



ADVANCED PUBLICATION OF REPORTS

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members and operational key decision makers.

Once signed all decisions will be published on the Council's Publication of Decisions List.

- 1. APPROVAL OF CYCLE ENFIELD PROPOSALS FOR THE A1010 NORTH**
(Pages 1 - 26)
- 2. MW STRATEGIC INFRASTRUCTURE - CONTRACTOR PROCUREMENT HIF NON-RAIL** (Pages 27 - 226)

This page is intentionally left blank

MUNICIPAL YEAR 2019/2020 REPORT NO.**ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY****PORTFOLIO DECISION OF:**

Cabinet Member for Environment & Sustainability

REPORT OF:

Director – Environment & Operational Services

Agenda – Part: 1	KD Num: 4902
Subject: Approval of Cycle Enfield Proposals for the A1010 North	
Wards: Enfield Highway, Enfield Lock, Ponders End, Southbury and Turkey Street	

Contact officer and telephone number:

Richard Eason: 020 8379 3501

E mail: richard.eason@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the results of the A1010 North statutory consultation and seeks approval to implement the scheme, including making the necessary traffic management orders. These proposals form part of the Mayor of London's Transport Strategy to increase active travel in London and will be fully funded by Transport for London (TfL). Forming part of the wider network, the proposals contained in this report are expected to deliver health and transport benefits for both local residents and visitors to Enfield.

2. RECOMMENDATIONS

- 2.1 To approve the final design of the proposals for the A1010 North shown on the plans in Appendix A and take all necessary steps to implement the scheme including:
- Making the traffic management orders specified in Schedule 1 of Appendix C.
 - The design is amended to include an additional loading bay on the A1010, close to the junction with St Stephens Road and the the zebra crossing by Freezy Water St George's school be upgraded to a Pelican Crossing.
 - Implementing the raised entry treatments, flat top speed tables and raised junctions specified in Schedule 2 & 3 of Appendix C.
 - Implementing the Zebra crossings and associated zig-zag markings specified in Schedule 4 of Appendix C.

- Implementing the 'Parallel crossings' and associated zig-zag markings specified in Schedule 5 of Appendix C.
- Introducing designated disabled persons parking places and all waiting and loading restrictions using the experimental powers provided by S9 of the Road Traffic Regulation Act 1984.

2.2 To note that Transport for London will be providing funding for the delivery of this project and approve the spend allocation.

3. BACKGROUND

- 3.1 The A1010 North project represents a significant investment in the borough that can help improve our high streets and town centres; deliver long-term health benefits; and enable people to walk and cycle in safety. This project forms part of a series of work which includes not just cycle lanes on several of the Borough's main roads, but also an extensive network of connecting routes, 'Quieter Neighbourhoods', cycle hubs and a wide range of supporting measures to encourage more people to choose active forms of travel.
- 3.2 On 14th December 2016 Cabinet granted approval to undertake detailed design and statutory consultation for lightly segregated cycling facilities and public realm improvements along the A1010 North between Southbury Road/Nags Head Road and Bullsmoor Lane/Mollison Avenue. Cabinet also delegated authority to the lead Cabinet Member to approve and implement the final design of the scheme subject to consultation and completion of all necessary statutory procedures.

4. THE PROPOSAL

- 4.1 The proposal involves the introduction of segregated cycle lanes between Glyn Road and the junction with Holly / Mandeville Road. In addition, the scheme provides the opportunity for public realm improvements at Green Street and elsewhere along the corridor. Details of the proposed route are set out in the drawings attached as Appendix A.
- 4.2 The main works will be delivered by Ringway Jacobs via the London Highways Alliance Contract.

5.0 STATUTORY CONSULTATION

5.1 In addition to the statutory notification required prior to implementation of pedestrian crossings, speed tables and entry treatments etc. Traffic Management Orders (TMOs) are required to implement several elements of the scheme, including:

- Cycle lanes with exemptions to allow picking up and setting down by blue badge holders and maintenance vehicles
- Revocation and introduction of pay and display and free parking places
- Goods vehicle loading bays
- Introduction of prescribed routes, such as one-way working in some service roads

5.2 The procedure for making TMOs is set out in the Local Authorities' Traffic Order (Procedure) (England and Wales) Regulations 1996. As a minimum, the regulations require the council to publish notice of its intentions in the London Gazette and a local newspaper, as well as notify the following bodies:

- The Freight Transport Association
- The Road Haulage Association
- Metropolitan Police
- London Ambulance Service
- London Fire Brigade
- TfL (Buses) & relevant bus operators

5.3 A copy of the traffic order is provided in Appendix B.

5.4 In addition, the Council must take appropriate steps to inform those likely to be affected by the orders. This requirement was met by:

- Erecting site notices along the corridor.
- Promoting the consultation in local newspapers.
- Publishing information on the project website.
- Distributing 18,000 consultation leaflets to properties along the corridor and the surrounding area.

5.5 The A1010 North statutory consultation leaflet was a non-technical document that sets out what has happened so far and included a plan of the route. This document also promoted a public event which was held on 10th April 2019 (from 3pm – 8pm) at Albany Leisure Centre (directly on the route) where Council Officers and scheme designers were available to discuss the proposals. The document also provided details on how to object to any aspect of the draft traffic management orders. A facility was provided on the project website to make it easy for objections and representations to be made.

5.6 The statutory consultation period commenced on 3rd April 2019 November and continued until 28th April 2019.

5.7 The Council received approximately 30 objections, most of which were made online. All of the issues raised have been considered and responses to the themes and issues raised are provided in the table below:

Item	Issue Raised	Council Response
1	Impact on businesses and lack of loading.	<p>Loading bays are provided at various locations along the route. In response to the statutory consultation, a further loading bay has been incorporated into the designs on the A1010 just south of St Stephens Road. In addition, the waiting and loading restrictions will be introduced on an experimental basis so that they can be quickly adjusted to allow loading and unloading to take place at appropriate locations in side roads, if required. To support local shopping parades short stay bays are provided, allowing parking for up to two hours. The operation of these bays will be monitored post-implementation and adjustments made to either the number of bays and/or the method of control if necessary.</p> <p>It is acknowledgeged that the construction phase of these schemes can create some short-term disruption. The Council will liaise with the Valuation Office Agency to notify them of the works which on previous schemes has led to businesses receiving a 10% discount on business rates for the construction period. Enfield Council will communicate directly with businesses to encourage them to make an application to the Valuation Office Agency.</p> <p>Enfield Council will also ensure that a Public Liasion Officer is available for the duration of the project. This person can provide a direct link between local business and the construction contractor to help assist with deliveries throughout the construction period. Enfield Council will ensure that all businesses receive directly details of the Public Liasion Officer which will include their name and contact details (with a mobile number to ensure they remain accessible).</p>
2	Removal of trees.	Any tree removal will be minimised but the scheme will ensure that there is a net gain in trees along the corridor.

