a dialogue process, will give the Council greater control over the pricing mechanism and help to achieve value for money.
- 4.1.3 A further disadvantage of the SCAPE Framework is the uncertainty on the delivery team that would be offered, giving the Council no guarantee on quality of the team. The process set by the SCAPE framework to work up preliminary proposals and funding agreement could take a minimum of 3 months to complete. Consequently, this reduces the perceived time advantage of contractor selection from the Scape Framework.
- 4.1.3 The London Development Panel (LDP) Framework offers development and construction services and 29 well-established providers are on the framework. The key disadvantage regarding the use of this framework arises from the fact that the providers on the framework are developers, house builders, contractors and Registered Providers. This would imply that the infrastructure contractor will be appointed through a developer partner, who will apply on-costs and further drive up the

price, restrict the choice of contractors and restrict LBE's direct contact with the infrastructure contractor.

## **4.2 Restricted Procedure**

4.2.1 A restricted procedure is compliant with the Public Contracts Regulations 2015 and is considered suitable to procure the strategic road and flood alleviation works. Whilst it is a relatively swift process (usually taking between 6-8 months to complete), a restricted procedure would not allow any engagement, dialogue or negotiation with bidders.

4.2.2 Given the status of the essential design information, the potential reluctance of the market to accept contract terms without negotiation and the desirability to continue the design development in conjunction with the main contractor, the tender documents will need further refinement or negotiation with bidders. Therefore, this tender process is deemed unfit to procure the scope of works in the current circumstances.

## **4.3 Single Stage Tender**

4.3.1 A single stage tender would require LBE to work up a full Technical Design (RIBA Stage 4) and issue a traditional tender package for a lump sum fixed price.

4.3.2 This procurement process would provide a greater degree of cost certainty than a two-stage process, however it is deemed unsuitable given the stage of design development and the challenge to finalise the works prior to the funding deadline. The extended design period could significantly delay the design and construction programme.

4.3.3 Additionally, this approach would make the transfer of design risk to the contractor much more difficult and does not offer the desired flexibility for the market to adapt or develop suitable solutions or the possibility to dialogue on potentially onerous contract terms, which could deter bidders.

## **4.4 Disaggregation of the Infrastructure Works**

4.4.1 There is a possibility of disaggregating the infrastructure works into a series of separate contracts, for example:

- Demolition, Site Clearance and Earthworks Contract
- Site Remediation Contract
- Roads and Bridges Contract

4.4.2 Disaggregation has the advantage of allowing 'specialist contractors' to deliver work packages individually at a competitive price but there would also be several disadvantages. These are:

- LBE would be responsible for any overruns on each individual contract in respect of successor contracts (albeit that this could be mitigated by utilisation of delay damages).
- There would be multiple mobilisation and de-mobilisation periods for separate contractors resulting in a longer construction period.
- The cost of multiple mobilisation and de-mobilisation periods could negate any price advantage secured via the use of multiple contracts.
- Successor contracts could be delayed by defects resulting from earlier contracts.
- There would be multiple design and construction responsibilities/liabilities spread across several separate contractors.
- The liability for defects could be 'blurred' by overlapping contracts and LBE could be dealing with several separate contractors for any defects identified.

4.4.3 By comparison the use of a single contractor to deliver the infrastructure works has the following advantages:

- There will be a seamless transfer (and works could overlap) between the separate work packages.
- There is a single point of design and construction responsibility for all of the works.
- Any programme overruns on individual work packages remains the responsibility of the single contractor.
- There will be one point of Health & Safety responsibility for the whole site.

On balance, disaggregating the works would present a higher project delivery risk to LBE than delivery through a single contract.

#### **4.5 Single Contract for all of the Works**

4.5.1 A two stage single contract approach has been considered, but deemed unsuitable for the project, given the uncertainties of land ownership and confirmation of the extent of HIF funding. The scope of works includes work located on privately owned land. If land is not made available on time through acquisition, CPO or other contractual arrangements, the full scope of works will need to be reviewed, which could result in significant variations to the scope of works. Significant changes to the tendered scope of works does pose a risk to the Council of legal challenge and/ or significant compensation payments for works not carried out.

#### **4.6 Single supplier framework**

4.6.1 A further approach considered for this procurement is a single supplier framework. A single supplier framework does offer the Council the



flexibility to instruct specific works and services as and when they are required and doesn't commit the Council to instructing the individual works packages until a call-off contract has been signed.

- 4.6.2 However, a single supplier framework does introduce a loss of competition once the contractor is appointed to the framework agreement and therefore risk of cost escalation. The contractor can become complacent which could affect performance / service delivery and result in potentially higher priced call-off work packages. Furthermore, a single supplier framework requires the Council to re-procure in case of default, which risk can be mitigated by the use of a multi-party framework.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The multiple supplier framework approach is suitable for the scope of works, given that the funding, the exact design and the land acquisition will not have been confirmed at the point of procurement. The framework approach allows the Council the flexibility to instruct specific works and services as and when they are required and doesn't commit the Council to instructing the individual works packages until a call-off contract has been signed.
- 5.2 The Competitive Dialogue process leading to a multiple supplier framework agreement addresses the four key issues for the procurement process:
- Status of essential design development information;
  - Status of the funding decision;
  - Ability to negotiate contract terms; and
  - Status of the land acquisition.
- 5.3 The Competitive Dialogue process allows forthcoming design information to be considered and can be structured to allow Enfield to refine the specification within the limits of the OJEU rules. The process also offers the possibility to flag onerous contract terms and negotiate with bidders in a procurement compliant and commercial manner.

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

### **6.1 Financial Implications**

See part 2 of this report.

### **6.2 Legal Implications**

*Dated 30th May 2019 (based on draft report circulated on 20th May 2019)*

*MD*

- 6.2.1 The Council has sought advice from external legal advisors Trowers & Hamlins LLP in relation to the procurement of the strategic infrastructure works. Officers should continue to seek specialist legal advice when appropriate throughout the procurement process.
- 6.2.2 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". 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 procure a contractor to undertake the works described in this Report.
- 6.2.3 Any procurement must be conducted in accordance with the Council's Constitution, including the Contract Procedure Rules, and the Public Contracts Regulations 2015. At its meeting on 25 October 2018 the Procurement and Commissioning Review Board approved the procurement. Furthermore, given the specialist nature of the works, any procurement should be carried out in conjunction with the Council's Highways and Corporate Maintenance and Construction departments.
- 6.2.4 It is intended that the strategic infrastructure works will be funded from the Housing Infrastructure Fund (HIF). A decision in relation to the Council's bid for funding is awaited from central government and there is no certainty about when any such announcement might be made. Officers must continue to review the conduct and scope of the procurement which is the subject matter of this report in light of any funding announcement or delays in connection with it. If successful in its bid, any funding agreement must be reviewed to ensure that the terms and conditions of funding are acceptable to the Council and are consistent with any contracts (including the infrastructure works) it has procured (or is in the process of procuring) in connection therewith.
- 6.2.5 It is proposed that the Council procure a framework of contractors to deliver the infrastructure works. Frameworks are permitted by and governed by the Regulation 33(2) of the Public Contracts Regulations 2015. A framework is considered suitable for this procurement because of the likely variable scope of the works, given that funding and design will not have been confirmed at the point of procurement. In order to avoid any loss of profit claims from framework contractors, the framework agreement must be drafted so as to ensure that there is no obligation on the Council to offer any particular works packages. The contract documents, including the framework agreement, must also clearly and unambiguously set out the process by which works packages will be awarded, the circumstances in which contracts with the first ranked contractor may be terminated, and the procedures for calling-off works packages.

- 6.2.6 It is proposed that the works are procured by way of a “lean” competitive dialogue procedure. A competitive dialogue procedure may only be used if (a) the needs of the Council cannot be met without adaptation of a readily available solution; (b) they include design or innovative solutions; (c) the contract cannot be awarded without prior negotiation because of the specific circumstances related to the nature, complexity or legal and financial make-up because of risks attaching to them; (d) the technical specifications cannot be established with sufficient precision. This report sets out the rationale for use of the competitive dialogue procedure. A note justifying its use must be retained for use in the report required pursuant to Regulation 84 of the Regulations. In conducting a competitive dialogue procedure, the Council must comply with the requirements of Regulation 30 of the Regulations (*Competitive Dialogue: General and selection of participation*).
- 6.2.7 Given the value of the proposed works, to comply with the Council's Contract Procedure Rules, the contract documents must require the chosen bidder to provide sufficient security e.g. by way of guarantee from a parent company or ultimate holding company where finances are acceptable, or by way of performance bond, retained funds or cash deposit. The contract documents must also include adequate insurance, liability and indemnity provisions. Officers are advised to seek specialist advice in this regard, e.g. from the Council's Legal, Insurance and Finance departments.
- 6.2.8 Given the value of the proposed works, the Council's Key Decision procedure must be followed for this authority to procure and for any subsequent contract award.
- 6.2.9 The Council must ensure value for money in accordance with the overriding Best Value Principles under the Local Government Act 1999.
- 6.2.10 Officers must ensure that the phasing of the infrastructure works forming the subject matter of this report is consistent with the Council's contractual obligations in respect of other development activity at Meridian Water as well as the Council's obligations as landlord.

### **6.3 Property Implications**

The recommendations in this report do not have any property implications.

### **6.4 Procurement Implications**

- 6.4.1 All procurement must be carried out in accordance with the Council's Contract Procedure Rules, and the Public Contracts Regulations 2015.

- 6.4.2 A Prior Information Notice (PIN) was issued by Enfield Council on 5 April 2019 whereby interested parties were invited to attend a Market Engagement event on 26 April. This PIN is attached to Part 1 of this report.
- 6.4.3 The Procurement & Commissioning Hub is taking an active role in this procurement to ensure compliance with the Council's Contract Procedure Rules, and the Public Contracts Regulations 2015.
- 6.4.4 The award and future management of the contract must be managed through the London Tenders Portal.
- 6.4.5 Stace is acting as the Client Lead on the project, carrying out the Project Management and Programme Management role including preparation of tender documents. In relation to the tender documents the role of procurement is to ensure compliance with the 2015 Public Contract Regulations and providing challenge to the route to market to ensure best outcomes
- 6.4.6 Stace carried out Options Appraisals on the procurement strategy and the final version recommended a Competitive Dialogue multi-party framework under a Restricted Procedure. The work would be called off in packages with the top ranked appointed contractor using a Tier 1 and Tier 2 contractual arrangement
- 6.4.7 Procurement has inputted throughout the procurement by:
- I. Providing challenge regarding:
    - the appropriate route to market
    - the operation of the framework agreement
    - the contractual arrangements for the works
    - challenging the input of the Project Manager
  - II. Providing advice regarding:
    - the post award contract management and
    - sub-contractor/contractor payments
  - III. Suggesting recommendations regarding scope of included work beyond the HIF procurement
  - IV. Streamlining the shortlisting process for applicants by the use of Constructionline
  - V. Suggesting recommendations on post appointment market engagement events between the chosen contractor and potential local SMEs
- 6.4.8 Stace has produced a Risk Register with a mitigation plan against each item. We believe that careful cost management will be required going forward to ensure that the scheme comes within budget. Stace has confirmed that if the project is over budget, they will value engineer the scheme. A high level of project management will also be required post

contract to monitor and contain costs. An appropriate design contingency will be required together with a contingency to cover the unforeseen events. We recommend that the risk register and change control process continues to be monitored throughout the project.

## 7. KEY RISKS

### 7.1 **Risk: The Housing Infrastructure Fund is not or only partially secured.**

Confirmation from Central Government on whether Enfield Council/GLA have been successful in securing the HIF funding is expected in summer 2019. Should none or only part of the HIF funding be secured, the tendered works and the chosen procurement process will need to be reviewed.

**Mitigation:** The schemes that successfully secure HIF funding will be announced during the procurement process. The Council can terminate the procurement if no funding is secured. If the amount of money assigned by the MHCLG is materially lower, the scope of works for the strategic road and flood alleviation works will need to be reviewed. The recommended procurement approach allows the Council the flexibility to instruct specific works and services as and when they are required and doesn't commit the Council to instructing the individual works packages until a call-off contract has been signed.

### 7.2 **Risk: Inability to select a bidder**

The procurement process, contractual terms or specification deter contractors to bid for this opportunity or invite excessive risk pricing as the process, terms or specification are considered as too onerous and non-market friendly.

**Mitigation:** Early market engagement with potential bidder to flag up any issues that could discourage bidders or cause risk pricing and to explain the flexibility of the procurement process. The drafting of the contract documentation takes on board the outcomes of the early market engagement in the decision on the preferred procurement approach.

### 7.3 **Risk: Lengthy procurement process**

The overall time-frame on the Competitive Dialogue process causes an excessively lengthy process resulting in the Council being unable to appoint a main contractor on time and deliver the strategic road and flood alleviation ahead of the funding deadline.

**Mitigation:** Stace project management has been appointed to carefully manage the Competitive Dialogue Process with the help of Trowers & Hamblins LLP and the Council's internal Procurement and Legal teams. Dialogue will be limited to a small number of specific issues and a clear

overall timetable will be set and communicated in the tender documents.

**7.4 Risk: Land in private ownership**

The scope of works includes works located on privately owned land. If land is not made available on time through acquisition, CPO or other contractual arrangements the full scope of works can't be carried out or delivery of works will be delayed.

**Mitigation:** It is recommended to set up a Framework Agreement, which allows the Council to call off specific works and services if and when required and does not commit the Council to instructing works until call-off contract is signed. This allow the Council to only instruct work if and when land is available for the delivery of the proposed works.

**7.5 Risk: Planning consent not obtained or delayed**

Planning consent needs to be obtained prior to start of the main works. If the planning consent is delayed or not obtained timely delivery of the works and consequently the HIF funding is at risk.

**Mitigation:** Hold Pre-Application meetings with LBE Planning Department. Prepare Meridian Water Masterplan diagrams, infrastructure plans and Transport Assessment to demonstrate that the planning application for the infrastructure works can be justified as a stand-alone application. Ensure that the supporting strategic transport modelling will be available prior to planning committee in November 2019.

**7.6 Risk: Limited suitable suppliers**

Due to the nature and value of the tendered scope of work a limited number of suppliers is capable and/or willing to tender for the work, resulting in insufficient tender responses.

**Mitigation:** Early market engagement with potential bidder to identify willingness of the market to tender for the works and issues that could discourage bidders to tender. The design of the procurement process and drafting of the contract documentation takes on board the outcomes of the early market engagement in the decision on the preferred procurement approach.

**7.7 Risk: Uncertainty on design information**

At this stage of the project, some extents of the works are uncertain. The uncertainties are related to essential pieces of design information that are forthcoming: Ground Investigation Survey, Flood Alleviation Strategy, Transport Modelling and Full planning consent.

**Mitigation:** An appropriate contingency allowance has been included in the cost plan to cover the associated risk. Preliminary reports and

design information will be shared with the contractor during the tender period to reduce uncertain items to the minimum.

## **8. INTERNAL DEPARTMENT IMPLICATIONS/CONSULTATION**

Not appropriate.

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

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

The recommendations in this report do provide the authority to start procuring a main contractor to finalise the strategic road infrastructure and flood alleviation works. The construction of these key pieces of infrastructure will unlock new housing development in Meridian Water.

### **9.2 Sustain strong and healthy communities**

The scope of works does include several green spaces linking up with existing green spaces in the area and thereby enhancing the value of the local green infrastructure. Next design stages of the strategic infrastructure will give full consideration as to how the proposed works can contribute to the health and wellbeing of the existing and future communities in the area.

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

The delivery of strategic road and flood alleviation works will unlock the Meridian Water area and significantly increase accessibility of the site, especially by public transport. It is expected that increased accessibility will support local businesses, as well as attract new jobs and business growth in the area supporting Enfield residents and the local economy.

## **10. EQUALITY IMPACT IMPLICATIONS**

10.1 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.

10.2 It should be noted that projects or workstreams deriving from this may be subject to a separate Equalities Impact Assessment (EqIA). Therefore, any projects or workstreams will be assessed independently on its need to undertake an EqIA to ensure that the Council meets the Public Duty of the Equality Act 2010.

## **11. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 11.1 Once the main contractor is appointed the performance of the main contractor will be overseen by Stace project management on behalf of the Meridian Water Team.

## **12. HEALTH AND SAFETY IMPLICATIONS**

The recommendations in this report do not have any health and safety implications. Pre-Construction Health and Safety Information will be included in the tender information.

## **13. PUBLIC HEALTH IMPLICATIONS**

Meridian Water is poorly connected by public transport, walking and cycling and although the site lies adjacent to the North Circular Road and Meridian Way, a strategic north-south route, the central and eastern part of the site have no direct connection to the proposed railway station, the most important piece of new infrastructure. The intervention proposed for the development should address these site constraints and design-in foundations to prioritise walking and cycling. The infrastructure designs should be grounded on an urban structure that improves the environment and to encourage healthy lifestyle. The utilities corridor should also be designed to provide specs for smart technologies, introduce suitable energy infrastructure to help residents save energy bills and improve air quality.

## **Background Papers**

APPENDIX 1.1	Extract HIF Business Case - Project Governance and Structure
APPENDIX 1.2	Proposed Scope of Works
APPENDIX 1.3	Prior Information Notice
APPENDIX 1.4	Memorandum of Information



**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 (Chair), Executive Director of Place
- Peter George, Meridian Water Programme Director
- Jeremy Chambers, Director of Law and Governance
- Fay Hammond, 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
- Peter Alekkou-Head of Procurement
- Melanie Dawson-Meridian Water 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.

## 04.2 HIF INFRASTRUCTURE WORKS

A key challenge for LBE is ensuring an adequate supply of new homes to meet the needs of a rapidly increasing population. A step change will be needed in the rate of new supply if the borough is to be able to respond to the population growth.

The proposed Meridian Water scheme intends not only to build houses but also to act as a catalyst for creating a new economy in the area. The private sector has been unable to facilitate the regeneration due to the significant viability barriers and therefore the public sector has stepped in to resolve the challenges and create the opportunities.

Meridian Water is located in Edmonton, with some of the most deprived wards in London and has been ranked to be in the top 20% most deprived areas nationally. Major sites located within areas of low property values typically require public sector intervention to de-risk the opportunity and Meridian Water falls within that category.

The site is characterised by a lack of connectivity through the site and insufficient utility infrastructure. Rail frequency is a key element in increasing the supply of housing as the Public Transport Access Level (PTAL) facilitates the densification of the housing development. The current 2 trains per hour (tph) service at the existing Angel Road Station does not provide sufficient incentive to developers or future residents, as it falls short of the 4-6tph service judged to be the minimum for a 'walk-on' service. The proposed rail infrastructure will provide excellent connectivity to the north and south of Meridian Water. The delivery of the primary road network through the development will resolve the existing road network pressures and will connect the site from east to west. The road infrastructure will also enable the connection between development sites, enabling transport flows within and around Meridian Water and essentially will unlock the entire site for development much sooner, speeding up the delivery of housing.

Rail on its own, however, is not sufficient to bring forward the full development of the site. It must be coupled with new road and bus services to increase PTAL across the entirety of the site, thereby making increased housing density possible. Investment is also required in flood alleviation, utilities and site remediation which need to be done at a site-wide scale.

Without any one of these investments, as well as a coherent masterplan and strong stakeholder buy-in, the full scale of planned housing cannot be delivered. LBE has already obtained planning permission for

725 homes; however, the planning conditions tied to this consent dictate that no more than 300 of these homes can be built without increasing the number of stopping trains to Meridian Water station.

Future phases could not be brought forward without the new roads, bridges and flood alleviation. Crossrail 2 would provide a much-improved rail service, but will not be delivered until the 2030s at the earliest, which would significantly delay the delivery of housing.

### KEY ACTIONS

LBE has already taken significant strides by proactively assembling land, undertaking remediation works and entering into a contract with Network Rail to deliver the new station (due to open in Q2 2019). As noted, these steps have unlocked Phase 1 (725 homes), but significant further infrastructure funding is required to unlock the future phases of development to provide road and rail access to the sites. Within the Master Developer infrastructure works the team appointed by Enfield has identified the works that can be overtaken in early phase bringing essential improvements in the site connectivity and unlocking all the land currently available for development. The aim of the HIF works is summarized in the diagram opposite.

In March 2018 Meridian Water was announced as one of the Ministry of Housing, Communities and Local Government's ('MHCLG') successful schemes following an Expression of Interest (EOI) by the Greater London Authority (GLA) to the Housing Infrastructure Fund ('HIF'). Broadly the EOI comprises a bid for £120m, with c.£80m allocated to fund enabling infrastructure for early delivery, and c.£40m to fund rail infrastructure. LBE and their consultants are currently working with MHCLG via the GLA to develop a detailed business case. The HIF works (see overleaf) and Planning Strategy (see Section 6.1) have been planned and programmed to ensure that the necessary consents are secured and in place by March 2023 to enable infrastructure delivery within the timescales set out in the funding award.

In order to maximise the regeneration potential of the site, LBE has made a corporate commitment to bringing the site forward early, thereby delivering development of a scale that is sufficiently significant to achieve a number of key placemaking objectives. Therefore, the overarching driver for the first phase of work is the need to meet the HIF programme and planning consent will need to be in place to enable the delivery of those elements within the HIF bid.