3	Insufficient demand.	<p>These proposals are intended to increase the cycling levels along this route. The provision of safe infrastructure will enable more people to make the choice to cycle some of their local journeys. Evidence from other schemes indicates that the number of cycling journeys in the Borough are increasing where good quality infrastructure has been installed.</p>
4	Reducing on street parking.	<p>It is acknowledged that the loss of uncontrolled on-street parking may cause inconvenience to some residents in terms of parking and receipt of deliveries. Where possible, residential parking bays have been introduced and surveys indicate that through the use of side roads there is sufficient capacity in the general area to meet the overall parking demand. The number of existing spaces compared to proposed spaces are outlined on each page of the drawings at Appendix A.</p> <p>It is accepted that these proposals will necessitate changes in the way deliveries are made to some residential properties along the route. Delivery vehicles may need to park in side roads with goods delivered via trolley for the last part of the journey.</p> <p>In addition, the design ensures that those residents with a dropped kerb will continue to be able to access their properties.</p>

5	Bus stop design.	<p>As part of the implementation of continuous cycle lanes in the Borough, Enfield Council have adopted the use of bus stop boarders. These create an area shared by people cycling and people getting on and off buses, with the existing separate footway area retained where passengers are able to wait for buses.</p> <p>This is not a new approach and bus stop boarders are in use in other areas across London (and Europe). Enfield Council have carefully considered the design and introduced a number of elements to reinforce the fact that people cycling do not have priority through this space. For example, ramps are provided to slow people cycling as they enter this space, and a shared use sign is in place. The surface materials change completely from those used on the cycle lane as a further visual reminder that people cycling are now in a different type of space.</p> <p>Enfield Council are currently participating in a London wide review, lead by Transport for London, to gather more research into how bus stop boarders are operating. Insights generated from this work can then help inform designs for both existing bus stop boarders and for future ones that the Borough install.</p>
6	Shared space.	<p>The Department for Transport (DfT) have previously requested local authorities pause the introduction of new shared space schemes that feature a level surface and which are at design stage. The DfT have issued clarification which defines a shared surface as a design feature in which the level difference between the footway and carriageway is removed. The clarification goes further to emphasis that the focus of the pause is on level surface schemes in areas with relatively large amounts of pedestrian and vehicular movements, such as high streets and town centres. The DfT are clear that the pause does not apply to other types of features including raised entry treatments, continuous footways, table junctions and shared routes for pedestrians and cyclists. Whilst this scheme includes some of these latter features not included in the pause, there are no elements in the design of this scheme where there is a shared level surface between the footway and carriageway.</p>

7	Increase in pollution.	<p>There is the potential for an increase of emissions at some junctions due to additional delays. Further increases could occur where traffic is being held behind buses or right turning vehicles. Whilst there is some basis for this concern, as set out below, it should be noted that many essential highway features, including pedestrian crossings, necessarily interrupt traffic flow and therefore impact on vehicle emissions.</p> <p>Small improvements in air quality along the rest of the corridor are expected with an overall increase in cycling mode share and have the potential to increase if a greater mode shift from private car to cycling is achieved in the future.</p> <p>Increasing cycling infrastructure and encouraging more people to cycle is a key element of the Council's Air Quality Action Plan, which is produced in recognition of the legal requirement on the Council to work towards air quality objectives within the Borough; this is as required under Part IV of the Environment Act 1995 and the relevant air quality regulations. The Action Plan contains a wide range of local measures but significant improvements in air quality also depend on both national and London-wide initiatives, such as the proposed Ultra-Low Emission Zone.</p>
8	Increases in congestion	<p>Increase in journey times for buses are addressed at para 5.14 – 5.18. Re-designs to junctions (the location of the majority of accidents involving cyclists) to improve safety for cyclists will also create delays for general traffic. The degree of saturation (DofS) of a junction is a measure of how much demand it is experiencing compared to its total capacity. These designs are likely to increase the DofS at junctions which will lead to increased queue lengths and increased time to move through the junctions. However, without works to increase the level of protection at junctions for people cycling, less people are likely to choose active travel as an alternative form of transport and therefore a reduced mode shift could be expected.</p>

9	Funds should be invested in other council services	The cost of the scheme is funded by Transport for London and is ringfenced for this project. This funding covers not only the infrastructure but also an extensive education programme, road safety improvements, access to cycling initiatives (e.g. inclusive cycling sessions), liaising with public health bodies and school engagement amongst other things. No contribution is made to this scheme by Enfield Council tax receipts.
10	The route doesn't connect with anything.	The A1010 North will connect into the Ponders End and A1010 South scheme via the junction improvement works at the Nags Head junction. There are then further connections from the A1010 South section to the west of the Borough via Salmons Brook. Enfield Council are continuing to develop the walking and cycling network across the Borough.

Additional Considerations

5.8 In addition to the above, the following issues should also be considered:

Emergency services

5.9 The Metropolitan Police, London Fire Brigade and the London Ambulance Service have all previously commented on the proposals at the design stage. Although provided with a further opportunity to comment during the statutory consultation process, none of the emergency services did so.

5.10 At the design stage the Metropolitan Police stated that they had reviewed the proposals and had no objections.

5.11 At the design stage the London Fire Brigade emphasised their support for increasing cycling and that they recognised the benefits that the proposed changes can bring and indicated their support for measures that will provide safer cycling conditions.

5.12 The London Ambulance Service (LAS) has not objected to the proposals but at the design stage listed a number of factors that they wished to be considered which are listed below:

- *That the LAS needs unhindered access 24/7 across the capital network.*
- *That cycleways enable ambulances to pull into the cycleway to help reduce congestion if an ambulance is required to stop for a period of time.*
- *Loading bays and bus stops are in locations which will not bottleneck the roads.*
- *Any bus lanes/turning points are easily accessible to ambulances*

- Any areas of high congestion which link to traffic phasing can be managed/changed if the phasing is an issue for the LAS and the flow of the LAS fleet when engaged on 999 duties
- Rat runs are managed to allow vehicles pass each other.

5.13 In respect to the the London Ambulance Service, the issues above have been considered in the development of the final design.

Bus Journeys

5.14 Regular discussion takes place between the Council and all relevant TfL stakeholders, including representatives from London Buses. In particular with the Area Manager responsible for bus operations in Enfield and Haringey, whose role includes liaison with the relevant bus operators.

5.15 This scheme does create impacts on bus journey times. The table below shows the existing delays (created by traffic signals) to bus journey times along the length of the scheme along with the proposed delays and the extent of the change. This modelling is focussed on peak times and only considers junctions (therefore impact of new pedestrian crossings, removal of right turn pockets are not included). This modelling assumes there is no mode shift and no wider re-assignment of traffic. Times are expressed in minutes, minus figures indicate where delays are reduced.

Route		AM Peak			PM Peak		
		Existing	Proposed	Change	Existing	Proposed	Change
121	Northbound	1.7	2.6	0.9	5.5	7.0	1.4
	Southbound	4.0	5.2	1.2	2.9	6.5	3.6
191	Northbound	2.5	2.4	-0.1	7.2	5.8	-1.4
	Southbound	1.8	2.1	0.3	1.9	2.6	0.7
279	Northbound	2.1	2.4	0.3	5.3	6.0	0.7
	Southbound	3.4	3.5	0.1	2.0	2.6	0.7
307	Northbound	0.9	1.7	0.8	1.5	2.8	1.2
	Southbound	1.3	3.7	2.5	1.5	5.0	3.4
313	Westbound	1.8	1.7	-0.1	2.3	1.1	-1.2
	Eastbound	0.8	1.2	0.4	1.3	2.1	0.8
327	Northbound	0.5	0.6	0.1	1.0	0.6	-0.5
	Southbound	-	-	-	-	-	-
349	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
377	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
491	Northbound	2.5	2.4	-0.1	2.3	2.3	0.0
	Southbound	1.8	1.7	-0.1	2.3	1.1	-1.2

5.16 In addition to the impact of junctions, the removal of the northbound bus lane was also considered. The results of this assessment are that a further 27 second delay, in addition to the above, could be seen for northbound journeys for the the 121, 279 and 307.

5.17 These impacts were considered at a TfL's Road Space Performance Group meeting in March 2019 and after consideration of the impacts

versus the benefits, the TfL network impact team approved the implementation of the A1010 North scheme from a TfL perspective.

- 5.18 In line with the requirements of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996, each of the bus operators that run services on behalf of TfL along the A1010 North (Arriva London, London General and Metroliner) were notified about the proposals. No comments were received from any of the operators.

Road Safety

- 5.19 A Stage 1 and Stage 2 Road Safety Audit has now been completed on this scheme. Each of the points raised in the safety audits have been considered during the development of the design.
- 5.20 Further safety audits are planned post-implementation and the scheme will remain under review, with adjustments made as appropriate.

Impact on Blue Badge Holders

- 5.21 The Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000 require that certain traffic orders made by local authorities under the Road Traffic Regulation Act 1984 that prohibit or restrict the waiting of vehicles in roads and street parking places must include a provision exempting any disabled person's vehicle displaying a disabled person's badge. This exempts the holder from waiting conditions in certain circumstances, and from charges and time limits at places where vehicles may park or wait. The proposed traffic orders comply with these requirements. However, several consultees have raised concerns about the impact of the scheme on blue badge holders, mainly because the introduction of a mandatory cycle lane reduces the opportunity for casual parking.
- 5.22 The proposals for disabled parking are summarised below:

- Although reduced in number, blue badge holders will be able to park free of charge in on-street Pay and Display bays for up to three hours;
- Designated bays for blue badge holders will be provided on an experimental basis so that they can be reviewed and amended in the light of demand, feedback and operational experience.
- Blue badge holders will be able to park for up to three hours on both double and single yellow lines in side roads, providing there are no loading restrictions in operation at the time. These restrictions are also to be introduced experimentally so that they can be quickly modified in the light of feedback and operational experience.
- The traffic order enabling the introduction of the mandatory cycle lane varies the national position so that vehicles with a blue badge can enter the lane to pick up and set down.

Conclusions

- 5.23 All of the comments, representations and objections received following the statutory consultation have been considered and detailed responses provided above.
- 5.24 On balance, it is recommended that the detailed design be implemented as proposed and that all of the associated traffic orders be made. One modification to the design should be made to include an additional loading bay on the A1010, close to the junction with St Stephens Road. In addition, the zebra crossing by Freezy Water St George's school will be upgraded to a Pelican Crossing.

7. ALTERNATIVE OPTONS CONSIDERED

The following alternative options have been considered:

Option	Comment
Do nothing.	This is not recommended as this project is a key part of the strategy to promote more walking & cycling in the Borough.
Deliver a less transformative scheme.	Funding from Transport for London is dependent upon schemes delivering on a certain quality standard that in turn will encourage mode shift. A lesser scheme would not be funded by TfL and would not be in the interest of the Borough as is less likely to generate the change that this scheme seeks – enabling more active forms of transport.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The recommendations have been made to enable the scheme to be implemented so that a number of benefits can be realised, including:
- To create healthy streets that enable more active forms of travel, leading to healthier communities.
 - To provide more travel choices for the 34% of Enfield households who have no access to a car and an alternative travel choice for the 66% that do.
 - To deliver public realm benefits.
 - To deliver improvements to highway infrastructure.
 - To contribute towards the ongoing development of a Borough-wide active travel network.

9. COMMENTS FROM OTHER DEPARTMENTS

9.1 Financial Implications

9.1.1 The total estimated cost of construction for the scheme is up-to £7.5m. Transport for London (TfL) will fund the delivery of this project (with some S106 contributions) as a key project to contribute towards delivering the Mayor's Transport Strategy. TfL are responsible for approving any variation in cost.

9.1.2 The funding arrangements are governed through the TfL Borough Portal and no costs will fall on the Council. The release of funds by TfL is based on a process that records the progress of the works against approved spending profiles. TfL makes payments against certified claims as soon as costs are incurred, ensuring the Council benefits from prompt reimbursement.

9.1.3 Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided.

9.1.4 Future maintenance costs from this scheme will be contained within existing revenue budgets.

9.2 Legal Implications

9.2.1 Under the Greater London Authority (GLA) Act 1999, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL is charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the Mayor's Transport Strategy.

9.2.2 Section 62 of the Highways Act 1980 provides a general power for the Council to improve highways. A number of shared pedestrian/cycle spaces are created as part of the scheme. The relevant part of the footway is 'removed' under the powers in section 66(4) of the Highways Act 1980, and a cycle track is 'constructed' under section 65(1).

9.2.3 The Road Traffic Regulation Act 1984 provides powers to regulate use of the highway. In exercising powers under the Road Traffic Regulation Act 1984, section 122 of the Act imposes a duty on the Council to have regard (so far as practicable) to securing the 'expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians and cyclists) and the provision of suitable and adequate parking facilities on and off the highway'. The Council must also have regard to such matters as the

desirability of securing and maintaining reasonable access to premises and the effect on the amenities of any locality affected.

9.2.4 The recommendations within this report are within the Council's powers and duties.

9.3 Property Implications

9.3.1 There are no corporate property implications arising from this report.

10. KEY RISKS

10.1 The key risks relating to the scheme are summarised below together, where relevant, with steps taken to mitigate the level of risk:

Risk Category	Comments/Mitigation
Strategic	Risk: Not delivering health and other benefits associated with an increase in levels of cycling. Mitigation: Corporate support for the Cycle Enfield programme and funding from TfL.
Operational	Risk: Disruption during construction. Mitigation: Traffic management arrangements will be designed to minimise disruption for local residents. Roadworks will also be co-ordinated to take account of other work in the area.
Financial	Risk: Insufficient funds/cost escalation. Mitigation: Funding from TfL has been allocated to the scheme and the estimated implementation cost falls within the available budget.
Reputational	Risk: Opposition to the scheme from some local residents/ organisations. Mitigation: There is an on-going communication exercise to explain the case for change and wider benefits that are generated from this scheme.
Regulatory	Risk: Failure to comply with statutory requirements. Mitigation: The scheme is being delivered by experienced designers.

11. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

11.1 Good homes in well-connected neighbourhoods

The scheme directly supports the Council's commitment to reduce congestion, improve air quality and encourage people to walk and cycle.

11.2 Sustain strong and healthy communities

The scheme also helps to deliver the Council commitment to improve health by promoting active travel.

11.3 Build our local economy to create a thriving place

Wider investment in the walking & cycling network forms part of the Council's strategy to support our high streets and town centres by providing safe and easy access to local shops and services.

12. EQUALITIES IMPACT IMPLICATIONS

12.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others. The Public Sector Duty Act 2010 requires Local Authorities, in the performance of their functions, to:

- Eliminate discrimination, harassment, victimisation and other prohibited conduct
- Advance equality of opportunity
- Foster good relations

12.2 In recommending this proposal we have considered the needs of all highway users including those from the protected characteristic groups. All members of the community have full access to the highways however it is recognised that some protected groups may have practical problems in using the service. We are confident that these proposals will ensure that everyone will continue to benefit from this service. An Equalities Impact Assessment is at Annex D.

Age	Slight positive impact – Modernisation of signals infrastructure introduces countdown signals, providing users of all ages with information on the time available to cross.
Disability	Slight negative impact – Possible conflict for visually impaired users by shared pedestrian/cycle areas and footway level cycle tracks. This will be mitigated by the use of tactile paving and the introduction

	of appropriate signage to indicate to cyclists that they do not have priority in this space. Crossing facilities across the junction are marked out to provide separate walking and cycling provision.
Gender reassignment	Neutral impact - No specific impacts identified.
Marriage or civil partnership	Neutral impact - No specific impacts identified.
Pregnancy and maternity	Neutral impact - No specific impacts identified.
Race	Neutral impact - No specific impacts identified.
Religion or belief	Neutral impact - No specific impacts identified.
Sex	Neutral impact - No specific impacts identified.
Social economic	Slight positive impact – Any impact on social economic inequality is likely to be low, as those on low incomes are less likely to own cars, meaning they are more likely to walk or cycle and this proposal promotes active health and provides a safer area for this to occur.

13. PERFORMANCE AND DATA IMPLICATIONS

- 13.1 This scheme will have limited impact on performance when considered in isolation. However, when considered as part of a wider active travel network, the scheme will contribute to a number of key targets, including those relating to improving the health of adults and children in the Borough, reducing the number of vulnerable road users injured on our roads, and increasing the use of sustainable means of travel.

14. PUBLIC HEALTH IMPLICATIONS

- 14.1 The scheme is part of the Council's plans to improve the Borough's walking & cycling infrastructure, which provides a unique opportunity to improve the health of the Borough's residents and address health inequality.
- 14.2 Compared to those who are least active, sufficient physical activity reduces all-cause mortality and the risk of heart disease, cancer, mental health

issues and musculo-skeletal disease by approximately 20 to 40%. These conditions account for 70% of the NHS budget.