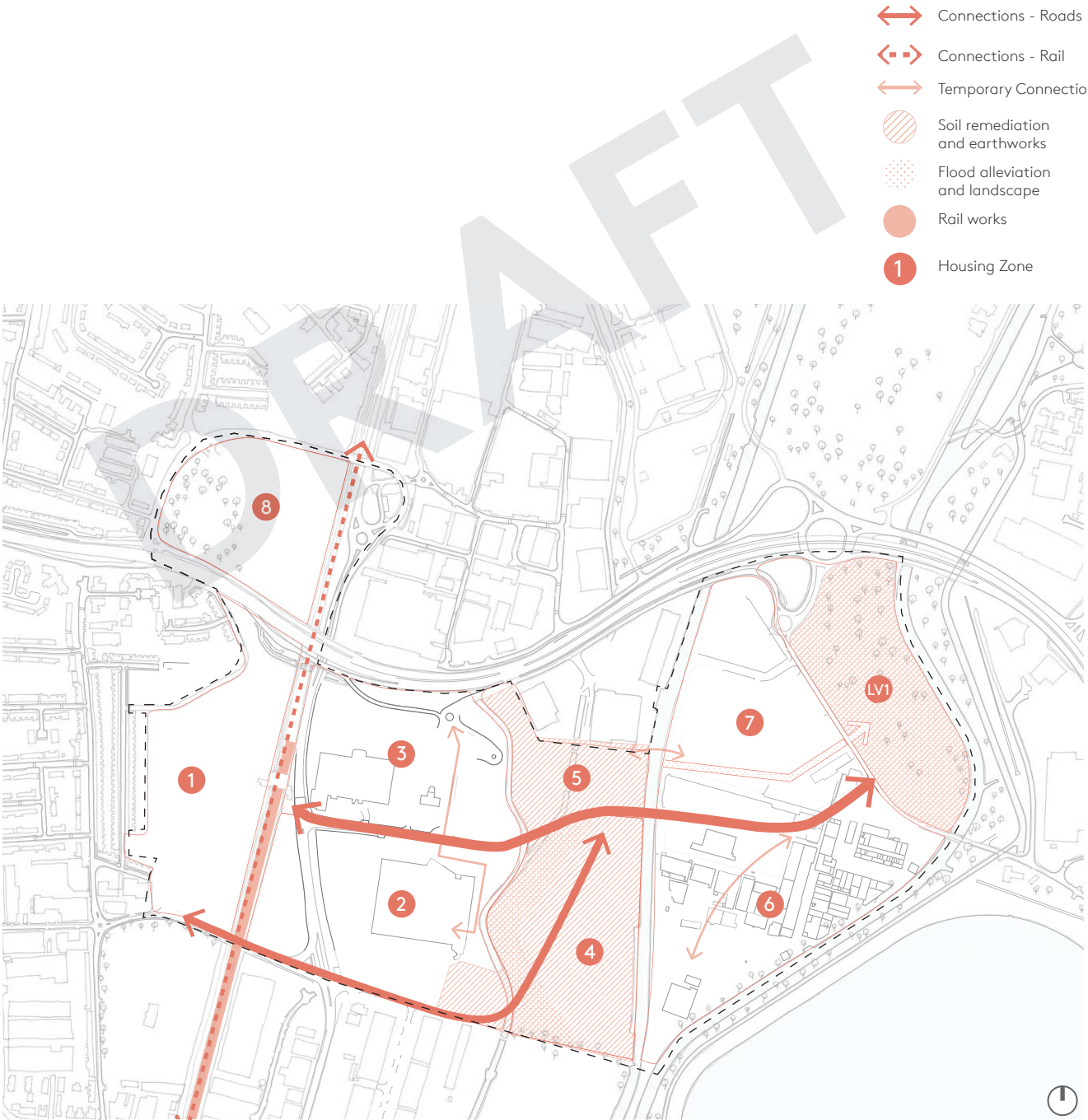


Fig 120. Key moves in the delivery of primary infrastructure to unlock housing

The following pages provide an overview diagram of the proposed HIF works scope and a high-level overview of the infrastructure and associated works proposed for inclusion in the HIF bid.

F2	Pymmes Brook east and south
F5	Lee Valley Regional Park
F9	Flood compensation flow path north
S1	Surface water swale in LVRP
S2	Surface water swale in Pymmes Park
B1	Lee Navigation bridge. Includes temporary pedestrian ramps for access from Lee Navigation Towpath
B2	Pymmes Brook north bridge
B3	Lee Navigation footbridge
B4	Salmons Brook bridge
B5	Pymmes Brook south bridge
B6	Leeside Road foot/cycle bridge, WALM crossing
U1	Primary substation
U3	Central Spine and east utility corridor
U4	Leeside link road utility corridor
U7	Harbet Road Utility Corridor
R2	Central Spine (From west bank of brooks to link road junction) bridge ramps included
R3	Central Spine east of Lee Navigation - Secondary road (all modes)
R4	Link Road (Leeside Rd to Causeway)
R5	Pedestrian and cycle improvements to Leeside Road
R6	Pedestrian and cycle improvements to Glover Drive
R7	Road works on Harbet Road for Flood compensation flow path crossing
J2	Causeway - Harbet Road junction
J3	Leeside Road - Link Road junction
J4	Leeside Road - Causeway junction
J5	Glover Drive - Causeway junction
TW1	Zone 6 access road (Arriva Bus Depot)
TW2	Ikea access
D1A	BOC demolition (within HIF footprint)
D1B	BOC demolition (within development plot)
D2	Demolition zones 6 & 7
D3	Demolition existing bridge over Salmon Brook
D4	Demolition existing bridge over Pymmes Brook
E1	Earthworks - LVRP
E4	Earthworks - gasholder site
E5	Earthworks - zone 5
E6	Earthworks - zone 4
ER1	Remediation in the Lee Valley Regional Park (LVRP)
ER4	Remediation - gasholder site
ER5	Remediation - zone 5
ER6	Remediation - zone 4



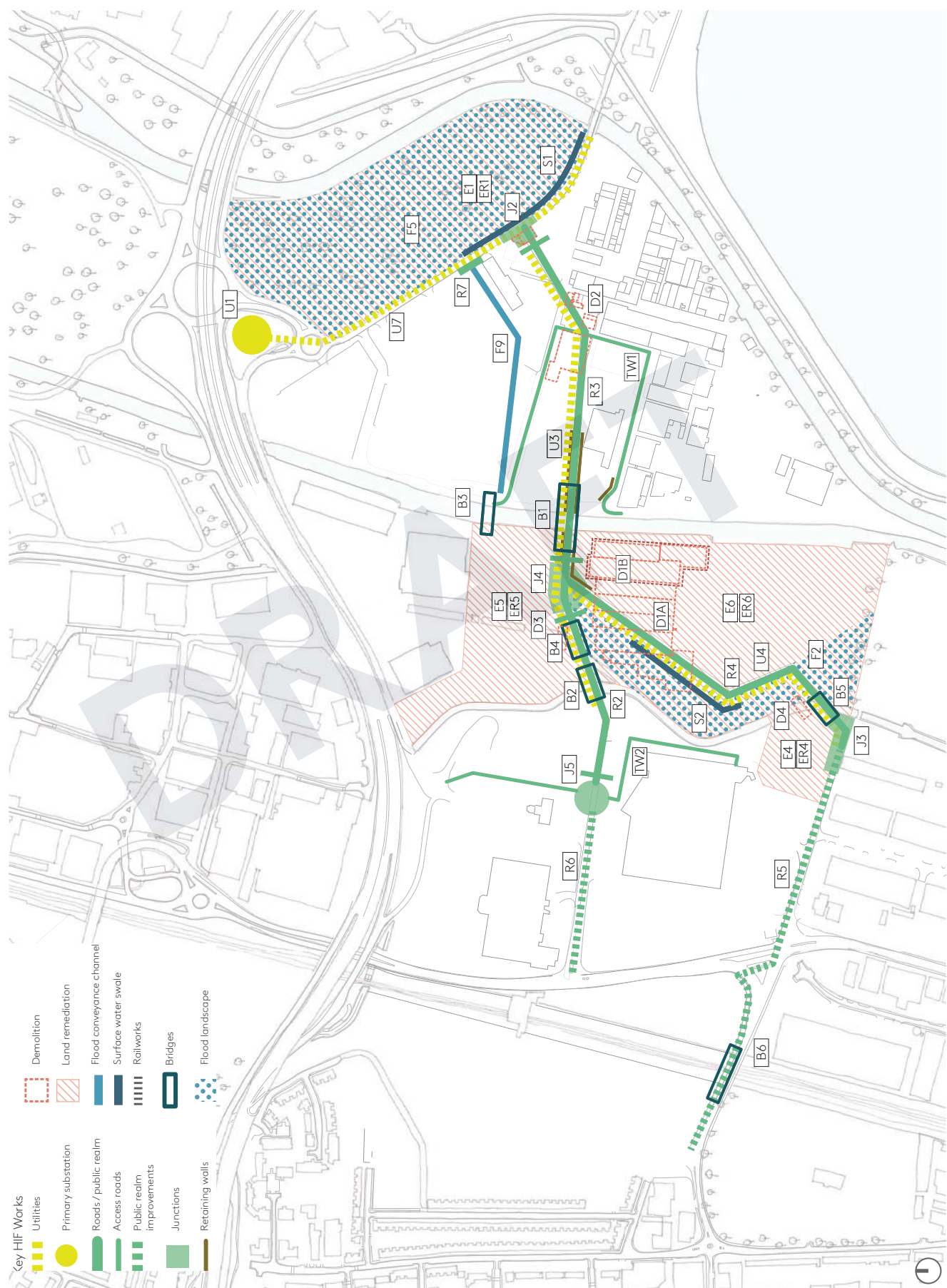


Fig 121. Infrastructure to be delivered with the HIF



## 04.3 ROADS AND JUNCTIONS

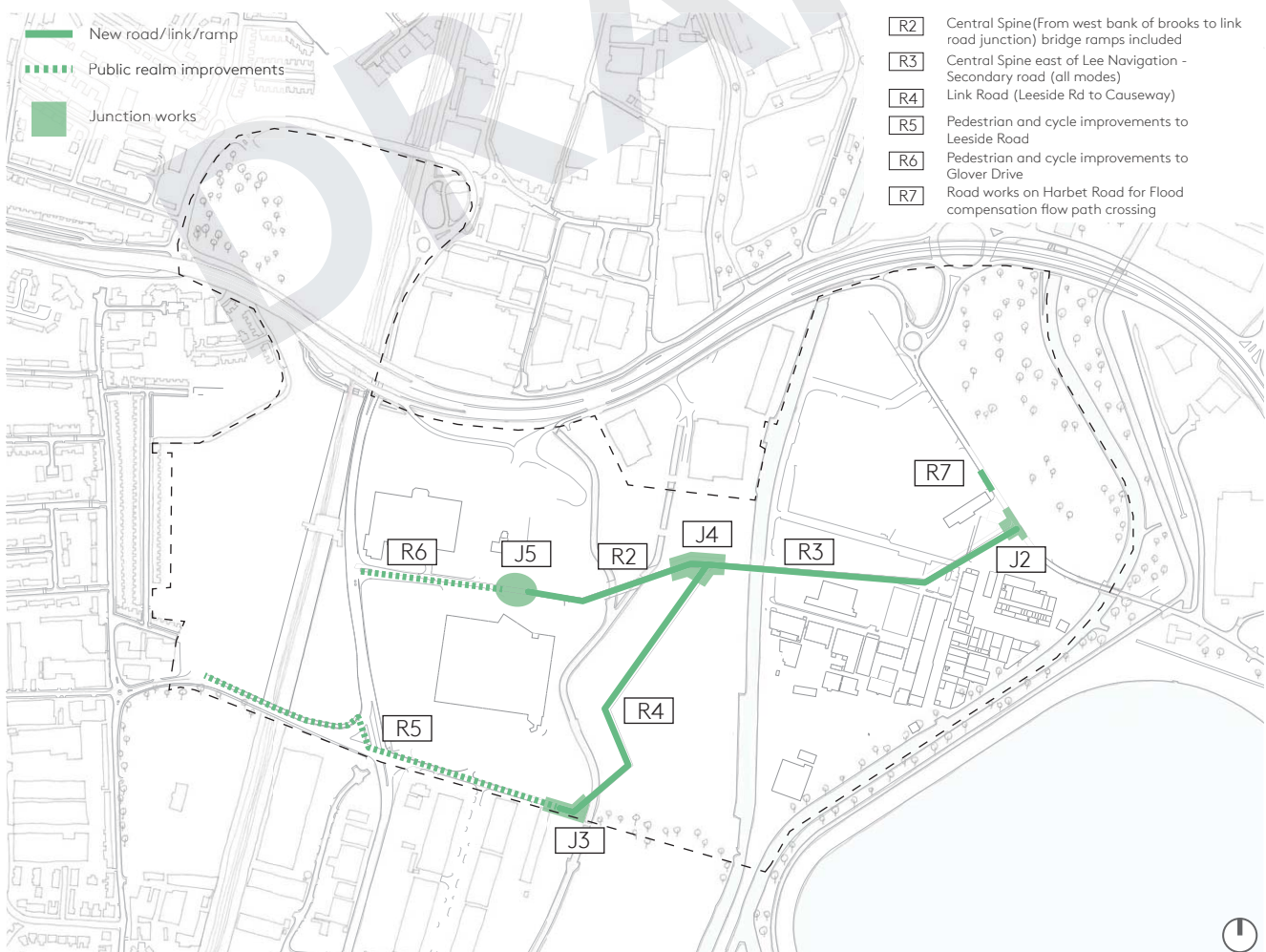
### R6 - PEDESTRIAN AND CYCLE ENVIRONMENT IMPROVEMENTS TO GLOVER DRIVE

Glover Drive is currently dominated by vehicles, with wide carriageways and lacks safe crossing points. A shared/footway is provided along with bus stops, which are relatively well used. Despite the existing land uses in the surrounding area, the environment is focused on provision for vehicular movements. The proposals comprise an improvement to the environment for those walking and cycling, including introducing elements of landscaping to provide a more pleasant environment and approach towards the new Meridian Water station.

### J5 - GLOVER DRIVE-CENTRAL SPINE JUNCTION

The existing Glover Drive roundabout provides access to the Ikea surface car park and is part of the exit route from the Tesco store (southbound internal access road). To accommodate the Central Spine and maintain access to Ikea, the proposal is to elongate the roundabout to the east (J5), with the Central Spine forming the eastern arm and a new southern arm replacing the existing access to the Ikea undercroft parking and servicing area (TW2). The existing accesses off the roundabout will be adjusted but retained. The proposed arrangement is described in more detail in section 06.3 Access Considerations. The junction has been designed to accommodate HGV movements travelling between the Ikea servicing area (to the south of the store) and the A406 via Argon Road.

A pedestrian crossing is proposed across the southern Ikea access arm to accommodate pedestrian movements between the Ikea store and the surface level car park, as well as pedestrians accessing the Meridian Water railway station to the west.



## R2/R3 - CENTRAL SPINE

The Central Spine is a critical route running east-west through Meridian Water and will form the social, cultural and commercial spine in the future masterplan. The Central Spine follows a route that intentionally includes several changes of direction: this will contribute to reduce speed of traffic and provide a series of interesting and enticing sight lines as well as respect and respond to the current uses and constraints of the site.

The proposed Central Spine corridor layout has been developed based on the following assumptions/constraints:

- It should follow the arrangement shown in the ELAAP with minimal deviation;
- The VOSA building should be retained as part of the Meanwhile Use Programme;
- Minimise disruption within IKEA's land;
- Facilitate access to the future development plots as per the Masterplan.

## J4 - LEESIDE ROAD / CENTRAL SPINE ROAD JUNCTION

A junction will be provided between the new Link Road and the Central Spine. This is expected to be a simple priority junction, with the Link Road being the minor arm. This junction is likely to provide a significant area of public realm and be a focus for activity within the masterplan. Therefore the nature and orientation of this junction and how it accommodates pedestrian, cycle and bus movements will need to be carefully considered.

## J2 - CENTRAL SPINE ROAD / HARBET ROAD JUNCTION

A new junction will be provided between the Central Spine and Harbet Road. This is expected to be a simple priority junction with the Central Spine being the minor arm. The junction will need to be designed to accommodate bus priority measures and also with cognisance of the potential large number of cyclists using this route to access the Central Spine Road.

## R5 - PEDESTRIAN AND CYCLE CROSSING IMPROVEMENTS AT LEESIDE ROAD/MERIDIAN WAY JUNCTION

The existing crossing facilities for pedestrians and cyclists at the Meridian Way / Leaside Road junction are indirect, confusing and for some desire lines do not exist at all. The proposed works will provide an additional crossing across the northern arm of the junction, which provide significantly improved environment, particularly when taking into account pedestrian and cyclist crossing delay and safety. A preliminary review of the signal timings identified the opportunity to incorporate the proposed crossing within the current signal staging and therefore would have a minimal impact on highway capacity. This will be tested in further detail as part of design development.

## J3 LEESIDE ROAD – LINK ROAD JUNCTION

A new junction will be provided between Leaside Road and the new Link Road. It is proposed that the new Link Road will be a continuation of Leaside Road, with the existing Leaside Road to the east (leading to the existing industrial units to the south and the pedestrian/cycle access to the Lea Valley Park) being the minor arm.

## R4 - LINK ROAD

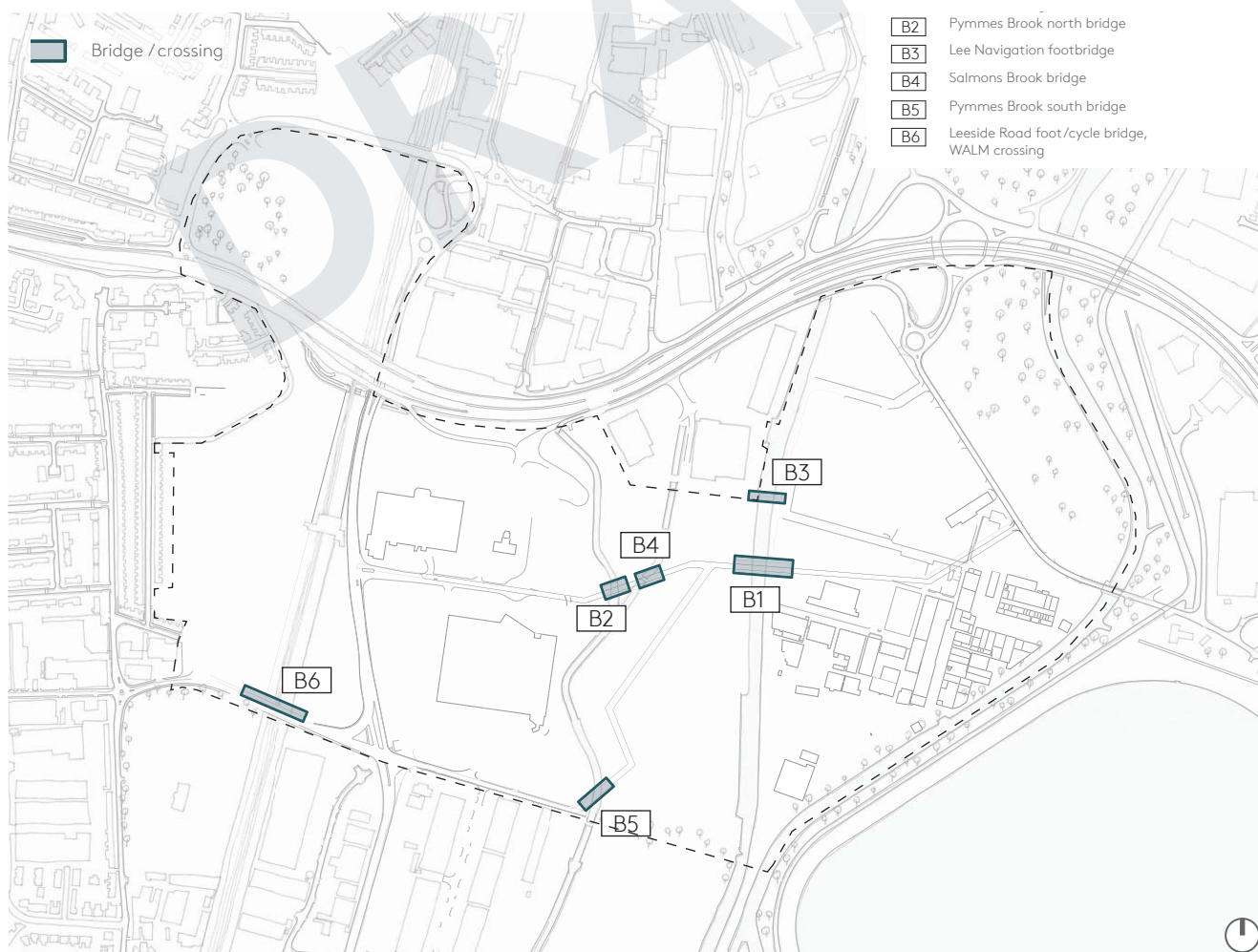
The Leaside Link Road will provide access between Leaside Road and the Central Spine Road. It will provide local and servicing access to development plots in Zone 5 and will be also be designed to accommodate bus movements in the event that services are routed along here. The long-term aspiration is for the Central Spine Road to be bus-only along the central section, with limited vehicular access to the Link Road, controlled using filtered permeability. Therefore, it is envisaged that the Link Road will carry low traffic flows and be used for access only. However, the road will be designed to provide flexibility to accommodate some level of wider development traffic if required to relieve congestion in a future scenario.

## 04.4 BRIDGES

The new bridges of Meridian Water are critical to providing connectivity throughout the master plan and to the wider area. The six bridges proposed within the HIF application provide critical access to 'island' sites enabling access for future development, key utilities corridors and allowing for continuity of the high street and east/west spine through Meridian Water. The six bridges comprise: two vehicular crossings along the Central Spine as an extension to Glover Drive, crossing the Pymmes/Salmons Brook (B2 & B4) and the River Lee Navigation (B1) respectively; a vehicular crossing to the south of Meridian Water over the Pymmes Brook (B5); a pedestrian/cycle crossing over the West Anglia Mainline Railway (B6); and a pedestrian/cycle bridge over the Lee Navigation Canal (B3). All vehicular crossings will also provide safe crossing for pedestrians and cyclists integrating with key local and regional cycle routes.

With the exception of the Leaside Road Footbridge, all proposed bridges will provide key views across the Meridian Water site and will be major interventions within the public realm and future neighbourhoods. The design of the bridges will be required to work hard, beyond merely serving their basic function, to enhance the local character, provide a pleasant journey and seamlessly integrate within their character.

Meridian Water's unique combination of waterways, post-industrial and natural landscapes, new urban neighbourhoods and bridges provide the opportunity to create a unique character for the area. While simple in construction, careful treatment of finishes and parapet edge design will allow for good visual permeability and enhance local character. The approach to balustrade design, edge details and bridge abutments will be consistent between bridges so as to provide a coherent character across Meridian Water.



Finishes will be robust and long lasting, with material choices that require little life time maintenance such as weathering steel, stainless steel and reinforced concrete. The technical design of these bridges is driven by the aesthetic requirements, load bearing requirements, the need to accommodate utilities, the spatial design of the adjoining abutting areas (e.g., the Central Spine) and the clearances stipulated by statutory authorities. Consequently, the proposed bridges are a combination of pre-cast concrete structures and steel structures.

It is anticipated that as the flood modelling and earthworks design are progressed there will be an opportunity to revisit the spans and clearances described below and to reduce these where it can be demonstrated there is no adverse impact on flooding or maintenance. The road bridges (B1, B2, B4 and B5) provide the dual purpose of providing access into the sites and also carry utilities within the deck. Therefore they allow the development of Zone 4 and 5 because they provide access and services.

#### **B2 AND B4 - PYMMES BROOK NORTH AND SALMONS BROOK BRIDGES**

Both the Pymmes Brook North (B2) and Salmons Brook Bridge (B4) will be integral prestressed precast concrete beam and slab bridges, removing the need for bearings or movement joints. Services crossing these bridges will be contained within sleeves placed between beams, supported by lightweight infill material. B2 is envisaged to have a span of 15.6m, width of 22.5m and overall structural depth of 1.1m. The bridge level is set to provide 600mm clearance above design flood level.

The Central Spine crosses the Salmons Brook at a skew angle of more than 50°. To enable consistency in technical design with other bridges, the skew on the Salmons Brook Bridge (B4) will be reduced to 30° by extending the width of the bridge. This will create pockets of public realm to the north and south of the Central Spine providing direct access into the central flood park and future development plots to the north. This bridge will have a span of 14.8m, width of 51m and overall structural depth of 1.1m. It is envisaged that these bridges, along with the other road bridges would be adopted and subsequently maintained by LBE Highways.

#### **B1 - LEE NAVIGATION BRIDGE**

This bridge is envisaged to have a span of 29.6m, a width of 19.5m and overall structural depth of 1.95m. Services crossing the bridge will be contained within sleeves and supported in the beams. The current proposal is for this structure to be a steel composite box girder bridge, with 1.6m deep box girders. The box girders also afford a simple structure which can be lifted into place with minimum disruption to use of the canal.

#### **B5 - PYMMES BROOK SOUTH BRIDGE**

The Pymmes Brook South Bridge (B5) will be similar to B2 and B4 and will be comprised of an integral prestressed precast concrete beam and slab, with TY10 pre-tensioned beams. This bridge is envisaged to have a span of 18.8m, width of 19.5m and overall structural depth of 1.2m. The comparatively longer span of this bridge results in a slight increase in its overall structural depth.

#### **B6 - LEESIDE ROAD FOOTBRIDGE**

The structure needs to avoid railway corridor constraints and the abutments are set back outside of the train impact zone and to facilitate an additional track to the east of the existing tracks. This bridge is envisaged to have a span of 40m, width of 4.5m and overall structural depth of 1.8m. The structural design of this bridge will be comprised of U frame through-girder steel deck. The technical design of this bridge will require further consultation with Network Rail and coordination with overhead line electrification associated with the existing railway line. Ownership and maintenance requirements of this bridge will need to be developed over the next stage of the project.

#### **B3 - LEE NAVIGATION FOOTBRIDGE**

The Lea Navigation pedestrian/cycle crossing (B3) is proposed as an early connection across the canal into the Meanwhile Use areas. This would need to provide the 2.7m clearance over the towpath and a clear span. This could be a demountable structure, which would allow it to be placed to suit the initial meanwhile uses and then potentially relocated within the final masterplan scheme.

Given the location of the bridge, it will need ramps/steps to connect between existing ground levels and the bridge deck, a level difference in the order of 3.5m. It is assumed that this would be some form of truss crossing to facilitate the demountable nature.

Further detail on the engineering design of the bridges is included in Appendix A.



## 04.5 FLOOD RISK AND DRAINAGE

The Meridian Water development must manage two principle sources of flood risk:

- Fluvial: from the Pymmes Brook, Salmons Brook, Lee Navigation Canal and Lee Flood Relief Channel.
- Surface Water: from on-site rainfall.

### FLUVIAL FLOOD RISK

The Environment Agency (EA) require that for all vulnerable developments (which represent the vast majority of the buildings at Meridian Water) the ground floor levels should be a minimum, whichever is higher, of:

- 300mm above the general ground level of the site
- 300-600mm above the estimated river or sea design flood level

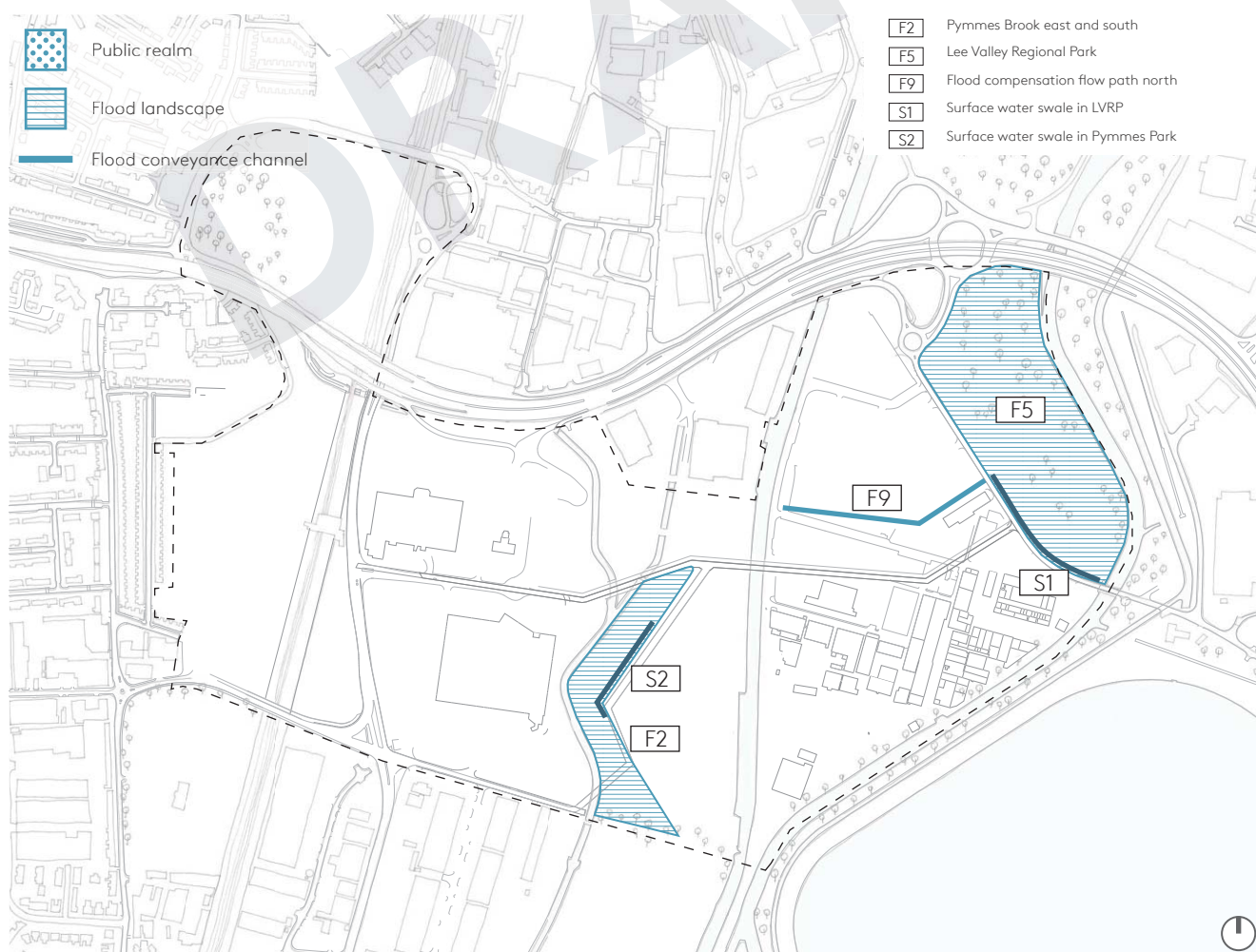


Fig 122. Flood risk alleviation delivered with HIF

Based on this the ground levels of the building plots will generally need to be raised. The implication of this is that many areas which currently provide flood storage within the Meridian Water site will no longer perform this function.

If this lost flood storage volume is not replaced, it could worsen the fluvial flooding for developments up and downstream of Meridian Water contravening EA guidance. It is therefore necessary to provide compensatory flood storage elsewhere on the site to offset the volume that is lost within the building plots and enable residential-led mixed use units to be developed across the site.

It is proposed that flood water that emanates from the Pymmes Brook is stored within the green area in the development parcel to the north of the North Circular. Additional flood storage for the Pymmes Brook is also proposed within the intended naturalisation area along the western bank of the Pymmes Brook (F2).

It is then proposed that flood water emanating from the Lee Navigation Canal and displaced from Zones 4 and 5 is conveyed east via a conveyance channel (F9). This flood water will be stored within the attenuation created in the Lee Valley Regional Park (F5).

The principles of this approach have been discussed with the EA and detailed flood modelling will be undertaken to validate the approach and inform further design of the proposed mitigation strategy

The proposed flood storage areas are illustrated indicatively in Figure 124. Green areas not currently shown as flood storage may also be used to further reduce flood risk and provide a betterment to the site and the surrounding areas.



Fig 123. Flood risk alleviation delivered by master developer to unlock all of the development

## FLOOD CONVEYANCE CHANNEL

An early connection between the main source of flooding, the Lee Navigation, and the proposed flood storage at the Lee Valley Regional Park needs to be provided to prevent the deterioration of the flooding conditions both within and outside the site.

In the short term the channel will create a buffer between potential early development plots along the northern edge of the Central Spine and the meanwhile plots that Enfield will manage until the development will take place.

In the long term, the channel is envisioned as a linear park, threading from the towpath along the Lee Navigation to Edmonton Marshes. The green edge will provide doorstep open space for the local residents, an accessible softscape with pedestrian friendly street edges and defensible planting.



Fig 126. The flood relief embedded within indicative masterplan plot layout

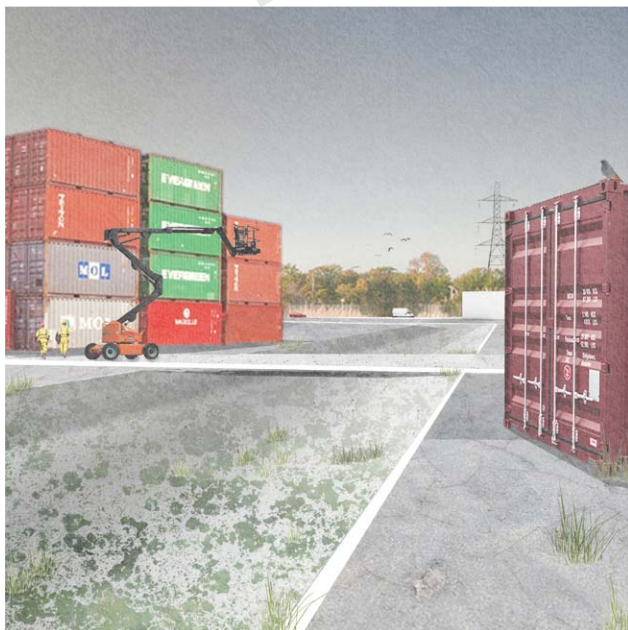


Fig 124. The flood relief in 2023



Fig 125. The flood relief in 2040



## SURFACE WATER FLOOD RISK AND DRAINAGE

The EA consider three annual probabilities to define discharge compliance limits:

- 1 in 1 year: Sewers should operate without any deviation from quality limits.
- 1 in 30 years: Sewers should operate without any flooding.
- 1 in 100 years: Internal property flooding should not occur. Safe above ground flow paths should provide conveyance and all flood water should be managed within the site.

The EA also normally require that the post-development rate of run-off into watercourses is no greater than the greenfield run-off rate for up to the 1 in 100-year event. This approach may not be the most appropriate for Meridian Water given its location at the lower end of the catchment. It will therefore be investigated whether higher discharge rates may be more appropriate.

Climate change should be considered for all events.

The proposed approach follows the drainage hierarchy to:

1. Reuse harvested rainwater within buildings
2. Infiltrating rainwater in green areas and through permeable pavements and sub-bases wherever soil characteristics and contamination allow
3. Attenuating rainwater to greenfield runoff rates (subject to review)
4. Discharging any excess rainwater directly to watercourses

The indicative drainage strategy is shown in Figure 128.



Fig 127. Surface water drainage diagram



## 04.6 EARTHWORKS & LEVELS

A levels strategy across the development has been prepared which informs the scope of the HIF works. The levels strategy as set out has been reached based on several underlying principles:

- A minimum volume of flood compensation must be provided to offset the volume lost as a result of development;
- Plot levels (or residential accommodation levels) should be set in relation to the anticipated flood levels, i.e providing a minimum clearance above flood level;
- Plot levels are also set to create appropriate falls across the site, to facilitate drainage design;
- Plot levels identified through the above could be provided through placing excavated fill material or could be raised by other means, e.g. use of undercrofts in the building;
- Road levels set to meet plot levels and provide appropriate clearances over the watercourses;
- The extent of flood compensation in LVRP can be increased to generate additional fill material, which if suitable can be used to raise building platforms.

Based on the above, the earthworks strategy is to:

- Excavate within Lee Valley Regional Park (E1) to provide the necessary flood compensation and also to generate material. The excavated formation level has been assumed to be 300mm below the proposed finished level to accommodate a layer of planting medium. This would need to be deepened in areas of tree planting;
- To raise levels to a road formation level (assumed 500mm below finished road level) along the primary roads corridors;
- To raise development levels above the flood levels in Zones 4, 5 as part of the HIF works and subsequently in other Zones when these become available for development. The earthworks volumes are calculated to an assumed building platform formation level which has been set 500mm below finished level;
- Excavate along the east bank of the Pymmes to lower ground level to suit the proposed naturalisation of the Pymmes Brook. The formation level has been assumed to be 300mm below proposed ground level.



Fig 128. Extents of earthworks to be delivered under HIF

The proposed earthworks are illustrated in the isopach drawing in Figure 131, showing proposed cut and fill depths.

The earthworks volumes associated with the above earthworks are set out below:

	Description	Quantity (m <sup>3</sup> )
Excavation / Cut	Site-wide	155,427
Fill Placement & Compaction	Total fill required from existing site levels to proposed formation level (Zones 4, 5 & causeway)	134,001
	Planting fill required volume based on 300mm placement across LVRP and naturalised areas	23,400

Fig 129. HIF Proposed Earthworks Strategy Quantities

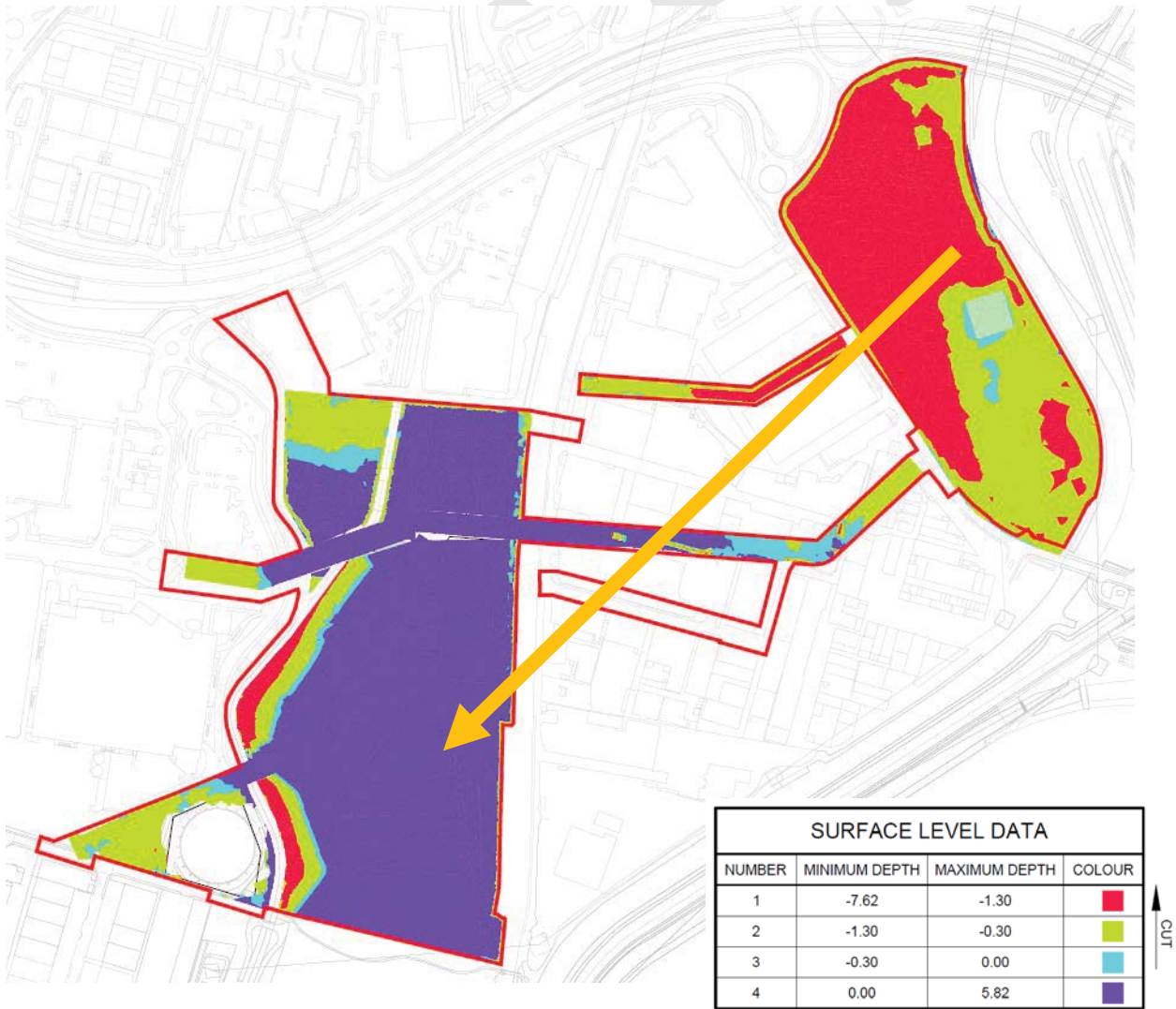


Fig 130. Formation levels Isopach. Image: Arup

In terms of the excavated material, there is currently limited ground investigation information available and therefore a number of assumptions have been made about the suitability of the material. These are set out below:

Excavated Material							
Source	Quantity (m3)	Destination	Destination Split	Properties	Properties Split	Percentage of total	Quantity (m3)
Topsoil (0m - 0.3m)	27,122	To be disposed off-site	100%	Contaminated with Hogweed and flytipped material	100	100%	27,122
Alluvium (with fibrous materials) (0.3m - max)	128,305	To be disposed off-site	30%	Heavily Contaminated	50%	15%	19,246
				Unsuitable due to poor soil properties	50%	15%	19,246
		To be used as fill material on-site	70%	Suitable for re-use without treatment (landscaping areas)	26%	18%	23,400
				Suitable for re-use following treatment (hardstanding areas)	74%	51.8%	66,414
<b>Total</b>	<b>155,427</b>						

Fig 131. Excavated Material split

These assumptions mean that there is a need for treatment of some of the excavated material in order to re-use it on site. There is also a deficit of material as a result of the likely unsuitable nature of some of the material. Currently if all of the levels within the HIF scope were made up with fill material to the formation levels then the deficit would be approximately 29,000m<sup>3</sup>. However as noted in the assumptions, some of the building plot levels could be raised using structure and undercrofts rather than earthworks. Also some of this work can be moved into the plot developer scope of works rather than be undertaken as part of the HIF works.

## 04.7 DEMOLITION

Although most of the HIF application areas are relatively clear there are some existing buildings which will need to be demolished to make way for the building works and subsequent infrastructure. Several sheds sit within Zones 4, 6 and 7 which cannot be viably integrated into the masterplan. There will also be the need to demolish and remove underground and road structures as well as parts of the current brooks culvert walls and associated ramps or bridges to achieve new levels above the flood plain and to enable naturalisation of the brook's banks.