- 14.3 25.4% of Year 6 pupils in Enfield (aged 10-11) are obese, higher than in London or England as a whole (22.6% and 19.1% respectively). 41% are either overweight or obese compared to 37.2% in London and 33.5% in England. This is the 6th highest in London.
- 14.4 Cycling can be a very effective means of integrating physical activity into everyday life. Improving cycling facilities in the Borough also has the potential to significantly increase the disposable income all residents in the Borough. Other benefits to the individual could include greater access to employment, education, shops, recreation, health facilities and the countryside.

Background papers

None.

List of Appendices:

- Appendix A: [Scheme drawings](#)
Appendix B: [Traffic Order Notice](#)
Appendix C: [Orders to be made & other features](#)
Appendix D: Equality Impact Assessment

This page is intentionally left blank

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Department:	Environment & Operational Services			Service:	Healthy Streets Programme		
Title of decision:	Approval of Cycle Enfield Proposals for the A1010 North			Date completed:			
Author:	Richard Eason			Contact details:	X0698		
1	Type of change being proposed: (please tick)						
New Project	<input checked="" type="checkbox"/>	Policy change or new policy		Grants and commissioning		Budget change	
2	<p>Describe the change, why it is needed, what is the objective of the change and what is the possible impact of the change:</p> <p>With a growing population, poor health and a declared climate emergency, Enfield Council is delivering projects to enable an increase in the levels of active travel across the Borough. This project is focussed on the A1010 North corridor and looks to implement segregated cycling lanes, as well as deliver a range of walking improvements.</p>						
3	<p>Do you carry out equalities monitoring of your service? If No please state why?</p> <p>The 'service' in this instance relates to users of the A1010 North corridor, including residents, businesses and community uses located along the route. However, there is limited specific information about the characteristics of the range of service users, which includes private vehicles users; taxis/minicab users; dial-a-ride users, pedestrians and cyclists. This is partly due to the range of organisations involved in providing services and partly due to the difficulty in collecting relevant monitoring data. Equalities monitoring was carried out in relation to previous A1010 North engagement. This highlighted that older people are less likely to be supportive of the project, along with those who have a disability. To help address this, continued engagement with all affected parties will be required both pre</p>						

and post implementation to help address issues that are identified.

4. Equalities Impact Indicate Yes, No or Not Known for each group	Disability	Gender	Age	Race	Religion & Belief	Sexual Orientation	Gender reassignment	Pregnancy & Maternity	Marriage & Civil Partnerships
1. Does equalities monitoring of your service show people from the following groups benefit from your service? (recipients of the service, policy or budget, and the proposed change)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
2. Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3. Could the proposal discriminate, directly or indirectly these groups?	No	No	No	No	No	No	No	No	No
4. Could this proposal affect access to your service by different groups in the community?	Yes	No	Yes	No	No	No	No	No	No
5. Could this proposal affect access <u>to information</u> about your service by different groups in the community?	No	No	No	No	No	No	No	No	No
6. Could the proposal have an adverse impact on relations between different groups?	No	No	No	No	No	No	No	No	No

If Yes answered to questions 3-6 above – please describe the impact of the change (including any positive impact on equalities) and what the service will be doing to reduce the negative impact it will have.

Although not supported by data, it is likely that all of the protected groups are users of the A1010 North corridor.

The two protected groups impacted by the A1010 North proposals are Age and Disability.

Protected characteristic: Age

There are positive impacts in that segregated cycling facilities will enable a wide age range of people (from children to older people) to be able to choose to cycle safely. This can contribute towards better health and remaining physically active.

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including buffer strips, ramps and signage to cyclist to make it clear they are entering into a shared space area.
- Possible conflict if pedestrians drift into cycle lane where level tracks are provided – this is mitigated by including a buffer strip between pavement and cycle lane, as well consistently using a buff colour as a contrasting surface from the footway materials.
- Loss of pedestrian refuges and right turn pockets – the speed of general traffic is expected to be reduced by the narrowing of motor traffic lanes, potentially making it safer to cross away from formal crossing points. There is an increase in formal crossing facilities across the corridor.
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of communication materials are issued by the Council in an effort to raise the profile of the programme. There is also engagement activity with local community groups, including the over 50s forum.

Protected characteristic: Disability

There are positive impacts through the provision of side road treatments and other junction improvements / new crossing points that should assist wheelchair users and people with restricted mobility.

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including buffer strips, ramps and signage to cyclist to make it clear they are entering into a shared space area.
- Possible conflict in areas where cyclists and pedestrians are sharing space – in addition to the bus stop boarders, this type of design is minimised. Where it does occur, signage will be included and different materials used to provide a contrast, including the use of textured materials to denote the extent of these shared areas.
- Loss of parking for blue badge holders – blue badge holders will continue to be able to park in marked bays on-street. Dedicated blue badge bays will be introduced experimentally in a number of locations along the corridor as part of the scheme. Blue badge holders can also enter mandatory cycle lanes to set

down and pick-up.

- Reduced opportunity for dial-a-ride to pick up and set down – the traffic order has been drafted to enable Dial-a-Ride vehicles to set down and pick-up within the lightly segregated cycle lanes.
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of communication materials are issued by the Council in an effort to raise the profile of the programme. There is also engagement activity with local community groups, and contact with organisations such as Enfield Disability Action with a view to arranging events to help communicate new designs and listen to any ongoing issues with a view to implementing design adjustments.

*If you have ticked yes to discrimination, please state how this is justifiable under legislation.

5. Tackling Socio-economic inequality Indicate Yes, No or Not Known for each group	Communities living in deprived wards/areas	People not in employment, education or training	People with low academic qualifications	People living in social housing	Lone parents	People on low incomes	People in poor health	Any other socio-economic factor Please state;
Will the proposal specifically impact on communities disadvantaged through the following socio-economic factors?	Yes	Yes	Yes	No	No	Yes	Yes	
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	Yes	Yes	Yes	No	No	Yes	Yes	
Could this proposal affect access to your service by different groups in the community?	Yes	Yes	Yes	No	No	Yes	Yes	

If Yes answered above – please describe the impact (including any positive impact on social economic inequality) and any mitigation if applicable.

The A1010 North project will have a positive impact on people living in deprived wards / areas by improving personal health and fitness. Any shift from car use to more active forms of travel has the potential to increase financial resilience by reducing spend on travel costs. The project could also have a positive impact on people who are currently unemployed by making it easier for them to attend training courses and job interviews. There is the potential for a positive impact on people with low incomes as walking and cycling is a cheaper alternative than travelling by car or public transport. There is also potential to have a positive impact on people in poor health by increasing opportunities for physical activity and helping to tackle obesity. Physical activity has been shown to reduce long-term conditions (heart disease, diabetes, musculo-skeletal problems, mental illness) by 20 – 40% depending on the condition.

6. Review

How and when will you monitor and review the effects of this proposal?

Monitoring and evaluation will take place throughout the delivery of the scheme and during a post implementation period. This will provide opportunity for design adjustments, as well as for example the implementation of additional blue badge bays.

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Action plan template for proposed changes to service, policy or budget

Title of decision: **Approval of Cycle Enfield Proposals for the A1010 North**

Team: Healthy Streets Programme Department: Environment & Operational Services

Service manager: Richard Eason

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Costs	Review Date/ Comments
Stakeholder Engagement	Improve / maintain dialogue with disability groups before, throughout construction period and post implementation.	Richard Eason	Ongoing	Funded by TfL	
Continue to minimise equalities barriers throughout implementation phase	Ensure contractor considers needs of vulnerable users throughout construction phase.	Richard Eason	Throughout Construction	Funded by TfL	
Scheme publicity	Continue to promote changes to the community through information and events.	Richard Eason	Throughout construction and during the period post completion	Funded by TfL	
Monitoring	Conducting of project monitoring, including the provision of a reporting mechanism to capture ongoing issues	Richard Eason	Ongoing	Funded by TfL	

Please insert additional rows if needed

Date to be Reviewed: August 2020

APPROVAL BY THE RELEVANT DIRECTOR - NAME: Doug Wilkinson **SIGNATURE**.....