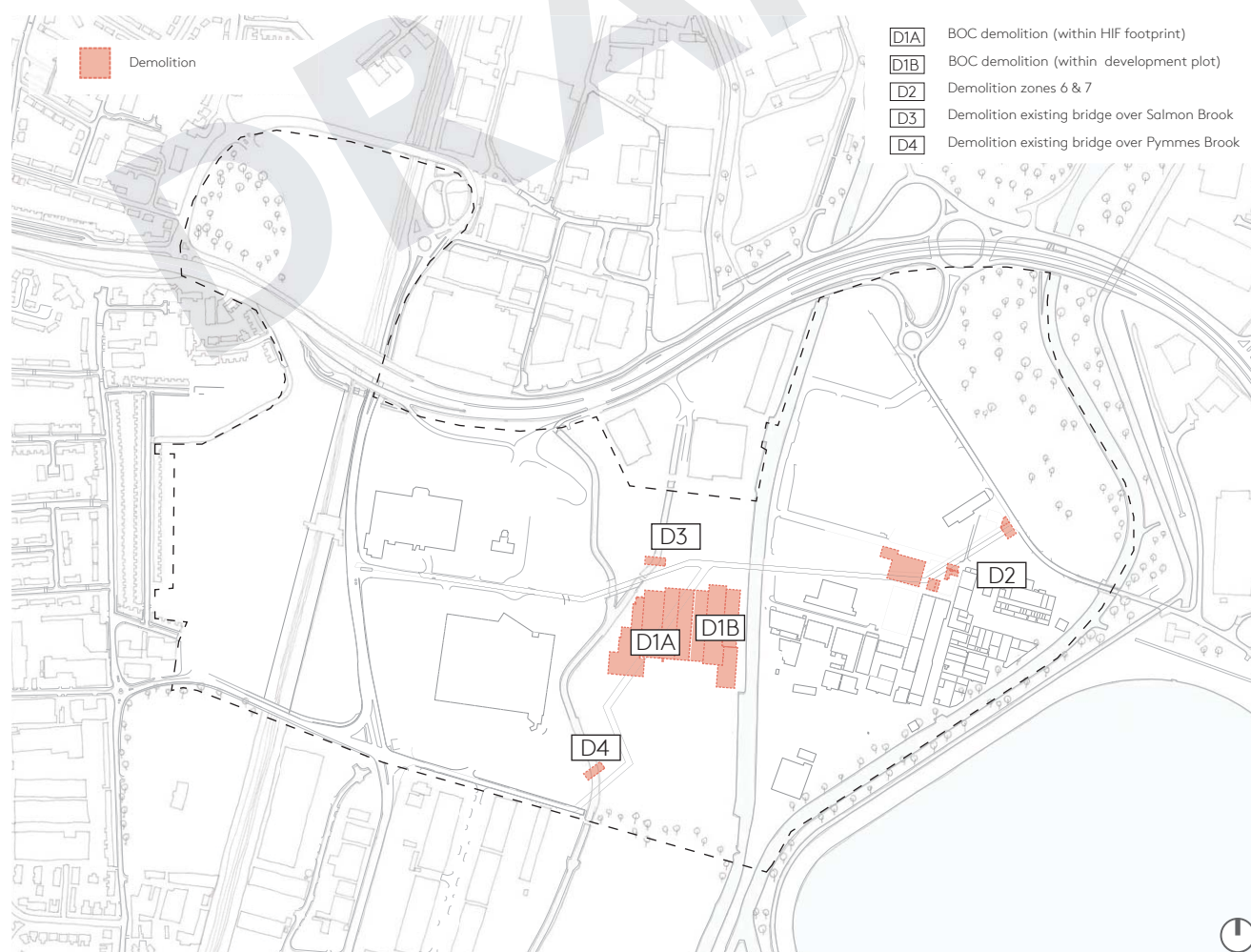


Fig 132. Demolition works required to deliver primary infrastructure



## 04.8 REMEDIATION

Master developer remediation works will likely include a mix of insitu soil and groundwater remediation in Development Zones 4 and 5. In LV1 (and elsewhere) it will be necessary to remove fly tipped material (some may be sorted), undertake invasive plant species treatment and remove infected shallow soils, then excavate and possibly treat a proportion of the cut from Development Zone LV1 before placement. As minimum there will be a need to segregate, sort and store a proportion of materials excavated from LV1. More complex treatments are being considered.

The management, storage and treatment of excavated material from LV1 will occur throughout the period of earthworks (during both excavation and placement). It is expected that the remediation works in Development Zones 4 and 5 should be completed in the first year, with ongoing monitoring

beyond that (subject to what is found in the proposed investigations). Some insitu remediation or monitoring might continue after that. This is described in more detail in Appendix F.

- The current investigation in Development Zone 4 (being undertaken by SLR) and the Arup HIF infrastructure investigation are required to inform the remediation strategy.
- Arup is preparing an investigation, remediation and materials management framework setting out the options and approaches based on current information and our best understanding on conditions at this time. It will be issued in July and some items are work in progress as earthworks and options are being fixed. A summary of some of the key information from that report is included in Appendix F.

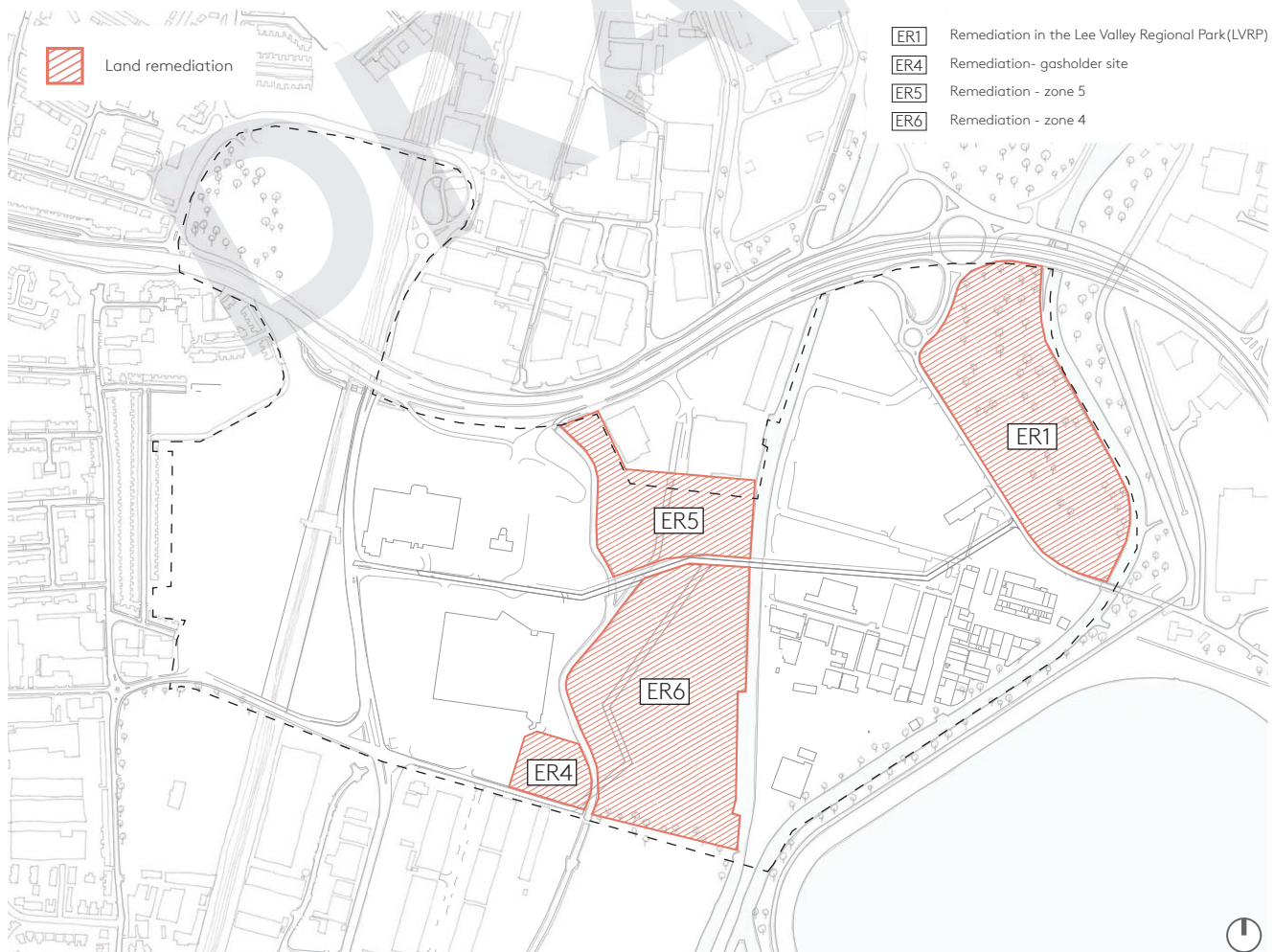


Fig 133. Remediation works required to deliver primary infrastructure

- The remediation required in Development Zones 4 and 5 is expected to differ in each of those zones based on previous use and investigation. Mobile chlorinated solvents may be present in the northern half of this area. The monitoring and remediation for chlorinated solvents may take longer than a year but could be done while other works occur.
- The excavated material from LV1 may not all be suitable for use, even when considering treatment. A key factor is the amount of organic and clay alluvium which is a substandard structural fill. Current information suggests that apart from fly tipping and invasive plants, LV1 may not be highly contaminated area but rather the natural soils are not preferred for structural earthworks. This may result in a shortfall of site won fill for Development Zones 4 and 5. This is being studied carefully and the proposed investigations in this area will be prioritised.
- An invasive plant species survey is being commissioned. There may be benefit in starting chemical treatment and management of invasive species across the Meridian water site in 2018. As a minimum that would be to define a management plan.

Two investigations are currently proposed. One is currently being mobilised on the southern half of Development Zone 4 on the land referred to as IKEA Clear. This is being undertaken by SLR. A second is being procured and covers all the remaining areas in the HIF infrastructure works. Its aim is to inform the design of infrastructure works and remediation work and will also inform the makeup of the material that will be encountered in LV1. There is currently almost no information on the likely condition of earthworks materials

There is a significant amount of groundwater monitoring proposed in the HIF investigation including shallow and deep standpipes. The Environment Agency will likely require an ongoing site-wide groundwater monitoring plan before, during and after the remediation and infrastructure works.

It is expected that during Year 1 and Year 2 of HIF enabling, remediation and earthworks, further remediation delineation investigation may be required, plus verification testing of earthworks material and remediation as they occur. While reusing site-won soils appears a preferred and sustainable solution, and is potentially cheaper than export of cut and import of fill, it may have longer

term cost implications for developer's foundation solutions and place restrictions on the future layout of plots. It therefore requires consideration once the ground investigation data is available.

The options for considering a 'soil hospital' are discussed in Appendix F. There are various permutations that may be feasible, which might include a hybrid solution with different actions occurring in different parts of the site.

The remediation strategy and the selection of specific technical options will be developed based on the outcome of the two investigations. The likely master developer remediation works are described in Appendix F.

## 04.9 UTILITIES

There are two aspects to the work around utility infrastructure:

- Existing utilities which are physically affected by the proposed works;
- New supplies to and distribution within the development and any associated impact on network capacity.

### EXISTING UTILITIES

Some existing services are affected by the proposed development works and will require abandonment or diversion. The utility plant records have been obtained from the various Statutory Undertakers (SU) (C2 inquiry). The proposed development has been overlaid on these records to determine the impact. The proposed HIF works have a localised impact on the existing utilities network. The most significant of these is on three UKPN secondary substations – two located within the footprint of the Central Spine to the east of the canal, and one located in the area of proposed naturalisation along the Pymmes Brook. In addition, there are some localised impact on low pressure gas mains, BT infrastructure and private water supply and foul sewer networks. Where affected, the existing utilities will be diverted or abandoned depending on their current status and use.

### PROPOSED UTILITY NETWORK

Consultation is ongoing with the various utility companies to inform the design of the utilities required to service the site, and preliminary meetings have been held with some statutory undertakers. An initial demand assessment has been undertaken where appropriate and this has been shared with the statutory undertakers to allow them to advise on the impact of the development on their networks.

Initial network layouts have been developed following the primary roads on site. These comprise a spine route installed from the junction of Meridian Way/Leeside Road, along Leeside Road, Leeside Link Road and the Central Spine, to the junction of the Central Spine/Harbet Road. In addition there will be spurs installed from the junction of Leeside Link Road and the Central Spine back to Glover Drive. At this stage it is not proposed to extend this along Glover Drive in order to minimise disruption to the existing retail. This connection could be made when this development area is brought forward. The spine network described above will enable housing development in Zone 4 and Zone 5.

For the proposed utilities, the provision for future plot connections needs to be developed further, and would be considered during the next design stage.

The options are;

- Spurs and junction boxes will be provided at strategic locations to supply the individual Development Zones. However, this approach can be inflexible in that it defines road junction and building arrangements, earlier than may be desirable, or;
- Connections are made at a later stage when there is more certainty on the layout. This also avoids leaving spurs on water and gas mains which can be issue for undetected leaks. However this approach requires re-excavation within what may be an open road and causes more disruption.

## TELECOMMS

Consultation is ongoing with both, BT and Virgin Media. Telecom ductbanks are proposed to be provided along both sides of the road corridor. The networks to be installed as part of the HIF scope will include ducts and chambers and it is proposed that one bank will be operated by BT Openreach and the other bank will be shared between third party providers.

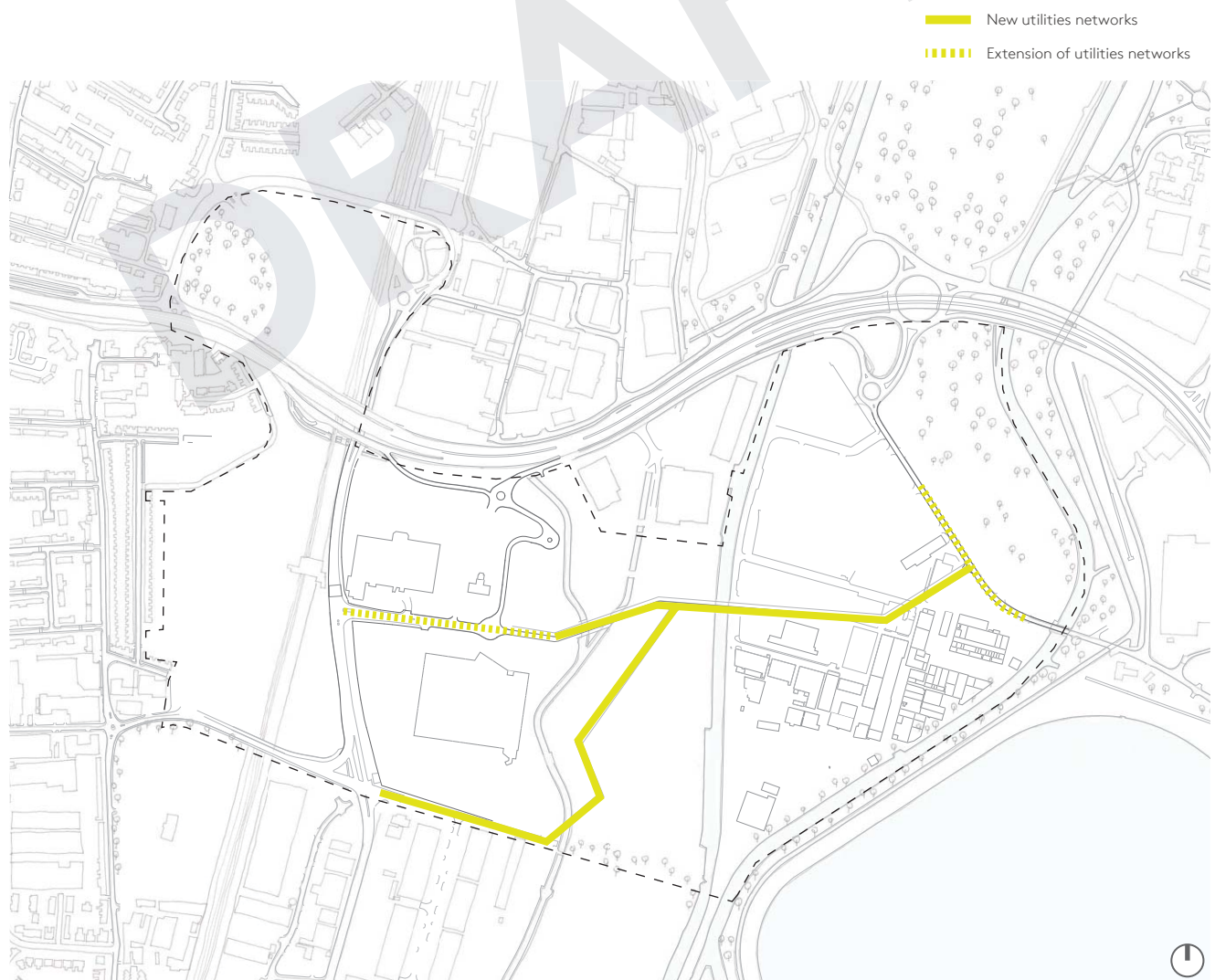


Fig 134. Comms delivered with the HIF



## UKPN

In initial discussions, UKPN have indicated that there is approximately 4.5MW available locally for new developments. This is currently not reserved for any projects. This is sufficient for approximately 2,500 residential units, but a detailed analysis of phasing, land use and diversity should be undertaken to test this. Demand above the available capacity will trigger the requirement for a new primary substation. UKPN have indicated that this is likely to be a 33/11kV substation. Procurement of a new primary substation including planning is likely to take in the order of two years. Therefore the trigger point for commissioning the substation is likely to fall within the HIF period.

Electricity supply for the initial phases of the proposed development will be drawn from existing UKPN networks on and to the south of the site. As part of the HIF works, it is proposed that a bank of ducts is provided along the proposed road corridor to enable UKPN to install the necessary strategic HV and LV cables.

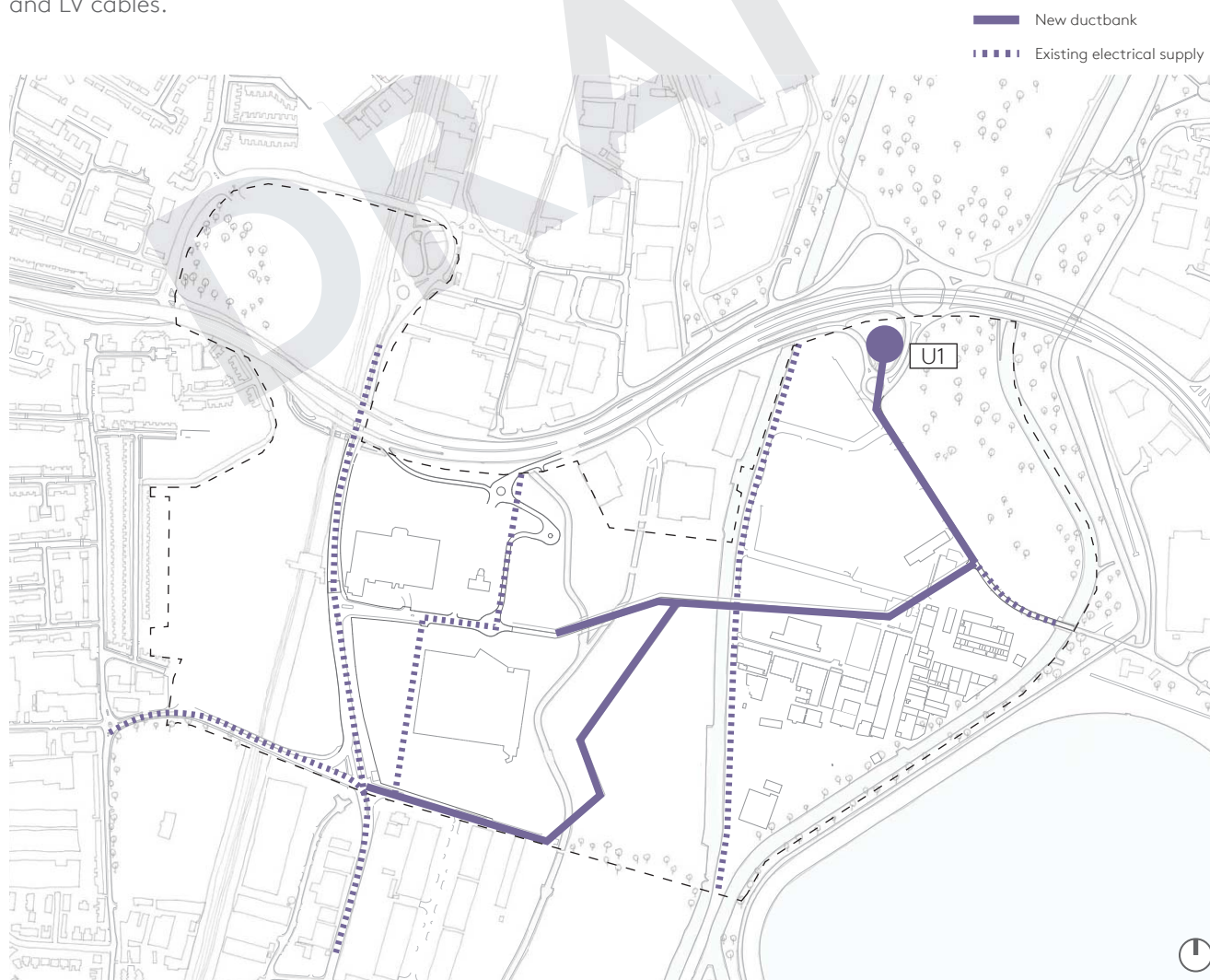


Fig 135. UKPN delivered with the HIF

## TWUL - POTABLE/NON POTABLE WATER

Thames Water Utilities Limited (TWUL) is currently assessing the capacity and requirements for offsite reinforcement related to potable water supply. They have a briefing note summarising the development and timescales and are basing their assessment on the note. TWUL will want the development to consider an Integrated Water Management Strategy (IWMS) to reduce the impact on both the potable and drainage networks. Whilst this strategy will need to be developed, an assumption has been made for this stage that a non-potable water main should be included across the site, this will facilitate water re-use and therefore demand reduction. If a site wide non-potable network is incorporate in the scheme it is likely to require an associated plant area for storage, pumps etc.