This form should be emailed to joanne.stacey@enfield.gov.uk and be appended to any decision report that follows.

This page is intentionally left blank

MUNICIPAL YEAR 2019/2020 REPORT NO.**ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY****OPERATIONAL DECISION OF:**

Programme Director – Meridian Water in consultation with Director of Law and Governance, Executive Director – Place and Leader

Agenda – Part: 1**KD Num: 4782**

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

Wards: Upper Edmonton

Contact officer and telephone number:
Pauline Albers (020 8379 5511)
Email: pauline.albers@enfield.gov.uk

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 awaited. Given the current position in central government, there is no certainty when the announcement will be made.
- 1.2 Should the funding be successfully secured, all capital works must be completed before the delivery deadline of March 2023, but Central Government have confirmed the possibility to extend the delivery deadline to March 2024. 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 25th 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 authority to appoint the preferred tenderers to the Framework will be brought 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 In early December 2018 the final funding application was submitted to Central Government by the GLA on behalf of Enfield Council, after authority to submit was obtained from the Mayor of London and the Council's Executive Director of Place and the Director of Finance.
- 3.1.3 The final bid submitted asked for a total of £156m of HIF funding, which is slightly higher than the funding bid of £120m approved by Cabinet in July 2018. The funding ask was increased under delegated authority from £120m to a £156m following a steer from Central Government to increase the funding ask. The scope of works proposed for HIF 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. These works are required as a first phase of strategic infrastructure to unlock housing delivery in Meridian Water.
- 3.1.4 Confirmation from Central Government on whether Enfield Council / GLA have successfully secured the HIF funding is expected in later in 2019. However, given the current position in central government, there is no certainty when the announcement will be made.

- 3.1.5 Should HIF 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. If the Council secures no or a materially lower amount of HIF Funding than requested, the scope and phasing of the works will need to be reviewed and the procurement potentially paused. Any material changes to the scope as result of this exercise will be presented back to Cabinet for approval. Contractors have been informed about the fact that the procurement is dependent on securing external funding and no issues have been raised.
- 3.1.6 It should be noted that if the Council is unsuccessful in its bid, no alternative funding has been identified. Central Government contributions are essential to finance the upfront cost of putting in the infrastructure in Meridian Water and make sure that the project is financially viable.
- 3.1.7 Should the funding be successfully secured, all capital works must be completed before the delivery deadline of March 2023, but Central Government have confirmed the possibility to extend the delivery deadline to March 2024. Following a successful funding announcement, the Council will make a case to Central Government for the extension of the funding deadline to March 2024 and ensure this is negotiated and covered in the HIF funding agreement.
- 3.1.8 To ensure timely delivery ahead of the funding deadline the framework contract needs to be awarded by Spring 2020. This requires the Council to start the procurement process for the road and flood alleviation works ahead of a successful HIF funding announcement. A indicative procurement programme including critical path is attached to this report.
- 3.1.9 It should be noted that the Council will not start the second stage of the procurement, which involves the contractor to work up detailed proposals and pricing for the works, ahead of the successful funding announcement. It is at the end of the second stage that the Council will enter into the framework contract with the successful contractors and a separate report will be brought to Cabinet to approve the appointment of the successful contractors onto the framework. See the attached indicative procurement programme.
- 3.1.10 Furthermore, the recommended procurement approach doesn't commit the Council to instructing any works. In the event of no funding or part of the funding being secured the Council is not obliged to instruct any works at all or the Council could instruct only some works, subject to available LBE budget.
- 3.1.11 An earlier version of this report has been brought to a pre-scrutiny session on the 18th June 2019 for review and discussion. An overview

of the questions raised at the pre-scrutiny session is attached to part 2 of this report.

3.2 Work to date

- 3.2.1 A significant amount of work has been carried out to develop the HIF funding bid, which required a fully worked up and green-book compliant business case as well as site investigations and concept designs for the proposed works. The concept design, including the underlying technical investigations have been submitted to Central Government to support the bid and proof the deliverability of the project.
- 3.2.2 Further to the work required to develop the funding bid, work is being undertaken to develop the planning application for the HIF works, including developed design, transport modelling, flood modelling and survey work. These works are on the critical path to meet the HIF funding deadline and the proactive strategy to progress the planning application has been positively received by the GLA and Central Government as it strengthens the deliverability of the project and consequently the council's funding bid.
- 3.2.3 To carry out the beforementioned work a civil-engineering-led infrastructure design and planning team had been procured. The procurement was undertaken using a framework from the GLA/TfL called Architecture Design and Urbanism Panel (ADUP).
- 3.2.4 The proactive strategy to accelerate work that is on the critical path to deliver the HIF works by the funding deadline has been presented to Cabinet (KD4711) and the instruction of works and associated expenditure has been approved by the authorised officers (KD 4620 / KD4757). All costs are funded from within the existing Capital programme initially and will ultimately be reimbursed from the HIF funding. An overview of the cost related to this works is attached to part 2 of this report for information.
- 3.2.5 None of the above works should be abortive, as all of the work is required to develop the key infrastructure to unlock housing development in Meridian Water. The planning, design or enabling works carried out to develop the HIF bid or the planning application will reduce both the cost and the risk to be taken by future developers and therefore increase the attractiveness of the scheme to the market.
- 3.2.6 To manage the development of the planning application for the HIF works an external project management consultancy has been appointed. It is their responsibility to coordinate and manage all the different workstreams that feed into the planning application for the HIF works and ensure quality of the planning documents and timely submission of the application. The costs for project management are funded from within the existing Capital programme initially and will

ultimately be reimbursed from the HIF funding. An overview of the estimated project management cost is attached to part 2 of this report for information.

- 3.2.7 Furthermore, the scope of HIF works does include work located on privately owned land, which the Council will need to acquire to deliver the works. All land in Meridian Water is required for the delivery of the Meridian Water project and would have to be acquired by the Council at some stage to deliver the Meridian Water project. The land acquisition strategy currently prioritises land required for the HIF works to ensure land availability.
- 3.2.8 The Council has appointed a team of advisors to develop the land acquisition strategy and carry out negotiations with private landowners. Please find landownership map attached to part 2 of this report. All the land in Meridian Water is required for the delivery of the project, but the current land acquisition strategy prioritises land required for the HIF works.
- 3.2.9 Whilst the Council aims to acquire third party land by private treaty, it is acknowledged that the Council may be required to use its compulsory purchase powers to acquire the necessary parcels of land to deliver the HIF works. Consequently, the making of a Compulsory Purchase Order (CPO) is progressed in parallel to private treaty negotiations to ensure timely ownership of the land to deliver the HIF works.
- 3.2.10 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 (KD 4832) will be brought to Cabinet to authorise the making of a compulsory purchase order required to deliver the HIF Works.
- 3.2.11 The work to prepare the making of a CPO as well as the negotiation with landowners is being progressed ahead of the HIF funding announcement. The estimated consultancy fees associated with the acquisition of land required to deliver the HIF works will be recovered from land receipts of the developable plots of land in Meridian Water once developers come forward to build out the plots. Delivery of the HIF works will positively influence the development value of the developable plots in Meridian Water, as the HIF works do unlock the land for development. An overview of the estimated associated with land acquisition cost is attached to part 2 of this report for information.

3.3 Procurement Team and Project Governance

- 3.3.1 The next stage of the HIF works involves the procurement of an infrastructure contractor. A team of external advisors has been

assembled to ensure the knowledge and expertise is available during this stage to prepare and carry out the procurement.