A strategic potable water main is intended to be installed along the road corridor as part of the proposed HIF works. The main could connect to the TWUL networks in Leaside Road or Harbet Road, subject to TWUL confirming the capacity of these mains. The main will include valves/ hydrants and washouts as indicated by TWUL.

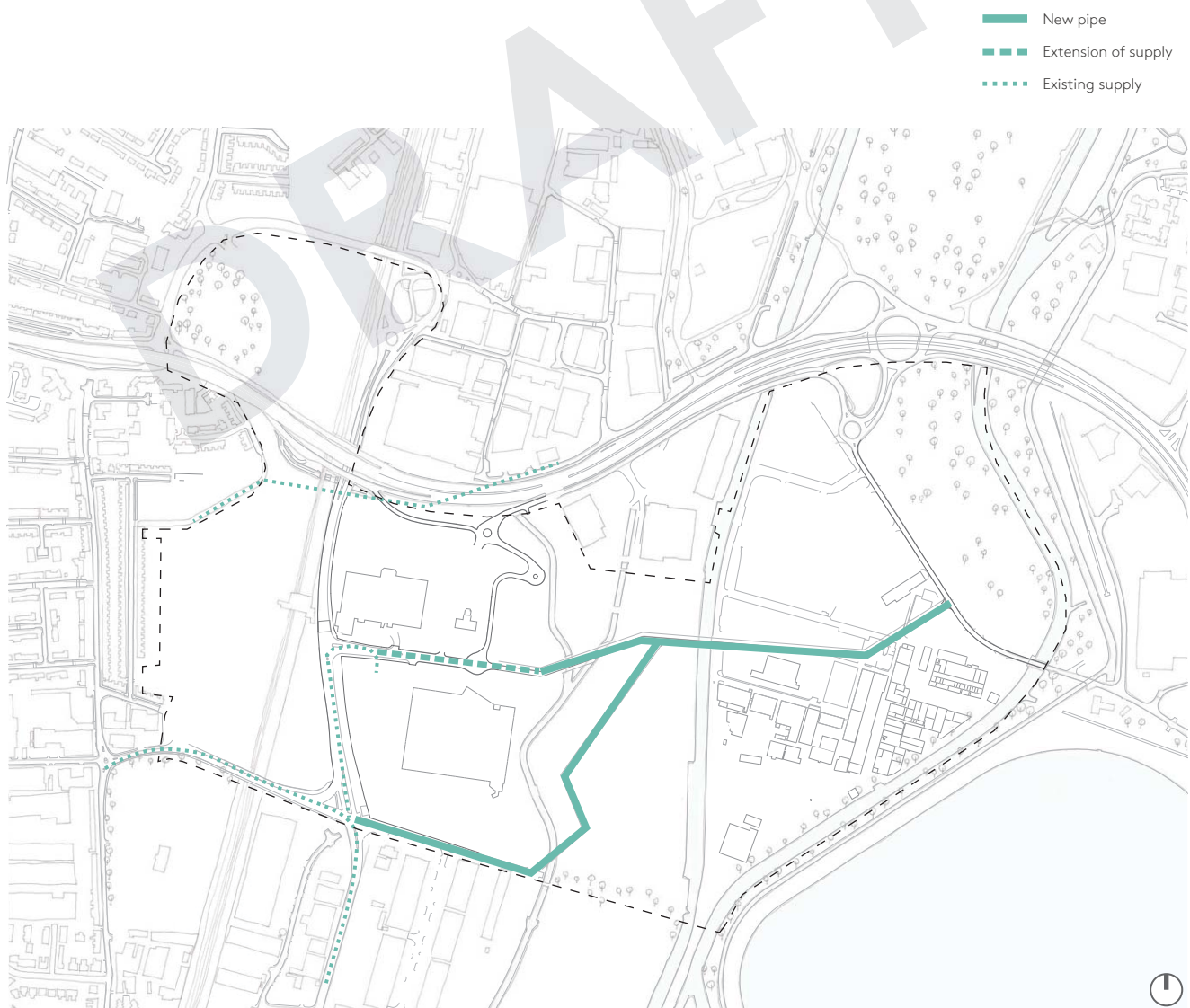


Fig 136. TWUL potable and non-potable water delivered with the HIF

## CADENT - GAS

Cadent has been requested to confirm available capacity in its existing network. It is envisaged that the gas supply for the initial phase of the development would be provided from the existing low / medium pressure mains on or adjacent to the site. Gas demand is likely to be relatively low across the site if the district heating network is provided. In this case gas would only be required for catering and would mainly be provided to commercial uses. As part of the HIF works, it is proposed that a strategic low / medium pressure main is installed along the proposed road corridor.

There is a potential requirement for a gas supply to temporary or back-up boilers if the main district heating plan is not operational when required. This would have an impact on the gas demand at the site. This will be developed with LVHN during the next stage of the development.

- New LP main
- New MP main
- - - Existing LP main
- - - Existing MP main
- ■ ■ Diverted LP main
- ■ ■ Diverted MP main

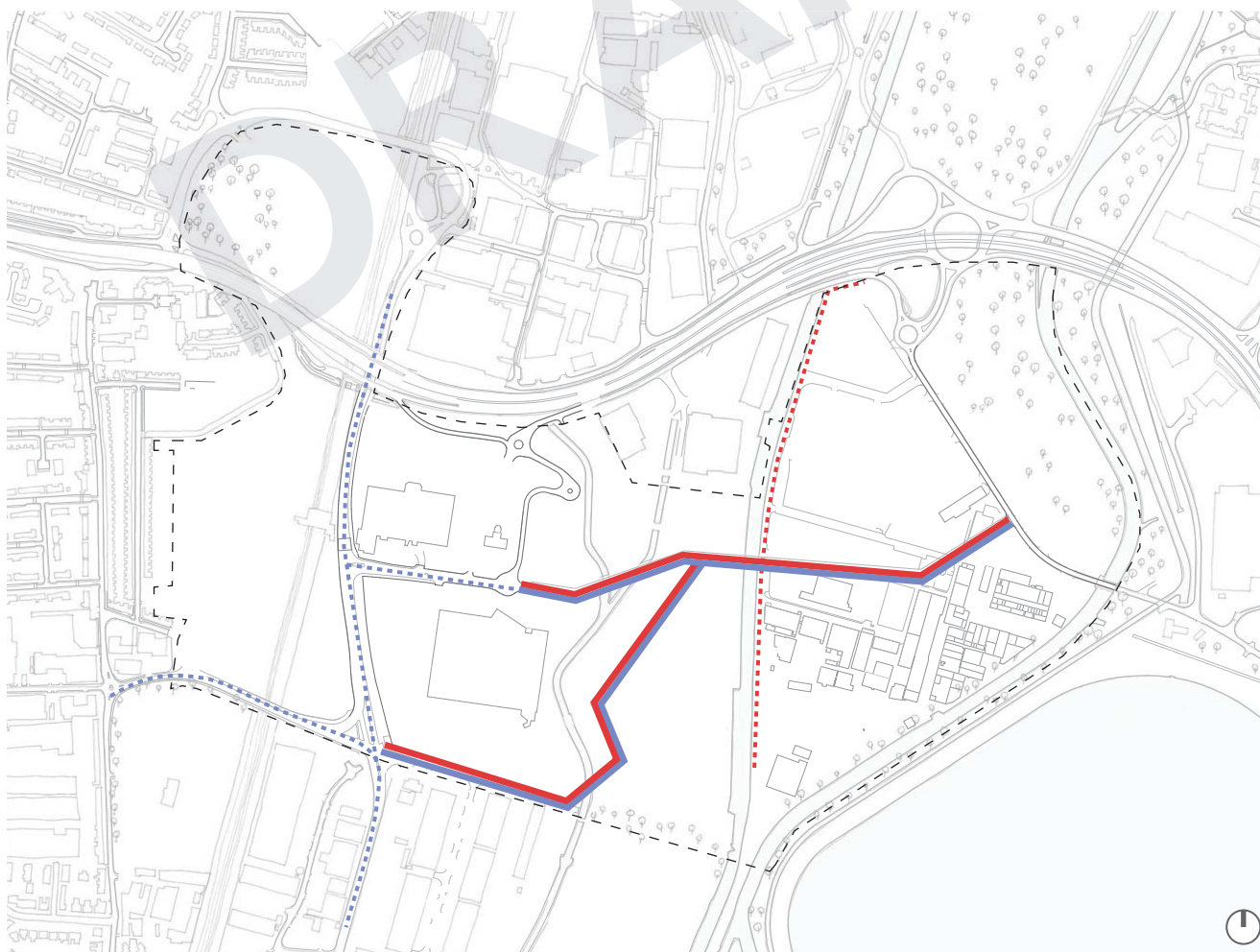


Fig 137. Gas infrastructure delivered with the HIF



## LVHN - DISTRICT HEATING

Lee Valley Heat Network operated by Energetik has proposed the North London Heat and Power Plant (NLHPP), located just to the north of the development. In the initial meeting with Energetik, they indicated that they propose to install a primary district heating (DH) network from NLHPP and extend this south along Meridian Way and then into Hackney and west into Enfield. Secondary networks would then be installed within the development infrastructure corridors with tee-offs and tertiary networks supplying individual zones or plots.

The primary network will be installed by LVHN. The secondary network, comprising two pipes (estimated as 500mm + insulation) and communication cables, is proposed to be installed within the road corridors as part of the HIF works.

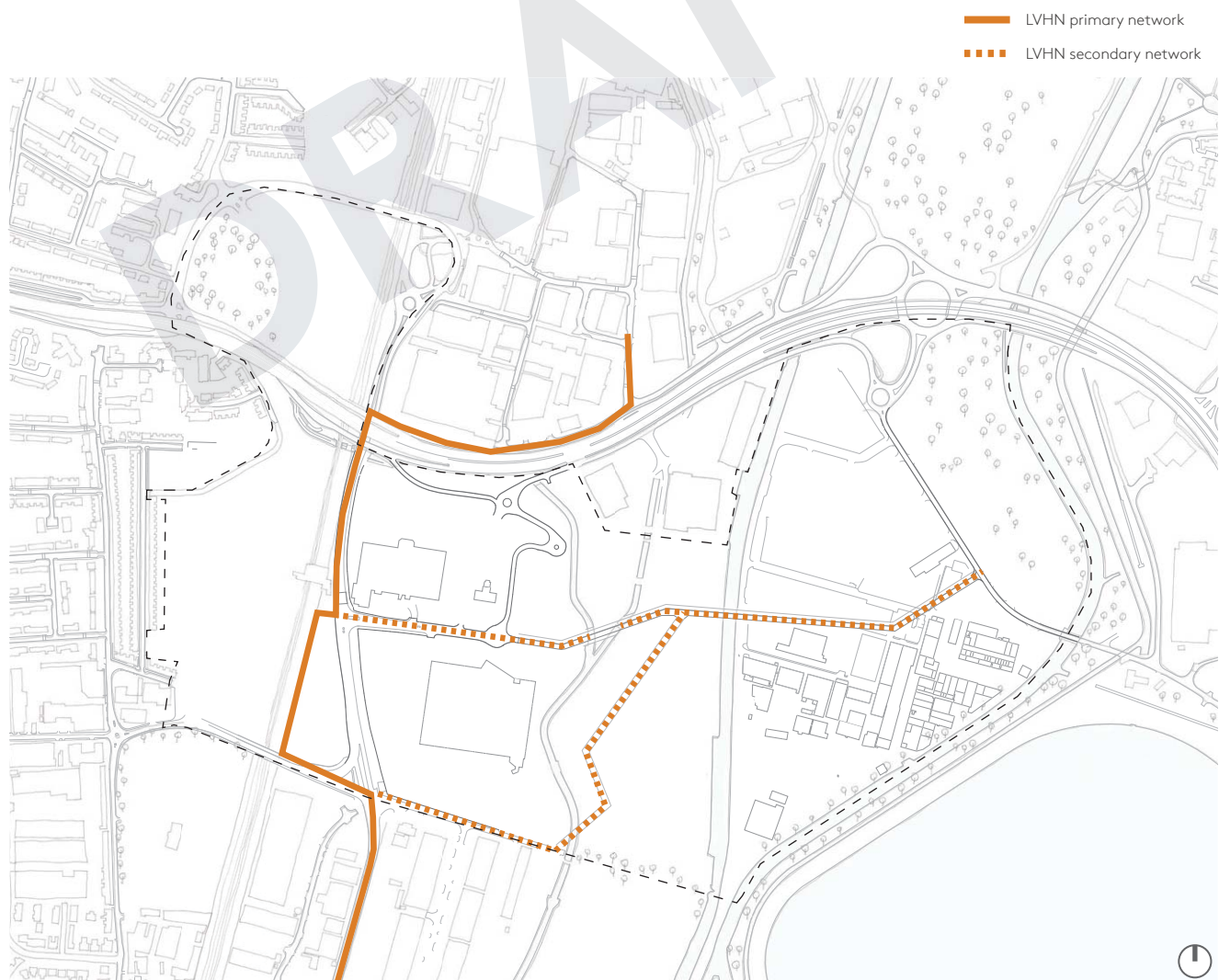


Fig 138. District heating delivered by LVHN and the HIF

## TWUL - FOUL

TWUL is assessing the impact of the proposed development on the public sewer network, with a view to determining available capacity, constraints and potential requirements for reinforcements.

Foul drainage from the proposed development is intended to be discharged to TWUL sewers in the vicinity of the site. A strategic foul sewer will be installed within the Central Spine to collect foul sewerage from zones 4, 6 and 7, and the eastern half of zone 5. This sewer will convey the flows to a proposed foul pumping station to the north west of the site. Based on the estimated depth of the network, this sewer will cross beneath the Lee Navigation Canal. The proposed pumping station will discharge to the existing TWUL sewer in the vicinity of the North Circular. The location of this pumping station needs to be determined in consultation with

TWUL. It is envisaged that this pumping station will need c.850-900m<sup>3</sup> of storage capacity, and receive a peak inflow of c.80-90 l/s.

Foul sewerage from the western half of Zone 5 is proposed to be discharged directly to the TWUL sewer located to the north of Zone 5, and in the vicinity of the North Circular. A strategic foul sewer will be provided to the east of the Pymmes Brook in Zone 5 as part of the HIF works.

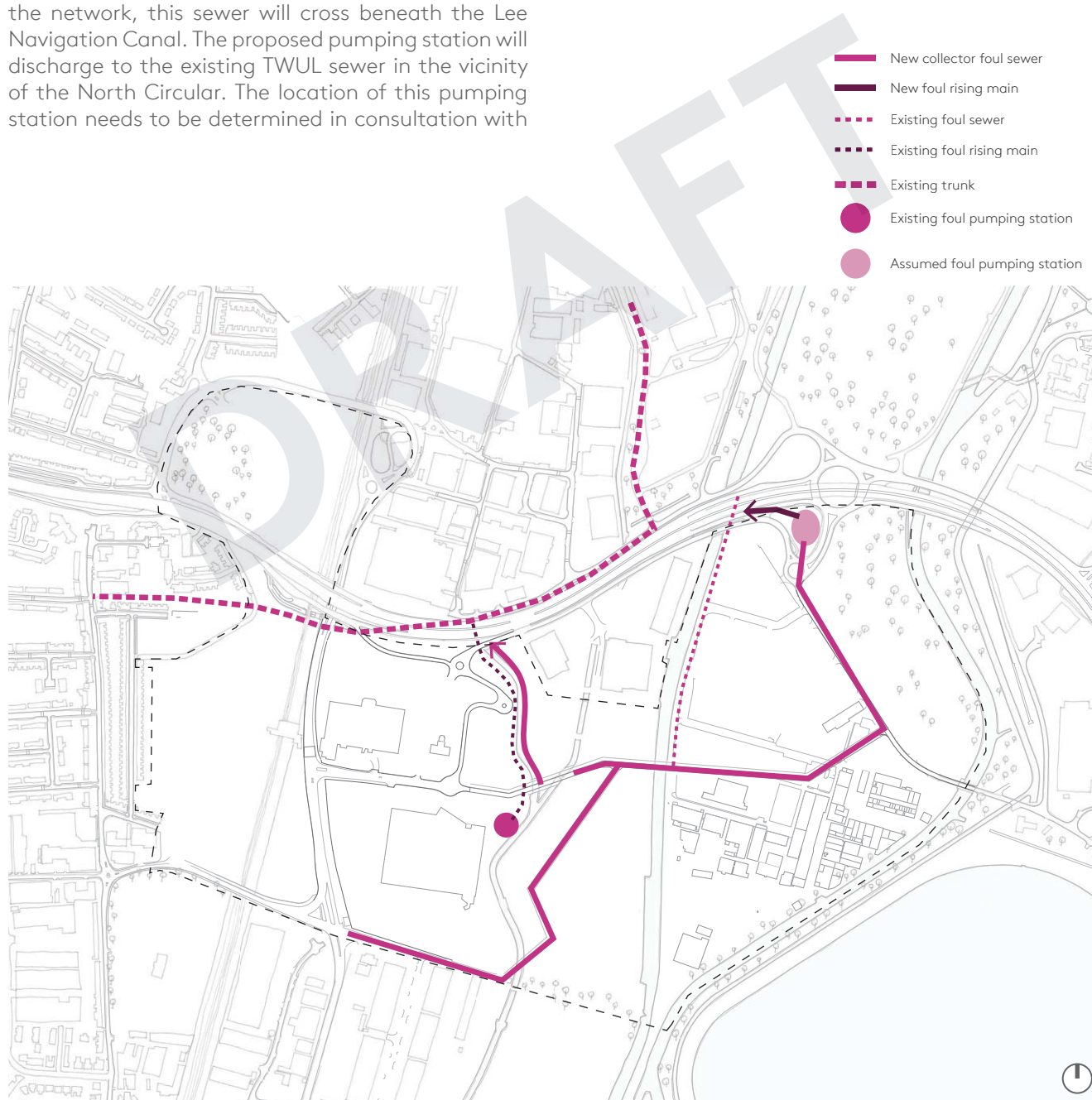


Fig 139. Gas infrastructure delivered with the HIF

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E-mail:	ojeu.administrative@due-north.com
NOTIFICATION TECHNICAL:	/
NOTIFICATION PUBLICATION:	/

**Prior information notice**

**This notice is for prior information only**

**Works****Legal Basis:**

Directive 2014/24/EU

**Section I: Contracting authority****I.1) Name and addresses**

London Borough of Enfield  
4th Floor, Civic Centre, Silver Street  
Enfield  
EN1 3XA  
United Kingdom  
Contact person: Ms Doreen Manning  
Telephone: +44 2083791477  
E-mail: [Doreen.manning@enfield.gov.uk](mailto:Doreen.manning@enfield.gov.uk)  
NUTS code: UKI54

**Internet address(es):**

Main address: <http://www.enfield.gov.uk/>  
Address of the buyer profile: <http://www.enfield.gov.uk/>

**I.2) Information about joint procurement****I.3) Communication**

Additional information can be obtained from the abovementioned address

**I.4) Type of the contracting authority**

Regional or local authority

**I.5) Main activity**

General public services

**Section II: Object****II.1) Scope of the procurement****II.1.1) Title:**

Meridian Water Strategic Infrastructure Works  
Reference number: DN372948

**II.1.2) Main CPV code**

45200000

**II.1.3) Type of contract**

Works

**II.1.4) Short description:**

The intention of Enfield Council is to set up a framework for delivery of infrastructure works to support the development at Meridian Water.  
The scope of works is the delivery of strategic utility services and highways, demolition and construction works, earthworks, land remediation and bridges infrastructure to support the new Meridian Water development.



Meridian Water is a major £6bn, 25-year London regeneration programme led by Enfield Council, bringing up to 10,000 homes to Enfield, north London.

The Council reserve the right not to award call-offs from this framework or to alter the sequence of proposed works required.

For further information, please refer to the Memorandum of Information (MOI) accessible from the London Tenders Portal, website address: <https://www.londontenders.org/> search for project reference: DN372948.

**II.1.5) Estimated total value**

Value excluding VAT: 135 000 000.00 GBP

**II.1.6) Information about lots**

This contract is divided into lots: no

**II.2) Description**

**II.2.1) Title:**

**II.2.2) Additional CPV code(s)**

45200000

71000000

**II.2.3) Place of performance**

NUTS code: UKI54

**II.2.4) Description of the procurement:**

Procurement of a framework for delivery of main/strategic utility services and highways and bridges infrastructure to support the development at Meridian Water.

The scope of works is the delivery of strategic utility services and highways, demolition and construction works, earthworks, land remediation and bridges infrastructure to support the new Meridian Water development. This work will be allocated in phases as detailed in the MOI which is accessible from the London Tenders Portal website address: <https://www.londontenders.org/> search for project reference: DN372948. The MOI and other information can be found under the 'Expression of Interest'. The scope of the contract is primarily a works contract with an element of design development required.

Enfield Council is holding a Launch Event on 26 April, interested candidates are invited to attend this event. To attend this event, please respond to the email address shown in the invitation document which can be located under the above project reference on the London Tenders Portal (DN372948). The Council reserve the right not to award call-offs from this framework or to alter the sequence of proposed works required.

Contractor selection is by Lean Competitive Dialogue, conducted in accordance with the Public Contracts Regulations 2015. The procedure will comprise a single dialogue stage, followed by the submission of Final Tenders. Indicative dates are shown in the MOI.

**II.2.14) Additional information**

**II.3) Estimated date of publication of contract notice:**

03/05/2019

**Section II: Object**

**II.1) Scope of the procurement**

**II.1.1) Title:**

Meridian Water Strategic Infrastructure Works

Reference number: DN37298

**II.1.2) Main CPV code**

45200000

**II.1.3) Type of contract**

Works

**II.1.4) Short description:**

The intention of Enfield Council is to set up a framework for delivery of infrastructure works to support the development at Meridian Water.

The scope of works is the delivery of strategic utility services and highways, demolition and construction works, earthworks, land remediation and bridges infrastructure to support the new Meridian Water development.

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Value excluding VAT: 135 000 000.00 GBP

**II.1.6) Information about lots**

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**II.2) Description****II.2.1) Title:****II.2.2) Additional CPV code(s)**

71000000

**II.2.3) Place of performance**

NUTS code: UKI54

**II.2.4) Description of the procurement:**

Procurement of a framework for delivery of main/strategic utility services and highways and bridges infrastructure to support the development at Meridian Water.

The scope of works is the delivery of strategic utility services and highways, demolition and construction works, earthworks, land remediation and bridges infrastructure to support the new Meridian Water development. This work will be allocated in phases as detailed in the MOI which is accessible from the London Tenders Portal website address: <https://www.londontenders.org/> search for project reference: DN372948. The MOI and other information can be found under the 'Expression of Interest'. The scope of the contract is primarily a works contract with an element of design development required.

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The procedure will comprise a single dialogue stage, followed by the submission of Final Tenders. Indicative dates are shown in the MOI.

**II.2.14) Additional information****II.3) Estimated date of publication of contract notice:**

03/05/2019

**Section IV: Procedure****IV.1) Description****IV.1.8) Information about the Government Procurement Agreement (GPA)**

The procurement is covered by the Government Procurement Agreement: yes

**Section VI: Complementary information****VI.3) Additional information:**

The shortlisting selection process will be by means of a questionnaire. The Council is using Constructionline (a procurement and supply chain management scheme that collects, assesses and monitors standard company information) to rationalise the procurement process. If the applicant has a verified 'Gold Standard' membership of Constructionline, the applicant will not have to complete certain sections of the Questionnaire. The 'ticket reference' for Constructionline users is: 1BTCLP.

**VI.5) Date of dispatch of this notice:**

05/04/2019

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**LONDON BOROUGH OF ENFIELD**

**MERIDIAN WATER**

**STRATEGIC INFRASTRUCTURE WORKS**

**MEMORANDUM OF INFORMATION**



Revision: 3  
05/04/19

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- Appendix 1 Overview of the Strategic Infrastructure
- Appendix 2 Indicative Phasing Plan
- Appendix 3 Plan current landownership

## 1. INTRODUCTION

The London Borough of Enfield (the 'Council') are leading a pioneering approach to regeneration for the long-term benefit of local people and future generations through a new housing and employment land development at Meridian Water.

Meridian Water is a major £6bn, 25-year London regeneration programme led by Enfield Council, bringing up to 10,000 homes and thousands of jobs to Enfield, north London, next door to the beautiful Lee Valley Regional Park. Alongside beautiful homes and world class public spaces and community facilities, the development will have its own brand-new railway station, unlocking the area for commuters, with better connections south to Stratford and London Liverpool Street and north to Stansted and Cambridge.

An Infrastructure Contractor is now sought to deliver the main/ strategic utility services and highways and bridges infrastructure to support the development.

The Council's 8 placemaking principles for the Meridian Water Development are:

- **Putting local people first**  
Meridian Water will prioritise benefits for local people and reduce inequality in Enfield.
- **A thriving new economy for the Lea Valley**  
A destination for strategic business occupiers as well as small businesses, Meridian Water will be a new economic centre.
- **A breath of fresh air**  
Climate resilience, clean energy and high quality parks are our vision. We will take great care over the life cycle of materials, embedding habits of recycling and re-use. We commit to bettering local energy provision through Energetik, our new energy company.
- **A vibrant mix of uses**  
Meridian Water will be a safe and inclusive place to live, for all ages and life stages. With community participation we will co-design active, social and meaningful streets and neighbourhoods, improving health and wellbeing for all.
- **A New Lea Valley Destination**  
Meridian Water will be a memorable place bursting with character and fun, day and night.
- **New models of living**  
Meridian Water will offer a great choice of homes, designed to suit a full range of budgets and aspirations.
- **Almost car-free**  
We will support healthy lifestyles by making it easy and attractive to walk and cycle, accommodating all levels of mobility.
- **Proactively engaging**  
Empowering communities and growing together by responding to the changing needs of local people.

The Council has already invested significant resources, particularly in land assembly, remediation and infrastructure and Meridian Water has now reached the exciting first phase of development, known as *Meridian One* and a Developer for this Phase is expected to be appointed in Spring/ Summer 2019. *Meridian Two* is now also being packaged together to commence the procurement of a Developer.

The principal funding mechanism for the strategic infrastructure is the Government's Housing Infrastructure Fund (HIF). The Council has recently been successfully selected for the Co-Development of the HIF funding application process and the bid is for £116m of HIF funding to



support strategic infrastructure on the site. An announcement of whether the Council has been successful or not is expected in April 2019.

In addition to the HIF funded infrastructure works, further 'Post-HIF' infrastructure works of circa value of £19m may be awarded under this Framework Contract, if the HIF funded infrastructure works are successfully delivered.

## CONNECTIVITY

Whilst HIF Rail works are not part of this procurement, accessibility is at the heart of successful development and the new Meridian Water Station is currently under construction with work programmed to be completed in May 2019. When the station opens and a 3<sup>rd</sup> track is operational it will offer 3 to 4 trains during the peak hours of 07:00-10:00am and 4.00 – 8.00pm to Tottenham Hale and Stratford and return. The HIF Rail improvements seek to enable 6 to 8 peak hour trains per hour between Meridian Water and Stratford.

The site is located on the London-Stansted-Cambridge corridor and road access is excellent:

- A406 North Circular Road - 4 minutes;
- M25 (J25) - 20 minutes;
- M11 (J5) – 20 minutes;
- Central London is only 9 miles away.

### Rail times

Meridian Water to: Stratford (17 min), London Liverpool Street (24 min), West End (35 min) Stansted (45 min)

## 2. SITE LOCATION

Currently best known as the home of Ikea and Tesco, Meridian Water is located in the south of the London Borough of Enfield between Edmonton, Tottenham and Walthamstow.

It sits next door to the beautiful parklands and iconic sports facilities of the 10,000-acre Lee Valley Regional Park, and benefits from the River Lea and the adjacent Pymmes Brook passing right through the site, providing the opportunity for a fantastic waterside living and working environment. Progress is being made to bring world class open spaces to the area. A new green space is already open for local communities at Ladysmith Park – designed by local residents, groups and schools – with more to come.

The site has excellent road networks as it is bounded by the North Circular Road (A406), A10 and M11. Along with the new Meridian Water train station and super high-speed broadband, communities will be able to connect with the environment on their doorstep and beyond.

### 3. THE INFRASTRUCTURE DELIVERY OPPORTUNITY

A strategy has been developed to support the progressive transformation of the site from the current predominant industrial and retail land use into a mixed-use, diverse and sustainable new piece of city. The main structure underpinning the masterplan framework is formed by an interwoven network of infrastructure which need to be put in place prior to any new homes. Below ground this network will allow the new buildings to be connected to all the utilities services, afford protection against flooding levels and sit upon clear and remediated soil. The same network, above ground, opens new movement opportunities at a local and regional scales, interacts with the watercourse and the green spaces creating an integrated public realm for the emerging neighbourhood.

Alongside the physical improvements to the site, the placemaking strategy is key to unlocking housing in Meridian Water. Through its innovation and high-quality design, the primary infrastructure will lead the change in perception of the area, enticing future residents to live in the development.

The key primary infrastructure that is required in order to unlock the development of homes is shown in Appendix 1 and include:

#### PRIMARY ROADS, SERVICES AND BRIDGES

The new neighbourhood requires improved connections and an upgrading of primary services. By extending the current Glover Drive east-west to Harbet Road Development via a new Central Spine route (known as the Boulevard) Zones 2-7 will become inter-connected and accessible from the station and other Development Zones and become a nodal connection to the surrounding areas. The addition of a new link road, from Leaside Road to the Central Spine, will further improve connectivity and access. Five new bridges are required to enable these primary roads to cross the brooks and river as well as improving the pedestrian and cycle connectivity across the railway.

The Central Spine (called the **Boulevard** – labelled the Causeway on the drawings) is a key east-west spine connecting through Meridian Water, stretching from the new station to the Lee Valley Regional Park. By connecting across the waterways that currently sever the site into a series of islands, the Central Spine ties together the future neighbourhoods.

The road will be introduced ahead of the housing Development Zones with the aim not only to provide a connection but also to set a structural base for the public realm strategy of the future neighbourhood. The materials and road organisation will both serve the interim phases, including use by construction vehicles, and the low-car scheme that will follow in the long-term plan. Upgrades in the pavement finishes and the trees growth will contribute to transform the character of the Central Spine over time. The Central Spine will represent the paradigm of the new low-car development it serves; most of the road will restrict access to buses, bikes and delivery vehicles. It will be fronted by retail, restaurants, community uses as well as residential entrances to create an active and vibrant route.

#### COMPREHENSIVE REMEDIATION, CUT & FILL AND FLOOD MITIGATION

Large parts of the site are subject to serious flood risk – particularly Development Zone 1 and Development Zones 4-7. Much of the land is also likely to be contaminated.

The Council have already commissioned remediation and agreed a flood strategy for Development Zone 1. The HIF application proposes comprehensive re-levelling of Development Zones 4-7 using cut & fill from the Lee Valley Regional Park and the naturalisation of the brooks to bring the development plots above flood levels whilst creating two large parks, capable of absorbing extreme flood events. This process gives 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. The Council is currently in the process of acquiring the necessary land (supported by a CPO process if necessary) In order to fully achieve this flood mitigation and remediation strategy.

A comprehensive Ground Investigation survey is also currently being procured by the Council.

### **NEW PRIMARY UTILITIES AND UTILITY DIVERSIONS**

The new primary service corridors supply electricity, gas, hot water, comms and water to the site and collect sewage from the site. This will require some primary interfaces such as a primary substation and pumping station.

In addition, the works will involve diversion and/ or removal of existing services.

The Council's technical advisors/ designers (Ove ARUP) have made C2 Utility enquiries and the current design is based upon a UKPN (DNO) supplies to Meridian Water. The Council will consider the financial benefits of utilising an Independent Distribution Network Operator (IDNO) to provide the currently assessed 2 x 33KV supplies and delivery of the Primary sub-station.

The framework contractor(s) will need to engage with the DNO/ IDNO and utilise the services of an approved Independent Connection Provider (ICP) to ensure compliance with required adoption standards.

### **IMPROVEMENTS TO EXISTING JUNCTIONS AND ROADS**

Upgrading of Leaside Road and Glover Drive are needed to reinforce the main moves described above to begin the transformation from a 'high road' environment to a more pedestrian and cycle priority street, to underpin the identity of Meridian Water as a low-car development and increase marketability and viability of new homes.

### **PHASING**

Phasing of the infrastructure works is currently indicative only and has been based upon current land ownership, the programme of land acquisitions and a need to structure the works around the phased housing delivery requirements. The delivery of the infrastructure works assumes a Pre-construction Phase and 7 'Zonal' Works Phases that are structured around the phased housing delivery requirements. An indicative phasing plan is attached in Appendix 2.

The Enabling Works package will be used to carry out advance demolition works and deliver a new temporary alternative access road to the Arriva Bus Garage and businesses in the south of the site, prior to the commencement of the Main Contract works.

## **4. PLANNING AND TITLE**

A planning application is being progressed by the Council for the full scope of proposed Strategic Infrastructure Works subject to the HIF funding application. The planning application is programmed to be submitted in May 2019 and will include a redline boundary that accommodates the full extent of works including suitable construction area allowances. The description of the planning applications relating to the HIF Infrastructure Works are as follows:

*Full planning application for redevelopment of the site to provide infrastructure works for the delivery of a mixed-use development comprising construction of an east-west link road between Glover Drive and Harbet Road ('the Central Spine'); alteration of access road between Argon Road and*

*Glover Drive, construction of a link road between Leaside Road and the Central Spine, pedestrian and cycleway improvements to Glover Drive and Leaside Road, the construction of 4 no. bridges across the Pymmes and Salmon Brooks and River Lee Navigation; alteration to the Pymmes Brook channel and associated landscaping. Enabling works, comprising: earthworks; remediation; flood compensation flow path, storage and outfall works; utilities infrastructure; demolition of existing buildings and associated works.*

Negotiation is currently ongoing with IKEA regarding wider highway access works which may also form part of the detailed planning application.

#### Meridian Water – Strategic Infrastructure Works – WAML Bridge

A separate application is being progressed for the proposed West Anglia Main Line ('WAML') pedestrian/cycle bridge which has been separated from main infrastructure works application given its separate location and delivery requirements including the specific programme of negotiation required with Network Rail. A draft description of development is as follows:

Full Planning Application for construction of a new pedestrian and cycle bridge across the West Anglian Main Line and associated public realm works adjacent to Leaside Road.

#### Meridian Water – Strategic Infrastructure Works – Primary Sub-Station

The primary sub-station planned as part of the strategic infrastructure works is still subject to review in terms of its location and therefore a fixed planning delivery strategy has not been reached. The powers which the statutory electricity providers have under the General Permitted Development Order 2015, Part 15 Class B has been considered but are not thought to be applicable given works will not be on an existing operational site. The primary sub-station is likely to be located off site or at a distance from other infrastructure works and it is therefore proposed that it is progressed via a freestanding planning application. Draft description of development:

*Full Planning Application for construction of a primary sub-station with associated parking, landscaping and access.*

Pre-application negotiations regarding this are well advanced with the local planning authority and a range of key stakeholders. The application is to be submitted in parallel with an outline planning application for a residential led development within Development Zones 4 & 5, which given the close interaction between the proposals will include a shared Environmental Impact Assessment and Transport Assessment. Whilst the proposals are closely linked, they are to be submitted as separate applications to ensure that the determination of the enabling Strategic Infrastructure Works is not delayed by any issues with the residential scheme including its referral to the GLA. The determination of the Strategic Infrastructure Work application is programmed for September 2019, which provides sufficient time for strategic flood and transport modelling to be completed to inform the decision. The planning redline boundary includes third party land subject to ongoing property negotiations, with the backstop of the Compulsory Purchase Order being progressed by Enfield Council.

## 5. DESIGN STATUS

The HIF design is being progressed by ARUP, Architects KCA and Periscope to a Developed Design (RIBA Stage 3) status.

A design freeze has taken place in February 2019 and the design team is now progressing the necessary drawings and information for the planning application due to be submitted in May 2019 for a target planning consent in October 2019.

Key design documents will include;

- Design and Access Statement
- Design Code
- Detailed Drawings

Key Issues which are still outstanding and require further design development by the appointed Contractor during the Technical Design (RIBA 4) Stage of the project are:

- Primary Sub-station location – There are a number of location options which are being considered by the design team and the Council.
- Completion of surveys necessary to complete drainage design – Procurement underway by the Council.
- Flood and Transport Modelling – due to be issued in July 2019.
- West Anglia Main Line (WAML) Bridge Design

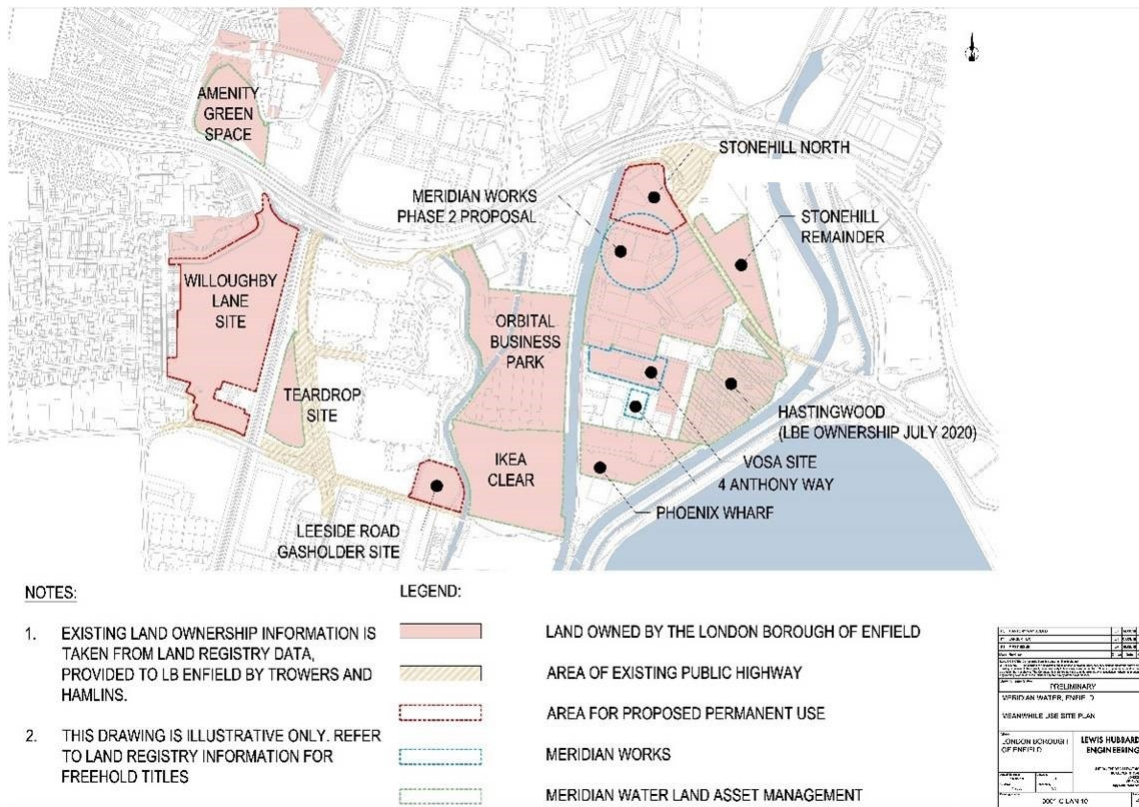
Designs have been developed in line with discussion held with various stakeholders including the Environmental Agency, Canal and River Trust, Local affected businesses and various utilities providers. Continued communication and co-ordination will be required during the next Technical Design stage.

## 6. LAND ASSEMBLY AND MEANWHILE USES

A key feature of Meridian Water is the Council's active involvement and leadership of the project. Mostly notably this is seen through the land acquisition programme, where the Council continues to buy and prepare the land at Meridian Water for development and undertake other initiatives to bring forward the regeneration of the site.

Current land ownership plan is attached to this MoI (Appendix 3). It shows the Council owns 36ha of land within the Meridian Water red line, which is 68% of the developable land. Plan B also shows an aerial photograph that gives an overview of the site as currently stands.





Land assembly is being brought together through early negotiations with land owners, but the Council has provided 'in principle' approval to commence a Compulsory Purchase Order (CPO) acquisition in the event the Council has exhausted all other avenues to purchase the land.

Draft CPO preparations are being developed by the Council. Currently the land referencing stage is in progress, which records ownership and occupational details of the land to identify all parties with a legal interest or right to occupy the required land.

The current programme factors in the required timescale to complete the CPO process and this also dictates the current phasing of the HIF works which is based upon availability of the land as it is acquired.

The Council's Cabinet in February 2016 confirmed that the Economic Strategy for the development needs to link to the way in which the land at Meridian Water is managed. The Meridian Water Regeneration Framework identifies the importance of using meanwhile or interim activities as a means of helping to create Meridian Water as a place that people want to visit, work and live. In addition, these meanwhile uses are an important means of securing income for the Council, as well as beginning the transition to permanent uses, notably regarding employment on the site. The framework contractor(s) are expected to work along the existing leases and meanwhile uses on the site, ensuring minimal disturbance for existing occupiers and helping the Council to maximise their income and placemaking opportunities from the uses located within the red line boundary of the works.

Alongside the development of a masterplan for Meridian Water, the Council and its consultant teams have been developing a co-ordinated approach to managing the Council's meanwhile assets, in effect a meanwhile masterplan that aligns with the permanent masterplan.

There will be a cross-over from Meanwhile uses in site to permanent uses as the HIF works develop. So, for example, the blue sheds on the Orbital Business Park ultimately need to make way for the strategic road network, a park and residential led mixed-use development.

## **7. REQUIREMENTS OF THE INFRASTRUCTURE CONTRACTOR**

The intention of Enfield Council is to set up a framework for delivery of infrastructure works to support the development at Meridian Water. The strategic infrastructure works include strategic road works, junctions, bridges, utility services, demolition, construction, earth and remediation works, as well as an element of design development.