- 3.3.2 A project management consultancy (Stace LLP) has been appointed to manage the contractor procurement, which includes programme management, quantity surveying and Health and Safety. The project management consultancy will oversee the production of the procurement documents, ensure the quality of the procurement document, lead on the competitive dialogue and evaluation process and review contractors' costs and recommendations. They will also oversee the works of the rest of the team and ensure the procurement is carried out in accordance with programme.
- 3.3.3 A civil engineering-led multi-disciplinary team (Ove Arup) has been appointed to prepare all the technical procurement documents, including the specification and technical drawings. They will also review and respond to any technical queries regarding the contractor procurement.
- 3.3.4 The procurement is carried out in close collaboration with the Council's internal Legal and Procurement teams and with the legal support of Trowers & Hamlins 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.
- 3.3.5 Furthermore, financial advisors (Ernst&Young LLP) have been appointed to provide the required financial input and review of the procurement documents, including the drafting of financial assessment criteria, financial evaluation of tenders and any involvement required during the negotiations with a successful contractor.
- 3.3.6 The team of external advisors is closely aligned with the Council's in-house teams; the Meridian Water team, as well as the Council's legal, procurement and finance teams. A responsibility matrix is attached to this report setting out how roles and responsibilities are divided within the procurement team.
- 3.3.7 The Council has a comprehensive project organisation and robust governance structure in place to provide oversight and direction for the next stage of the HIF project, including the contractor procurement. The description of the project governance and project structure as submitted in the HIF Business Case is attached to this report.
- 3.3.8 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, including the pre-construction and construction phases of the project.

3.4 Tendered Scope of Works

3.4.1 The road and flood alleviation works put forward for HIF funding comprise significant infrastructure works across the Meridian Water site and form the first phase of strategic infrastructure works required to unlock housing in Meridian water:

- 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.

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

3.4.3 The scope of works put forward for HIF funding has been 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 included in the tender documentation.

3.4.4 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.

3.4.5 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 autumn 2019.

3.4.6 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 September 2019 and planning consent is expected in December 2019.

- 3.4.7 To ensure timely delivery ahead of the funding deadline the procurement process needs to commence prior to completion of the full set of 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 design information to be considered during the second stage tender and ahead of contract finalisation spring 2020.
- 3.4.8 In addition to the strategic road and flood alleviation works put forward for HIF funding, it has been identified that further phases of strategic infrastructure works could be required to fully develop Meridian Water.
- 3.4.9 At this stage of the Meridian Water project the further phases of strategic infrastructure works haven't been fully scoped out. However, it is expected that further works could be required within the delivery timescales of the HIF works. Consequently, the procurement of an infrastructure contractor should provide the flexibility to cover any additional strategic infrastructure works if and when required.

3.5 Procurement Process and Contract Approach

- 3.5.1 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 & Hamlins 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.
- 3.5.2 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.
- 3.5.3 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 Hamlins 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.

- 3.5.4 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)
- 3.5.5 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.
- 3.5.6 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 26th 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.
- 3.5.7 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.
- 3.5.8 In compliance with the Contract Procedure Rules, a Business Case was presented to the Procurement and Commissioning Review Board on 25th October 2018. The Board approved the procurement and agreed the proposed lean Competitive Dialogue Process.
- 3.5.9 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.
- 3.5.10 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.

3.6 Cost and Funding Contractor Procurement

- 3.6.1 An independent cost consultant has produced a cost plan of the HIF works, which has been reviewed by the cost consultants from Stace. The cost plan is based on the developed design (RIBA stage 2/3) drawings and information from the design team. A summary of the cost plan and the cost reconciliation by Stace is attached to part 2 of this report.
- 3.6.2 During the procurement stage of the project the detailed technical designs will be drawn up in collaboration with the recommended contractor and a final price will be agreed. The project team will continuously review the cost plan during the next detailed design stages and until a final price has been agreed with the successful contractor.
- 3.6.3 In addition to the strategic road and flood alleviation works put forward for HIF funding, it has been identified that further phases of strategic infrastructure works could be required to fully develop Meridian Water.
- 3.6.4 At this stage of the Meridian Water project the further phases of strategic infrastructure works haven't been fully scoped out and costed. However, the framework agreement procured should allow the flexibility to cover any further strategic infrastructure works that could be required within the delivery timescales of the HIF works.
- 3.6.5 It is therefore recommended to procure a framework with a slightly greater value than the estimated value of the HIF works. This will allow the Council to instruct any strategic infrastructure works in addition to the HIF works through the framework agreement without having to undertake a separate procurement exercise. The proposed value of the framework agreement is set out in part 2 of this report.
- 3.6.6 The expenditure to deliver the HIF works 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 later in 2019.

- 3.6.7 It should be noted that the Council will only start the first phase of the procurement, which involves the shortlisting of contractors based on the selection questionnaire, ahead of the HIF funding announcement. The second stage of the procurement, which involves the contractor to work up detailed proposals and pricing for the works will start following the funding announcement. See the indicative procurement programme attached.
- 3.6.8 The procurement programme is developed to ensure the flexibility to respond and review the scope of works subject to HIF announcement before entering detailed negotiations with the shortlisted contractors. It is at the end of the second stage that the Council will enter into framework contract with the successful contractors. A separate report will be brought to Cabinet to approve the appointment of the successful contractors onto the framework agreement.
- 3.6.9 If the Council is unsuccessful in its bid or secures a materially lower amount of HIF funding than requested, the phasing / scope of the works will need to be reviewed and the procurement potentially paused. Any material changes to the scope as result of this exercise will be presented back to Cabinet for approval. For any works that cannot be funded through the HIF funding a further budget approval will be sought from Council.
- 3.6.10 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.
- 3.6.11 If the terms of the funding agreement require the Council to forward fund the works, budget will need to be made available from the Meridian Water Capital Programme. Any requirements for the Council to forward fund the works will be addressed in the aforementioned Cabinet report and approval sought to make funds available.

3.7 Cost of Undertaking the Procurement

- 3.7.1 As set out in paragraph 3.3 of this report the preparation and undertaking of this procurement requires external expertise. To ensure the right knowledge and experience is available to undertake and advise on this procurement the following external advisors have been appointed:
- Trowers&Hamblins;
 - Ernst & Young;
 - Stace Project Management;
 - Ove Arup.

3.7.2 The costs of undertaking this procurement is 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.

4.1.4 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 19th July 2019 (based on draft report circulated on 17th July 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 Pursuant to section 8 of the Housing Act 1985, the Council is required to consider the housing conditions and needs in its area with respect to the provision of further housing accommodation. The Council has the power under section 13 of that Act to lay out and construct public streets or roads and open spaces on land acquired by it for housing purposes. Furthermore, 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. It is therefore considered that the Council has sufficient powers 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. 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 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 and the costs to be incurred by the Council in respect of conducting the procurement, 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.
- 6.2.11 In the absence of private treaty, and subject to Cabinet's approval, it is proposed to use the Council's compulsory purchase powers to acquire sites necessary for the implementation of the strategic infrastructure works. Under s226(1)(a) of the Town and Country Planning Act 1990 (as amended) (the Act) a local authority has a general power to make a compulsory acquisition of any land in their area to facilitate the carrying out of development, redevelopment or improvement in relation to the land. In order to exercise the s226 powers, the local authority must demonstrate that the proposed development/improvement is likely to contribute towards the promotion or improvement of the economic, social or environmental wellbeing of their area. Further legal implications relating to the CPO will be contained in the relevant Cabinet report dealing with such matters. Any works phasing plan will need to consider the Council's land ownership and the timetable for any acquisitions.

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 later in 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 the procurement potentially paused.

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 & Hamlins 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 EqlA to ensure that the Council meets the Public Duty of the Equality Act 2010.

11. PERFORMANCE MANAGEMENT IMPLICATIONS

Once the main contractor is appointed the performance of the main contractor will be overseen by a project management consultancy 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.