Bidders will need to demonstrate the following:

- Management of programme delivery for projects of a similar size and scope to this project, including managing 'third party' interfaces.
- Experience in wide ranging and complex supply chain management.
- Experience of proven Risk Management techniques to deliver projects of a similar size and scope to this project.
- Experience in managing and maintaining quality standards at the pre-construction, construction and handover stages of projects of a similar size and scope to this project.
- Experience in working on large projects with phased handovers of site areas and maintaining 'business as usual' arrangements for adjoining businesses.
- Experience of delivering value for money on projects of a similar size and scope to this project.



## 8. PROCUREMENT PROCESS

By a Prior Information Notice placed in the Official Journal of the European Union, the Council has invited expressions of interest from suitably qualified and experienced providers in relation to being admitted onto a Framework Agreement for the delivery of main and/or strategic utility services, highways, and bridges infrastructure to support the development at Meridian Water.

The Council intends to set up a framework for delivery of infrastructure works to support the development at Meridian Water.

Contractor selection is by Lean Competitive Dialogue, conducted in accordance with the Public Contracts Regulations 2015. The procedure will comprise a single dialogue stage, followed by the submission of Final Tenders. The indicative timetable is shown below:

Issue of Contract Notice	May 2019
SQ/ PAS 91 Responses returned	June 2019
Shortlisting for ITP stage announced	June 2019
ITP issued	Late August 2019
ITP with Lean Competitive Dialogue complete	November 2019
LBE select Framework Contractors	February 2020

It is envisaged that the framework will operate under an NEC4 contract with Z clauses amendments and a Pre-Construction Services Agreement (**PCSA**) for the design phase of each Work Package.

## 9. ADDITIONAL INFORMATION

Enfield Council is holding a Tender Information Event on 26 April and interested candidates are invited to attend this event. To confirm your attendance please RSVP by emailing [natasha@3foxinternational.com](mailto:natasha@3foxinternational.com) by 21 April 2019. Please also inform us of the names of attendees from your organisation when submitting your RSVP.

Further information on the regeneration of Meridian Water can be found here: <https://www.meridianwater.co.uk/>

## APPENDIX 1



SUMMARY OF CHANGES:

HIF scope diagram has been updated to reflect the updated central spine alignment (R2 and R3). This has resulted in a number of small changes to the position of:

- flood relief channel - F9
- bridges - B2 B4 and B1
- temporary access for zone 6 - TW1

The realignment also removes demolition in zones 6 - D2.

In addition, the Leeside Link Road (R4) has been updated to reflect the current design proposal.

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

HIF Works Codes

- F2

Pymmes Brook east and south
- F5

Lee Valley Regional Park
- F9

Flood compensation flow path north
- S1

Surface water swale in LVRP
- S2

Surface water swale in Pymmes Park
- B1

Lee Navigation bridge.  
Includes temporary pedestrian ramps for access from Lee Navigation Towpath
- B2

Pymmes Brook north bridge
- B3

Lee Navigation footbridge
- B4

Salmons Brook bridge
- B5

Pymmes Brook south bridge
- B6

Leeside Road foot/cycle bridge, WALM crossing
- U1

Primary substation
- U3

Central Spine and east utility corridor
- U4

Leeside link road utility corridor
- U7

Harbet Road Utility Corridor
- R2

Central Spine(From west bank of brooks to link road junction) bridge ramps included
- R3

Central Spine east of Lee Navigation - Secondary road (all modes)
- R4

Link Road (Leeside Rd to Causeway)
- R5

Pedestrian and cycle improvements to Leeside Road
- R6

Pedestrian and cycle improvements to Glover Drive
- R7

Road works on Harbet Road for Flood compensation flow path crossing
- J2

Causeway - Harbet Road junction
- J3

Leeside Road - Link Road junction
- J4

Leeside Road - Causeway junction
- J5

Glover Drive - Causeway junction
- TW1

Zone 6 access road (Arriva Bus Depot)
- TW2

Ikea access
- D1A

BOC demolition (within HIF footprint)
- D1B

BOC demolition (within development plot)
- D2

Demolition zones 6 & 7
- D3

Demolition existing bridge over Salmon Brook
- D4

Demolition existing bridge over Pymmes Brook
- E1

Earthworks - LVRP
- E4

Earthworks - gasholder site
- E5

Earthworks - zone 5
- E6

Earthworks - zone 4
- ER1

Remediation in the Lee Valley Regional Park (LVRP)
- ER4

Remediation- gasholder site
- ER5

Remediation - zone 5
- ER6

Remediation - zone 4

08	For information	23/11/18
07	Naming Convention	16/08/18
06	For information	10/08/18
05	For information	07/08/18
04	For information	03/08/18
03	For information	09/07/18
02	For information	25/06/18
01	For information	06/06/18
00	For information	03/05/18
Revision	Reason	Date

Karakusevic Carson Architects

Project:  
382-MW-Strategic-Infrastructure

Title:  
HIF - All

Drg No.  
382-KCA-XX-XX-DR-A-1112-D

Scale:  
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Drawn by:  
RM





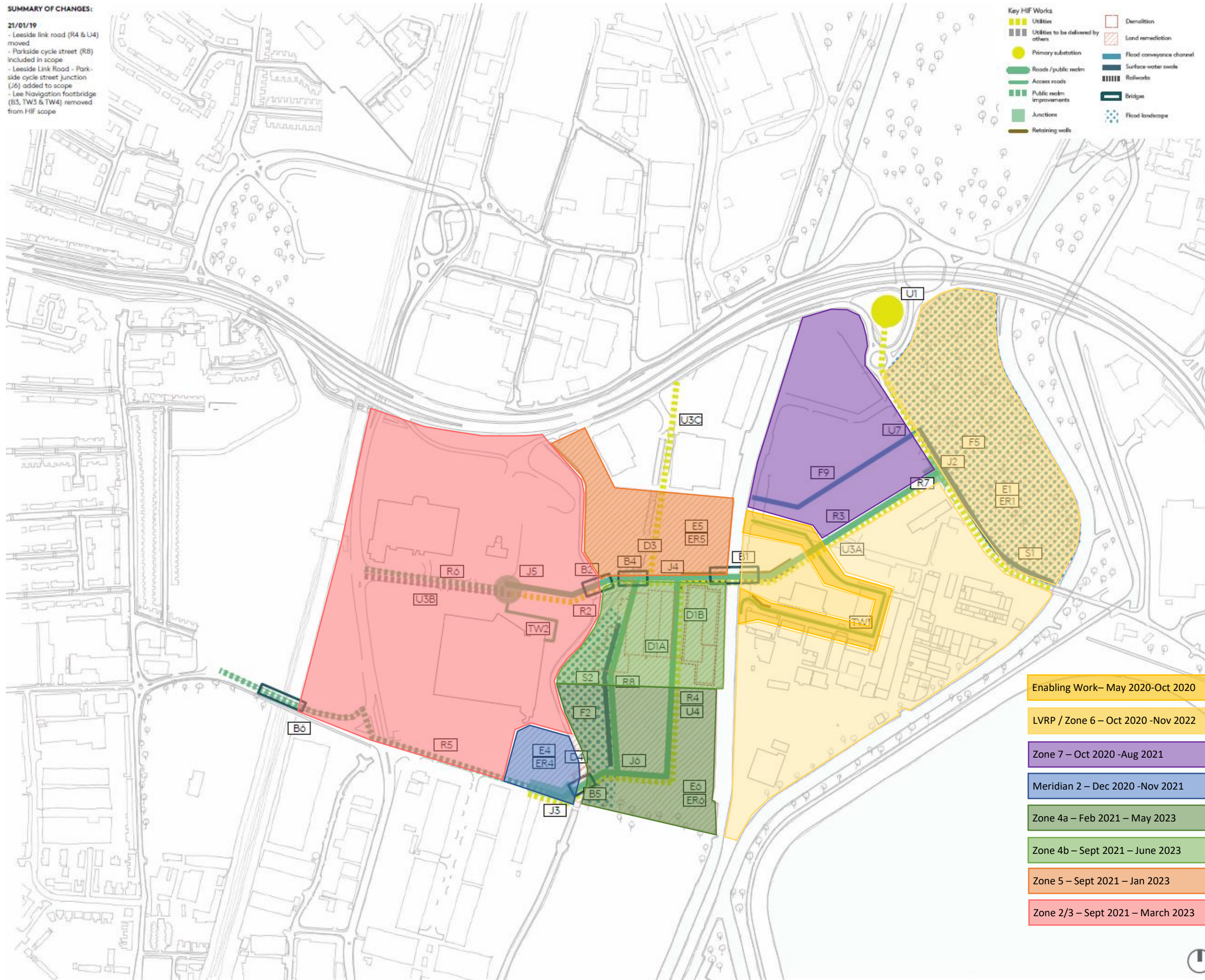
## APPENDIX 2

**21/01/19**

- Leaside link road (R4 & U4) moved
- Parkside cycle street (RB) included in scope
- Leaside Link Road - Parkside cycle street junction (J6) added to scope
- Lee Navigation footbridge (B3, TW3 & TW4) removed from HWF scope

**21/01/19**

- Leaside link road (R4 & U4) moved
- Parkside cycle street (RB) included in scope
- Leaside Link Road - Parkside cycle street junction (J6) added to scope
- Lee Navigation footbridge (B3, TW3 & TW4) removed from HWF scope



**Key HIF Works**

	Utilities		Demolition
	Utilities to be delivered by others		Land remediation
	Primary substation		Flood conveyance channel
	Roads / public realm		Surface water soak
	Access roads		Railworks
	Public realm improvements		Bridges
	Junctions		Flood landscape

F2	Pymmes Brook east and south
F5	Lee Valley Regional Park
F9	Flood compensation flow path north
S1	Surface water swale in LVRP
S2	Surface water swale in Pymmes Park
B1	Lee Navigation bridge, Includes temporary pedestrian ramps for access from Lee Navigation Towpath
B2	Pymmes Brook north bridge
B4	Salmons Brook bridge
B5	Pymmes Brook south bridge
B6	Leaside Road foot/cycle bridge, WALM crossing
U1	Primary substation
U3A	Central Spine and east utility corridor
U3B	Central Spine and east utility corridor
U3C	Central Spine and east utility corridor
U4	Leaside link road utility corridor
U7	Harbert Road Utility Corridor
R2	Central Spine(From west bank of brooks to link road junction) bridge ramps included
R3	Central Spine east of Lee Navigation - Secondary road (all modes)
R4	Link Road (Leaside Rd to Causeway)
R5	Pedestrian and cycle improvements to Leaside Road
R6	Pedestrian and cycle improvements to Glover Drive
R7	Road works on Harbert Road for Flood compensation flow path crossing
R8	Parkside cycle street
J2	Causeway - Harbert Road junction
J3	Leaside Road - Link Road junction
J4	Leaside Road - Causeway junction
J5	Glover Drive - Causeway junction
J6	Leaside Link Road - Parkside cycle street junction
TW1	Zone 6 access road (Arriva Bus Depot)
TW2	Ikea access
D1A	BOC demolition (within HIF footprint)
D1B	BOC demolition (within development plot)
D3	Demolition existing bridge over Salmon Brook
D4	Demolition existing bridge over Pymmes Brook
E1	Earthworks - LVRP
E4	Earthworks - gasholder site
E5	Earthworks - zone 5
E6	Earthworks - zone 4
ER1	Remediation in the Lee Valley Regional Park(LVRP)
ER4	Remediation- gasholder site
ER5	Remediation - zone 5
ER6	Remediation - zone 4

F2	Pymmes Brook east and south
F5	Lee Valley Regional Park
F9	Flood compensation flow path north
S1	Surface water swale in LVRP
S2	Surface water swale in Pymmes Park
B1	Lee Navigation bridge, Includes temporary pedestrian ramps for access from Lee Navigation Towpath
B2	Pymmes Brook north bridge
B4	Salmons Brook bridge
B5	Pymmes Brook south bridge
B6	Leaside Road foot/cycle bridge, WALM crossing
U1	Primary substation
U3A	Central Spine and east utility corridor
U3B	Central Spine and east utility corridor
U3C	Central Spine and east utility corridor
U4	Leaside link road utility corridor
U7	Harbet Road Utility Corridor
R2	Central Spine(From west bank of brooks to link road junction) bridge ramps included
R3	Central Spine east of Lee Navigation - Secondary road (all modes)
R4	Link Road (Leaside Rd to Causeway)
R5	Pedestrian and cycle improvements to Leaside Road
R6	Pedestrian and cycle improvements to Glover Drive
R7	Road works on Harbet Road for Flood compensation flow path crossing
R8	Parkside cycle street
J2	Causeway - Harbet Road junction
J3	Leaside Road - Link Road junction
J4	Leaside Road - Causeway junction
J5	Glover Drive - Causeway junction
J6	Leaside Link Road - Parkside cycle street junction
TW1	Zone 6 access road (Arriva Bus Depot)
TW2	Ikea access
D1A	BOC demolition (within HIF footprint)
D1B	BOC demolition (within development plot)
D3	Demolition existing bridge over Salmon Brook
D4	Demolition existing bridge over Pymmes Brook
E1	Earthworks - LVRP
E4	Earthworks - gasholder site
E5	Earthworks - zone 5
E6	Earthworks - zone 4
ER1	Remediation in the Lee Valley Regional Park(LVRP)
ER4	Remediation- gasholder site
ER5	Remediation - zone 5
ER6	Remediation - zone 4

12	For information	2/6/1991
11	For information	03/12/90
10	For information	03/12/88
09	For information	29/11/88
08	For information	23/11/88
07	Planning Convention	16/08/88
06	For information	12/08/88
05	For information	07/08/88
04	For information	03/08/88
03	For information	09/07/88
02	For information	25/06/88
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00	For information	03/05/88
Revision	Reason	Date

Karakusevic Carson Architects

Project:  
382 MW Strategic Infrastructure

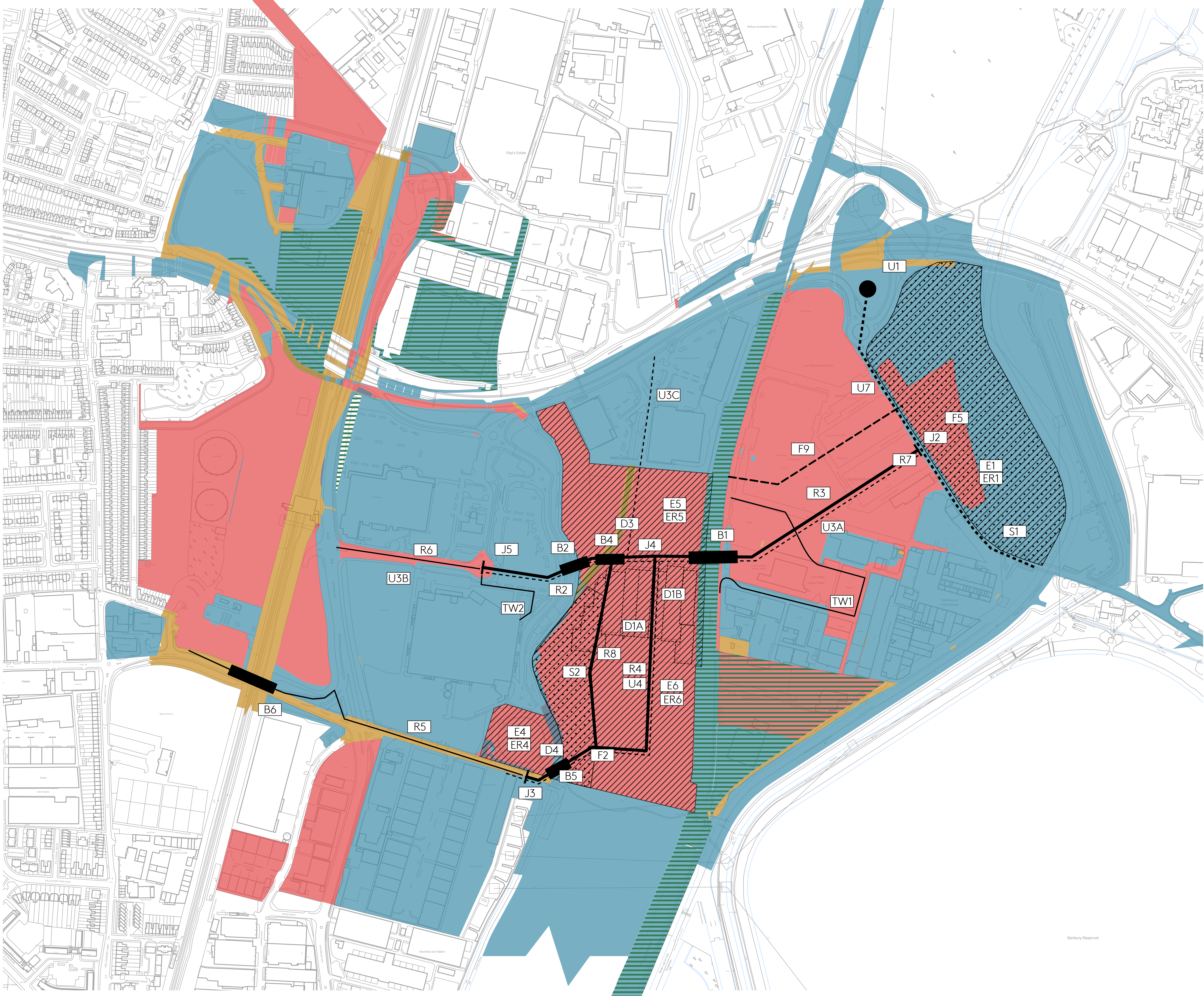
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## APPENDIX 3





**Landownership:**

- Land owned by London Borough of Enfield
- Third party landownership
- Unregistered land
- Mines and minerals

**HIF Works:**

- Land remediation
- Flood landscape
- Flood conveyance channel
- Bridge
- Roads & public realm
- Temporary public realm & access
- Utilities
- Primary substation
- Demolition

**NOTE:**  
The location and dimensions of the HIF works are indicative and should not be measured from this drawing.

This drawing should be read in conjunction with 382-KCA-XX-XX-DR-A-1112-D

03	DRAFT	31/01/19
02	DRAFT	31/01/19
01	DRAFT	15/01/19
00	DRAFT	14/01/19
Rev	Reason for Issue	Date

**SKETCH**

Karakusevic Carson Architects

PROJECT

Meridian Water Strategic Infrastructure

TITLE

HIF Land Ownership Plan with Infrastructure Scope

SKETCH NUMBER	382-KCA-XX-XX-DR-A-9126-D	REVISION	03
DATE	14/01/19	SCALE	1 : 2500
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## The Role of Scrutiny in Meeting the Public Sector Equality Duty

The Overview and Scrutiny Committee has a key role to play in ensuring that the Council meets all the statutory duties under the Public Sector Equality Duty of the Equality Act 2010, particularly in ensuring that the authority has due regard to the needs of diverse groups when designing, evaluating and delivering services in order to –

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

In order to do this, the Overview and Scrutiny Committee will scrutinise the Council's Equality and Diversity Action Plan and Annual Achievement Report each year to monitor the Authority's performance. The OS Committee will be flexible enough to pick up on issues of inequality, wherever they arise in the Council work programme, or to delegate to individual workstreams for investigation. OSC has a key role in providing a 'critical friend' challenge to the Council's strategic equality objectives and scrutinising performance in delivering those objectives.

In addition, as part of their normal work programme, each workstream will (where relevant and proportionate) -

- request information about the equality impact assessments/analyses that have been undertaken whenever discussing proposals for new policies or future plans, or for current services, to inform their comments on those proposals or services
- examine these assessments/analyses of impact in detail to check if they are robust and have been developed based on strong evidence and appropriate engagement
- question and consider whether appropriate people have been involved and engaged in developing equality objectives and plans, and when assessing the impact of policies and proposals.
- when procurement award criteria and contracts are determined, consider whether or not specific equality stipulations are required
- Scrutiny may also wish to investigate the accessibility of equality and other published documents, asking questions such as –
  - what is done to promote these documents?
  - what languages or formats is the information available in?
  - which documents are most regularly required?
  - how aware are the public of the Authority's equality plans and performance?

## DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

WORK	22 May 19 (Planning)	18 June 19	23 July 19	4 Sept 19	7 Nov 19	15 Jan 20	13 Feb 20	2 Apr 20
Date papers to be with Scrutiny Team								
<b>Specific Topics:</b>								
Meridian Water							Report	
HR issues- The Council's policy of reducing the number of external consultants and agency staff/ sickness & recruitment/ employment of BAME, gender/ women returning to work			Report					
ACM's to be invited								Report
Temporary accommodation								Report
Population Growth & Housing targets								Report
Cultural strategy								
<b>Pre-Decision scrutiny</b>								
Future of Responsive Repairs Service	Report							
HIF infrastructure works- the procurement strategy/ approval to procure		Report						
ICT & Digital Strategy								
<b>Standing Items</b>								

## DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

WORK	22 May 19 (Planning)	18 June 19	23 July 19	4 Sept 19	7 Nov 19	15 Jan 20	13 Feb 20	2 Apr 20
Children's and Young People's Issues			Annual Complaints Report for Adults Social Care and Children's Social Care  SEND places strategy	Fostering & Adoption/IRO/LADO  Pupil Places	Education al attainment  Annual social care self assessment  Ofsted Improvement Plan		SEND places strategy update	
<b>Monitoring/Updates</b>								
Scrutiny Involvement in Budget Consultation 19/20					Update Report	Budget Meeting		
Annual Corporate Complaints Report			Report					
Customer Experience				Report				
Annual Adults & Children's Safeguarding Report (date to be confirmed)								
<b>Work Programme</b>								
Setting the Overview & Scrutiny Annual Work Programme 2019/20	Agree Work Programme and discuss workstreams	Finalise workstreams						
Selection of New Workstreams for 2019/20	Discuss new Workstreams	Finalise new workstreams						

## DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2019/20

Note: Provisional call-in dates: 20th June, 3<sup>rd</sup> July, 8th August, 19th September, 31<sup>st</sup> October, 28th November, 19th December, 30th January, 6th February, 4th and 26th March, 28th April. These dates may also be used for pre-decision scrutiny as necessary. Any call-ins received will take precedence at this meeting.

### Continuation of Workstream:

- Improving Enfield Shopping Areas/Empty Shops Scrutiny Workstream (Economic Development)

### Potential Workstream:

- Exclusions
- Procurement
- Meridian Water

Please note that the above programme may be subject to change during the year



OVERVIEW & SCRUTINY COMMITTEE - 1.5.2019

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON WEDNESDAY, 1 MAY 2019**

**COUNCILLORS**

**PRESENT** Derek Levy (Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil, Gina Needs, James Hockney and Edward Smith

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

**OFFICERS:** Nicky Fiedler, Director of Commercial  
Mark Bradbury, Director of Property & Economy  
Claire Reilly, Head of Service, Corporate Procurement & Commissioning  
Stuart Simper, Head of Facilities Management  
Susan O'Connell, Governance & Scrutiny Officer  
Stacey Gilmour, Governance & Scrutiny Secretary

**Also Attending:** Councillor Lee David-Sanders (Call-In Lead)  
Councillor Chanith Gunawardena (Observing)  
Ian Davis, Chief Executive (Observing)

**1113**

**WELCOME & APOLOGIES**

Councillor Levy welcomed all attendees to the meeting.  
It was noted that Councillor James Hockney was substituting for Councillor Lee David-Sanders for item 3 – 'Call in of Decision: Enfield Norse Ltd – Provision of Cleaning Services.

Councillor Levy reminded everyone that discussion on the call-in to be looked at this evening, should be about the specific reasons for call-in given in the papers and responses to them. The reasons given should be evidence based and not opinions or statements. Discussion needs to specify what is being asked to go back to the decision taker for reconsideration.

**1114**

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**1115**

**CALL IN: ENFIELD NORSE LTD- PROVISION OF CLEANING SERVICES**

## **OVERVIEW & SCRUTINY COMMITTEE - 1.5.2019**

The Committee received a report from the Director of Law and Governance outlining details of a call-in received on the Operational decision taken on Enfield Norse Ltd – Provision of Cleaning Services (taken on 01/04/19).

NOTED that this report was considered in conjunction with the information in the part 2 agenda.

All discussion on this item took place in the part 2 section of the meeting.

### **1116**

#### **MINUTES OF THE MEETING HELD 3 APRIL 2019**

AGREED the minutes of the meeting held on 3 April 2019.

### **1117**

#### **EXCLUSION OF PRESS AND PUBLIC**

Resolved in accordance with the principles of Section 100A (4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of the Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

### **1118**

#### **ENFIELD NORSE LTD- PROVISION OF CLEANING SERVICES**

The Committee received the information provided on the call-in report: Enfield Norse Ltd – Provision of Cleaning Services.

NOTED

1. The information was considered in conjunction with the report on the part 1 agenda.
2. Councillor David-Sanders set out the reasons for calling in the decision:
  - Concern that the report does not fully explain the reasons why the extension has been unavoidable and required to be approved retrospectively.
  - Again, this is another decision that has been made very close to or after procurement has lapsed
  - The report does not fully explain how the extension will improve the contract management process between the Council and Enfield Norse Ltd.
  - The report is potentially misleading with what appears to be contradictory information regarding timelines.
  - The decision puts an additional cost pressure on the Council for 2019/20 which could have been avoidable if this had been addressed sooner.

**OVERVIEW & SCRUTINY COMMITTEE - 1.5.2019**

- The report does not fully explain why there has been a failure in the corporate governance of the company as it is a Joint Venture with the Council.
3. The response of Nicky Fiedler, Commercial Director. She highlighted the following:
- She did not feel that the report was misleading. The Council did, as stated, have a number of meetings with ENL. She did however hear the concerns of Councillors and will be mindful going forward to ensure that all reports are clear and concise.
  - As set out in the Part 1 report, sections 3.5, 3.6 and 3.7 it was the Council's intention to resolve this sooner had ENL been more responsive.
  - The Total FM solution was halted in May 2018 due to time restraints. It will take 9 months now to put in place a new service provision.
  - There are no additional costs pressures as a result of this decision. Part 1 3.10 highlights the existing cost pressure, which the council; sought to avoid by negotiations with ENL.
  - Part 1 4.2 and 4.3 sets out the alternative options, which would not have guaranteed to remove the cost pressures due to the TUPE undertaking of moving this contract to a 3<sup>rd</sup> Party.
4. Other issues highlighted by officers in support of the decision included:
- Up to 9 months contract extension will provide sufficient time for the most effective service delivery model in terms of cost/quality to be identified and implemented.
  - Officers have received assurances from ENL that they are willing to extend the contract under the existing terms. As the workforce and other resources are already in place there should be no delay or disruption in transitioning to and extending the agreement.
  - As set out in Part 1 section 5.3 of the report moving forward, all cleaning and budget management will transfer to the Property and Economy Department, thereby bringing all responsibility for financial and performance management within Property and Economy which is not currently in place.
  - Proposed changes to the Terms of Reference for the Shareholder Board had been discussed to ensure oversight of the companies the Council has an interest in.
5. The summing up by Councillor David-Sanders:
- any delay in procurement is of concern and needs to be fully investigated.
  - The whole process of procuring this contractor has been far too slow and should not have taken this long to get to this stage. He also felt that the Shareholder Board should have intervened at a much earlier stage.

**OVERVIEW & SCRUTINY COMMITTEE - 1.5.2019**

- Although it was evident that some elements of the procurement process had now been completed to turn this situation around, he felt that it was too little too late and was concerned that the Council were potentially 'getting back into bed' with this provider for the next 9 months.
  - He felt that this was not an ideal situation for Enfield Council to be in and did not feel confident that OSC would not be back here in 9 months' time.
6. Overview and Scrutiny Committee considered the reasons for the Call-In and responses provided. Having considered the information, the Committee **AGREED** to confirm the original Operational decision.

Councillors Akpinar, Aramaz, Susan Erbil and Needs voted in favour of the above decision. Councillors Hockney and Smith Abstained. The original Operational decision was therefore agreed.

7. The comment of Councillor Tolga Aramaz that most Call-Ins had not resulted in most decisions being referred back to the decision-maker, often with unanimous or semi-unanimous agreement of the Overview & Scrutiny Committee. He was concerned that the Opposition were reducing the Committee to a method of criticising Operational and Portfolio decisions rather than a neutral body to hold decision-makers to account.

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON WEDNESDAY, 22 MAY 2019**

**COUNCILLORS**

**PRESENT** Susan Erbil, Tolga Aramaz, Guner Aydin, Sinan Boztas, Bernadette Lappage, Achilleas Georgiou, Edward Smith and Lee David-Sanders

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

**OFFICERS:** Joanne Drew (Director of Housing & Regeneration)  
Fay Hammond (Acting Executive Director, Resources)  
Garry Knights (Head of Housing Property Services)  
Susan O'Connell (Secretary)  
Stacey Gilmour (Governance & Scrutiny Secretary)

**Also Attending:** Councillor Nesil Caliskan (Leader of the Council)  
Councillor Ian Barnes (Deputy Leader)  
Councillor Gina Needs (Cabinet Member, Social Housing)  
Councillor Alev Cazimoglu (Cabinet Member, Health & Social Care - Observing)  
Councillor Rick Jewel (Cabinet Member, Children's Services - Observing)  
Councillor Hass Yusef (Observing)  
Simon Allin (Press – Barnet, Enfield & Haringey)

**5**

**WELCOME & APOLOGIES**

The Chair, Councillor Susan Erbil welcomed all attendees to the meeting.

Apologies for absence were received from Sarah Cary, Executive Director of Place.

**6**

**ELECTION OF VICE CHAIR**

Councillor Achilleas Georgiou was elected as Vice Chair for the Overview and Scrutiny Committee for the municipal year.

**7**

OVERVIEW & SCRUTINY COMMITTEE - 22.5.2019

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

**8**

**CABINET PRIORITIES FOR 2019/20**

The Chair invited Councillor Caliskan, Leader of the Council to outline the Cabinet's priorities for 2019/20.

Councillor Caliskan congratulated Councillor Susan Erbil on her new role as Chair of the Overview & Scrutiny Committee and welcomed all Members to the Committee.

Councillor Caliskan said that having had a year in post, the Administration had now been able to dig deeper into some of the areas that affect the Borough and the Council. There were continued financial pressures on Enfield with more cuts coming down the line therefore the Council would have to look at how it could continue to deliver the best possible services in the hardest of times.

Councillor Caliskan set out the Cabinet's main priorities for the year ahead as follows:

Decent Homes/Regeneration – to include:

- Housing & Growth Strategy - culminating in the next couple of months
- Estate Renewal Programme
- Better Council Homes – addressing infrastructure issues and delivering £41m for planned improvements this year.
- Repairs – insourcing day-to-day repairs services. A report will go to Cabinet in June.

Economic Development

- Economic Development & Growth Strategy
- Focus on boosting growth in the borough's town centres including Enfield Town and Edmonton Green.
- This will involve working with Traders Associations and small businesses to come up with a detailed plan about how the council can support them
- Cultural Strategy- the current strategy ends in 2020 and Councillor Ian Barnes, Deputy Leader, is leading on the development of a new strategy. Cllr Barnes said the strategy would look at broadening access to culture so all people in the borough can have access and benefit from what the borough has to offer. Cllr Barnes outlined some ideas and stated he and officers are at the stage of developing possibilities.



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He said the plan should be ambitious and aspirational. The aim is to make this a transformational strategy, focusing on engagement and communication. Cllr Barnes referred to the Gaming Industry for the borough boosting economic growth by tapping into London's multi-billion-pound creative economy.

### Community Safety

- Measures to improve community safety would continue including funding extra police officers.
- Needs to be long term investment for young people in the borough.

### Burial Spaces

- Identify long term provision for burial space in the borough.
- Currently a burial consultation.

### Tackling Poverty

- There were plans in place for a fully independent Poverty and Equality Commission amid concerns over the rising number of children living in poverty in Enfield.

The following comments/questions were raised:

- The plan to identify long term provision for burial spaces was welcomed.
- Concerns were raised regarding the current level of public engagement/communication and it was felt that as a council we needed to market ourselves better and be smarter about the way we communicate.
- Members welcomed the Poverty and Equality Commission and agreed that this would be a worthwhile piece of work.
- Members were very interested in the Cultural Strategy and were keen to see how this would be developed.
- The Improving Enfield Shopping Areas/Empty Shops Working Group had produced an interim report following its work over the past year and this was discussed.
- In response to a question on where the Administration saw itself in twelve months' time Councillor Caliskan hoped that:
  - the Housing and Cultural Strategies would be in place;
  - the Council's 'Housing MOT' service would be embedded;
  - long term provision for burial space will have been identified as part of Enfield's Local Plan;
  - Improvement to town centres would be underway including a programme plan for more events in Enfield town market square;
  - Detailed plans would set out how the £6m GLA Liveable Neighbourhoods Funding would be spent.

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The Chair thanked Councillor Caliskan and Councillor Barnes for their informative updates which had been most helpful in pointing the Committee towards populating its main Work Programme for 2019/20.

Councillor Caliskan said that having had a year in post, the Administration had now been able to dig deeper into some of the areas that affect the Borough and the Council. There were continued financial pressures on Enfield with more cuts of £40 million coming down the line therefore the Council would have to look at how it could continue to deliver the best possible services in the hardest of times.

Councillor Caliskan set out the Cabinet's main priorities for the year ahead as follows:

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- Housing Strategy - culminating in the next couple of months
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- Repairs – insourcing day-to-day repairs services. A report will go to Cabinet in June.

### Economic Development

- Economic Development Strategy
- Focus on boosting growth in the borough's town centres including Enfield Town and Edmonton Green.
- This will involve working with trading associations and small businesses to come up with a detailed plan about how the council can support them
- Cultural Strategy- the current strategy ends in 2020 and Councillor Ian Barnes, Deputy Leader, is leading on drafting a new strategy. Cllr Barnes said the strategy would look at broadening access to culture so people from more disadvantaged backgrounds could benefit from what the borough has to offer. He went on to say that 'it is a wildly ambitious strategy, but I think we should be really bold and radical with our aspirations'. The aim is to make this a transformational strategy, focusing on engagement and communication. The question has to be asked as to why industries such as the gaming industry aren't lured into Enfield and what would it take to entice them? These industries like gaming, film and television would boost economic growth in Enfield by tapping into London's multi-billion-pound creative economy.

### Community Safety

- Measures to improve community safety would continue including funding extra police officers.
- Needs to be long term investment for young people in the borough.

### Burial Spaces

## OVERVIEW & SCRUTINY COMMITTEE - 22.5.2019

- Identify long term provision for burial space in the borough.

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- In response to a question on where the Administration saw itself in twelve months' time Councillor Caliskan hoped that:
  - the Housing and Cultural Strategies would be in place;
  - the Council's 'Housing MOT' service would be embedded;
  - long term provision for burial space will have been identified as part of Enfield's Local Plan;
  - Improvement to town centres would be underway including a programme plan for more events in Enfield town market square;
  - some of the £6m GLA Liveable Neighbourhoods Funding would have been spent to rejuvenate and regenerate Enfield.

The Chair thanked Councillor Caliskan and Councillor Barnes for their informative updates which had been most helpful in pointing the Committee towards populating its main Work Programme for 2019/20.

## **9**

### **FUTURE OF THE RESPONSIVE REPAIRS SERVICE**

RECEIVED the report of Joanne Drew, Director of Housing & Regeneration.

Councillor Gina Needs, Cabinet Member, Social Housing introduced the report highlighting the following:

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- i) The Councils current contracts delivering day to day repairs and compliance contracts to Council houses are due to end in April 2020. It is therefore time to consider the most appropriate approach for delivering the services going forward, with an aim to:
  - provide improved value in terms of enhanced resident satisfaction,
  - support the local community and local supply chain and
  - effectively improve the condition of our properties.
- ii) The day-to-day repairs service has seen an improvement in customer and technical performance over the past 6 months. However, there remains room for continued improvement and greater flexibility as we improve the condition of stock through investment.
- iii) The report identifies and recommends a solution which seeks to manage risk, secure the continuing improvement of the service whilst providing value for money. It includes:
  - A phased approach to insourcing the day to day repairs service whilst continuing to outsource compliance services;
  - Proposed transitional arrangements for the gradual insourcing of repairs services whilst securing back up provision from existing contractors including beyond the end of existing contracts in April 2020 as necessary;
  - Procurement of compliance, cyclical maintenance and major works, but with a view to consider bringing these in house in the future;
  - The development of in-house capacity to ensure the commercial management of the in-house service and effective client-side arrangements for the mixed delivery model;
- iv) Key priorities for a new service model have been identified and is set out in full in the report.
- v) A stock condition survey is currently in progress and this will provide the information to develop long term investment strategies which will also inform the nature of the intermediate repairs.
- vi) The Council is committed to investing in its stock and has developed the Better Council Homes programme, which will see some £41m investment in the stock during 2019/20.
- vii) Recommendations in the report include:
  - The creation of a multi-disciplinary Operational Board which will report on progress to the Repairs Task Force;
  - Approve budget of £1.2 million, allocated over 2 years, funded from HRA repairs reserve;
  - Note that a 5-year business plan will come forward as part of the annual HRA budget cycle for 2020/21

Comments and questions were raised, and responses provided by Officers were as follows:

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- The move comes amid concerns that many repairs are not done properly first time and money is being spent on fixing follow-up problems.
- It is hoped that the proposed model will deliver better value for money, provide jobs for local people and boost local businesses in the supply chain.
- The cost of setting up the in-house team has been estimated at £1.2 million, while the ongoing costs are expected to be within the £4.8 million per year already spent on repairs.
- If the proposals are given the go ahead by Cabinet, day to day repairs will gradually be brought in-house as the current contracts with private firms ends in April next year.
- Under the new approach, a team directly employed by the Council would be responsible for emergency, urgent and routine repairs work, including small electrical and plumbing works.
- Compliance works, major work programmes and voids would continue to be dealt with by contractors.
- The Council's 'Housing MOT' service, an in-house team set up to carry out yearly checks on the boroughs' social housing would continue to operate alongside the other repairs services.
- Feedback from residents had been obtained in many ways including on the job, analysing complaints and Customer Voice. Members said they would like to see feedback from Customer Voice included in the report.
- Savings are anticipated over time as a result of lower volumes of repair work as the service model aims to deliver the right repair including renewal and replacement.
- Many residents were currently coming to Councillors' surgeries complaining about continuous works being carried out on the same issues. General opinion was that this was due to outsourcing as it was often difficult to hold contractors to account.
- Members expressed concerns about plans to raise awareness among residents of how to complete minor jobs that are part of the day-to-day responsibility of renting a home. It was felt that this could lead to extra costs if people tried to carry out repairs themselves but ended up causing further problems. Garry Knights, Head of Housing Property Services said that this would relate to basic maintenance such as decorating, unblocking sinks etc. It was very much about empowering people and information; guidance and advice would be provided in a range of formats.
- The new service model would offer the ability to deliver a repair 'plus' service which would help identify vulnerable tenants and meet their immediate needs whilst supporting and signposting to additional help.
- An Opposition Member state that there were serious reservations about the proposals. It was pointed out that there had already been significant improvements to the current model, with the number of first-time fixes rising from 26% to 76%. Concerns were also raised that the Council could be hit by extra costs, for example, having to spend money on things such as storage depots. Garry explained that in terms of depots there is a contingency in the business plan to allow for that. He went on

## OVERVIEW & SCRUTINY COMMITTEE - 22.5.2019

to advise that the initial consideration is to use third-party suppliers therefore there will not be the need for significant investment in infrastructure.

- Members were concerned that the Equalities Impact Implications had been omitted from the report and, although the committee welcomed the idea of pre-decision scrutiny, they felt that it was imperative for the committee to receive at least completed draft reports if, as a Scrutiny Committee, it was to hold Cabinet reports to account.

**AGREED** that the Equalities Impact Implications for this report would be circulated to OSC members within the next couple of days.

**Action: Joanne Drew/Susan O'Connell.**

The Chair thanked Officers for their informative report.

## 10

### WORK PROGRAMME & WORK STREAMS 2019/20

NOTED the Chairs for the Crime and Health Scrutiny Panels as follows:

- Councillor Lee David-Sanders was elected as Chair for the Crime Scrutiny Panel for the municipal year 2019/20.
- Councillor Sinan Boztas was elected as Chair for the Health Scrutiny Panel for the municipal year 2019/20.

The committee discussed Work Programme items and potential work streams for 2019/20.

The following suggestions were made:

- Continue with Empty Shops workstream – period of workstream to be defined;
- HR issues –
  - Sickness, why losing staff and why recruiting
  - Employment of BME, gender -at what grades, stats, have we improved, are we attracting and recruiting black people, women returning to work- is this successful
  - Council's policy of reducing the number of external consultants and agency staff
- ACM's to be invited to future OSC meeting to discuss roles and responsibilities
- Cultural Strategy – if timing fits in with the Work Programme
- Exclusions – possible workstream, 70% of all exclusions are BAME? Also, not in school or where they should be.
- Procurement process – possible workstream – lack of clarity over process/whose responsibility is this? Is this a service issue?



## **OVERVIEW & SCRUTINY COMMITTEE - 22.5.2019**

- Temporary Accommodation – how this is managed and costs and mechanism for managing. Including Housing Gateway and the future role of this.
- Meridian Water – possible workstream – concern regarding number of jobs and Strategic Industrial Land (SIL)
- Customer Experience (this is already a carry forward item on the Work Programme). Members wanted to include how do we engage with residents and how this affects the council's reputation
- Planning and Enforcement – Work Programme – Cllr Aramaz said that his Empty Shops workstream had looked at this and recommendations had been included in the interim report.
- Report on population growth and housing targets, assumptions around this- possible item for the Work Programme.
- Members were happy for last year's Work Programme standing items to remain as appropriate.

The Chair advised that the Work Programme and work streams would not be agreed today. However, following this evening's discussions and the above suggestions a draft Work Programme and list of potential workstreams for consideration will come to the next meeting of OSC on in June 2019.

### **11**

#### **MINUTES OF THE MEETINGS HELD ON 11 APRIL & 23 APRIL 2019**

AGREED the minutes of the meeting held on 11 and 23 April 2019.

### **12**

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

NOTED the dates of future meetings as follows:

##### Provisional Call-Ins

Thursday 20 June, 2019  
Wednesday 3 July, 2019  
Thursday 8 August, 2019  
Thursday 19 September, 2019  
Thursday 31 October, 2019  
Thursday 28 November, 2019  
Thursday 19 December, 2019  
Thursday 30 January, 2020  
Thursday 6 February, 2020  
Wednesday 4 March, 2020  
Thursday 26 March, 2020  
Tuesday 28 April, 2020

**OVERVIEW & SCRUTINY COMMITTEE - 22.5.2019**

NOTED the business meetings of the Overview & Scrutiny Committee will be held on:

Tuesday 18 June, 2019  
Tuesday 23 July, 2019  
Wednesday 4 September, 2019  
Thursday 7 November, 2019  
Thursday 13 February, 2020  
Thursday 2 April, 2020

The Overview & Scrutiny Budget Meeting will be held on:

Wednesday 15 January, 2020