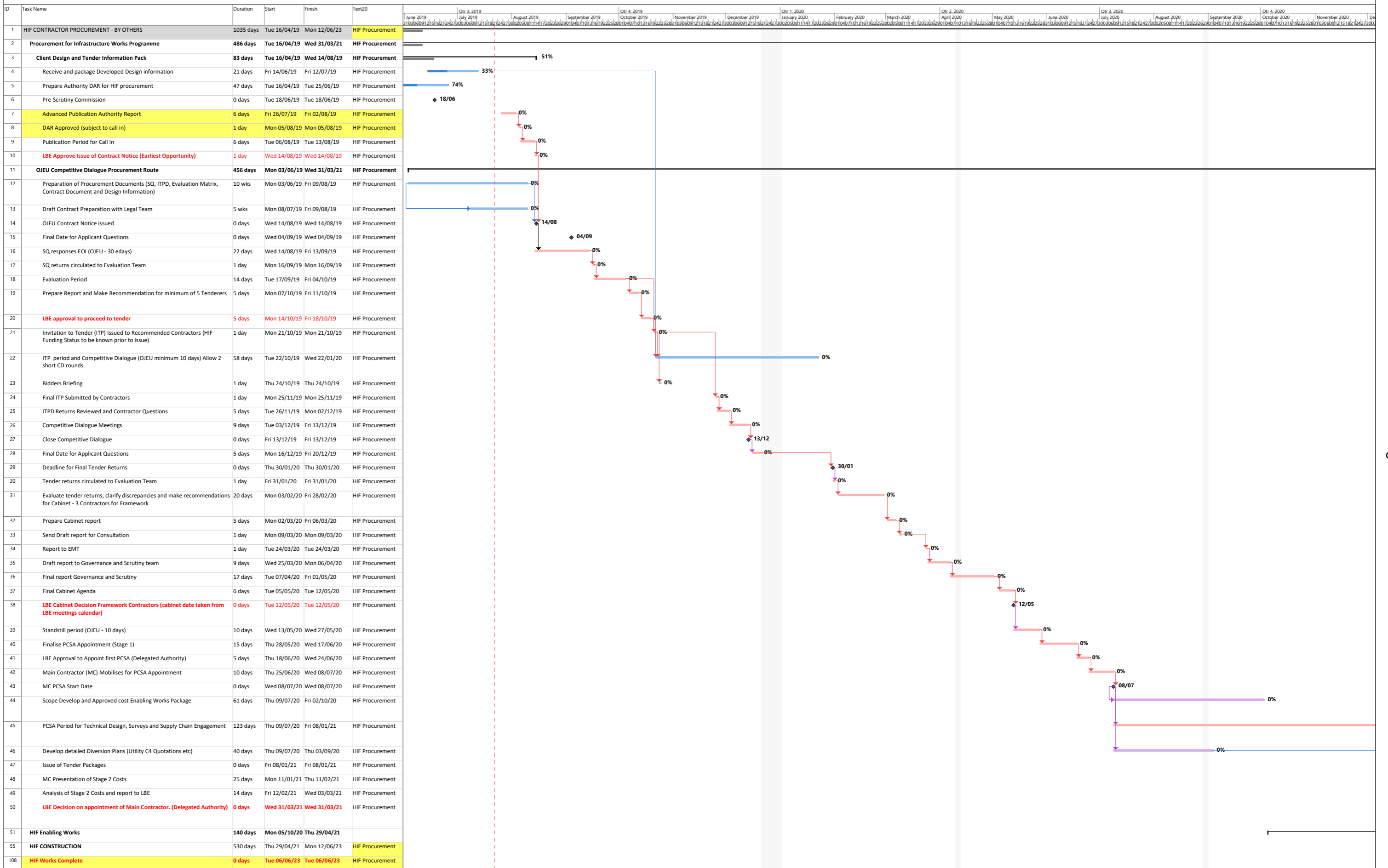
Background Papers

APPENDIX 1.1	Indicative Procurement Programme
APPENDIX 1.2	Responsibility Matrix
APPENDIX 1.3	Extract HIF Business Case - Project Governance and Structure
APPENDIX 1.4	Proposed Scope of Works
APPENDIX 1.5	Prior Information Notice
APPENDIX 1.6	Memorandum of Information

Part 1

Appendix 1.1: Procurement Programme

190710 MERIDIAN WATER - HIF PROCUREMENT PROGRAMME



Part 1

Appendix 1.2: Responsibility Matrix

Project Details
Client : London Borough of Enfield
Project Name : Meridian Water HIF
Project Reference : 2018/0195
Revision : Draft for Comment
Date: 22/07/2019
Prepared by : Jenny Braid

Consultant	Role(s)
LBE	Client
LBE	Legal
LBE	Procurement
LBE	Finance
Stace LLP - PM / QS	Project Management / Quantity Surveyor
ARUP	Designers / Planning Consultant / Engineers
KCA	Architects
Periscope	Landscape Architects
Trowers & Hamlins (T&H)	Legal Advisors
EY	Financial Advisor
TBC	Contractor

PLEASE NOTE: This Matrix is to be read in conjunction with consultant's scope of services agreed in consultant appointments.
This Matrix includes core services but does not include construction detail or full extent of roles and Responsibilities.

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																	
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments
								Drawings		Specification							
1	Engineering Design	LBE	Client				X										
		LBE	Legal														
		LBE	Procurement														
		LBE	Finance														
		STACE	PM			X											
		STACE	QS		X												
		ARUP	Designers	X					X					X			
		ARUP	Planning Consultant			X											
		ARUP	Engineers		X				X					X			
		KCA	Architects		X				X					X			
		Periscope	Landscape Architects														
		T&H	Legal Advisors														
		EY	Financial Advisors														
		TBC	Contractor							X	X	X			X	X	

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX				Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments	
Task/Ref	Info/packages	Company	Discipline	Management			Documentation										
2	Architectural Design	LBE	Client			X											
		LBE	Legal														
		LBE	Procurement														
		LBE	Finance														
		STACE	PM				X										
		STACE	QS			X											
		ARUP	Designers			X		X						X			
		ARUP	Planning Consultant				X										
		ARUP	Engineers	X				X						X			
		KCA	Architects		X			X						X			
		Periscope	Landscape Architects														
		T&H	Legal Advisors														
		EY	Financial Advisors														
		TBC	Contractor						X	X	X			X	X		
3	Landscape Design	LBE	Client			X											
		LBE	Legal														
		LBE	Procurement														
		LBE	Finance														
		STACE	PM				X										
		STACE	QS			X											
		ARUP	Designers			X		X						X			
		ARUP	Planning Consultant				X										
		ARUP	Engineers			X		X						X			
		KCA	Architects		X			X						X			
		Periscope	Landscape Architects	X													
		T&H	Legal Advisors														
		EY	Financial Advisors														
		TBC	Contractor						X	X	X			X	X		

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																	
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments
4	Planning Application	LBE	Client				x										
		LBE	Legal				x										
		LBE	Procurement														
		LBE	Finance														
		STACE	PM				X										
		STACE	QS														
		ARUP	Designers			X											
		ARUP	Planning Consultant	X													
		ARUP	Engineers			X											
		KCA	Architects			X											
		Periscope	Landscape Architects			X											
		T&H	Legal Advisors				X										
		EY	Finacial Advisors														
		TBC	Contractor														
5	Programme	LBE	Client			X											
		LBE	Legal				X										
		LBE	Procurement				X										
		LBE	Finance														
		STACE	PM	X													
		STACE	QS														
		ARUP	Designers			X											
		ARUP	Planning Consultant			X											
		ARUP	Engineers			X											
		KCA	Architects			X											
		Periscope	Landscape Architects			X											
		T&H	Legal Advisors														
		EY	Finacial Advisors														
		TBC	Contractor														

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																		
Task/Ref	Info/packages	Company	Discipline	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments		
																	Documentation	Specification
Task/Ref	Info/packages	Company	Discipline	Management												Comments		
4	Procurement Method	LBE	Client		X											LBE to have final decision on procurement route		
		LBE	Legal		X											Input required for DAR		
		LBE	Procurement		X											Input required for DAR		
		LBE	Finance															
		STACE	PM	X													Procurement Recommendation to be prepared	
		STACE	QS		X												Input required for DAR	
		ARUP	Designers															
		ARUP	Planning Consultant															
		ARUP	Engineers															
		KCA	Architects															
		Periscope	Landscape Architects															
		T&H	Legal Advisors			X												Advise on EU Regulations
		EY	Finacial Advisors			X												
TBC	Contractor																	
6	Procurement Documentation	LBE	Client			x												
		LBE	Legal			X											Draft Contract Documents	
		LBE	Procurement		X												Prepare SQQ and ITPD	
		LBE	Finance			X												
		STACE	PM	x													Review SQQ and ITT and draft technical scopes	
		STACE	QS		X													
		ARUP	Designers		X													
		ARUP	Planning Consultant															
		ARUP	Engineers		X													
		KCA	Architects		X													
		Periscope	Landscape Architects		X													
		T&H	Legal Advisors			X												ITPD and PCSA draft
		EY	Finacial Advisors			X												
TBC	Contractor																	

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																		
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments	
																		Documentation
7	Contractor Engagement	LBE	Client			X												
		LBE	Legal		X													
		LBE	Procurement		X													
		LBE	Finance															
		STACE	PM	X														
		STACE	QS		X													
		ARUP	Designers			X												
		ARUP	Planning Consultant			X												
		ARUP	Engineers															
		KCA	Architects			X												
		Periscope	Landscape Architects															
		T&H	Legal Advisors		X													
		EY	Finacial Advisors			X												
		TBC	Contractor															
8	Selection Questionnaire	LBE	Client			X												
		LBE	Legal		X													
		LBE	Procurement	X														Prepare SQ
		LBE	Finance			X												
		STACE	PM		X													
		STACE	QS		X													
		ARUP	Designers															
		ARUP	Planning Consultant															
		ARUP	Engineers															
		KCA	Architects															
		Periscope	Landscape Architects															
		T&H	Legal Advisors		X													
		EY	Finacial Advisors		X													
		TBC	Contractor															

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX				Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)			
Task/Ref	Info/packages	Company	Discipline	Management			Documentation									Comments		
9	SQ evaluation and Contractor Shortlist Recomme	LBE	Client			X												
		LBE	Legal		X													
		LBE	Procurement	X														Co-ordinate and collect comments and assessment scores including construction line
		LBE	Finance			X												
		STACE	PM		X													
		STACE	QS		X													
		ARUP	Designers		X													
		ARUP	Planning Consultant															
		ARUP	Engineers			X												
		KCA	Architects			X												
		Periscope	Landscape Architects			X												
		T&H	Legal Advisors			X												
		EY	Finacial Advisors			X												
		TBC	Contractor															
10	Preparation of Information to Tender (ITPD)	LBE	Client			X												
		LBE	Legal		X													
		LBE	Procurement		X													
		LBE	Finance															
		STACE	PM	X														
		STACE	QS		X													
		ARUP	Designers															
		ARUP	Planning Consultant															
		ARUP	Engineers															
		KCA	Architects															
		T&H	Legal Advisors			X												
		EY	Finacial Advisors															
				TBC	Contractor													

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																		
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments	
																		Drawings
11	Competitive Dialogue	LBE	Client			X												
		LBE	Legal				X											
		LBE	Procurement			X												
		LBE	Finance															
		STACE	PM	X														
		STACE	QS			X												
		ARUP	Designers				X											
		ARUP	Planning Consultant															
		ARUP	Engineers				X											
		KCA	Architects				X											
		Periscope	Landscape Architects				X											
		T&H	Legal Advisors			X												
		EY	Finacial Advisors				X											
		TBC	Contractor															
11	Tender Evaluation and Review of submission	LBE	Client			X												
		LBE	Legal				X											
		LBE	Procurement			X												
		LBE	Finance															
		STACE	PM	X														
		STACE	QS			X												
		ARUP	Designers				X											
		ARUP	Planning Consultant															
		ARUP	Engineers				X											
		KCA	Architects				X											
		Periscope	Landscape Architects				X											
		T&H	Legal Advisors				X											
		EY	Finacial Advisors															
		TBC	Contractor															

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																		
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments	
																		Documentation
12	Recommendation of preferred contractor	LBE	Client				X											
		LBE	Legal			X												
		LBE	Procurement			X												
		LBE	Finance															
		STACE	PM	X														Preparation of Stace Tender Reports
		STACE	QS			X												
		ARUP	Designers															
		ARUP	Planning Consultant															
		ARUP	Engineers															
		KCA	Architects															
		Periscope	Landscape Architects															
		T&H	Legal Advisors				X											
		EY	Finacial Advisors				X											
		TBC	Contractor															
13	Agreement to Recommended contractor	LBE	Client	X														To be signed off by LBE Cabinet
		LBE	Legal			X												
		LBE	Procurement			X												
		LBE	Finance															
		STACE	PM			X												
		STACE	QS			X												
		ARUP	Designers															
		ARUP	Planning Consultant															
		ARUP	Engineers															
		KCA	Architects															
		Periscope	Landscape Architects															
		T&H	Legal Advisors															
		EY	Finacial Advisors															
		TBC	Contractor															

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX				Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)				
Task/Ref	Info/packages	Company	Discipline	Management			Documentation									Comments			
14	Preparation of PCSA	LBE	Client			X													
		LBE	Legal		X														
		LBE	Procurement		X														
		LBE	Finance																
		STACE	PM		X														
		STACE	QS		X														
		ARUP	Designers																
		ARUP	Planning Consultant																
		ARUP	Engineers																
		KCA	Architects																
		Periscope	Landscape Architects																
		T&H	Legal Advisors		X														Draft PCSA Agreement
		EY	Finacial Advisors				X												
TBC	Contractor																		
15	Assessment of Contract Sum	LBE	Client			X													
		LBE	Legal			X													
		LBE	Procurement		X														
		LBE	Finance																
		STACE	PM		X														
		STACE	QS		X														
		ARUP	Designers				X												
		ARUP	Planning Consultant																
		ARUP	Engineers				X												
		KCA	Architects				X												
		Periscope	Landscape Architects																
		T&H	Legal Advisors																
		EY	Finacial Advisors				X												
TBC	Contractor			X															

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX				Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)					
Task/Ref	Info/packages	Company	Discipline	Management			Documentation									Comments				
16	Preparation of Contract	LBE	Client			X														
		LBE	Legal		X															
		LBE	Procurement		X															
		LBE	Finance			X														
		STACE	PM		X															
		STACE	QS		X															
		ARUP	Designers																	
		ARUP	Planning Consultant																	
		ARUP	Engineers																	
		KCA	Architects																	
		Periscope	Landscape Architects																	
		T&H	Legal Advisors		X															
		EY	Finacial Advisors				X													
TBC	Contractor																			
17	Agreement to Contract	LBE	Client	X														To be signed off by LBE Cabinet		
		LBE	Legal		X															
		LBE	Procurement		X															
		LBE	Finance																	
		STACE	PM		X															
		STACE	QS		X															
		ARUP	Designers																	
		ARUP	Planning Consultant																	
		ARUP	Engineers																	
		KCA	Architects																	
		Periscope	Landscape Architects																	
		T&H	Legal Advisors																	
		EY	Finacial Advisors																	
TBC	Contractor				X															

PROCUREMENT ROLES AND RESPONSIBILITY MATRIX																		
Task/Ref	Info/packages	Company	Discipline	Management	Lead	Advise	Review	Calcs	Design Intent	Schematics	Construction	As-built Information	Schedules	Performance	Full	Contractors Design Package (CDP)	Comments	
																		Documentation
18	Administration of Contract	LBE	Client				X											
		LBE	Legal			X												
		LBE	Procurement															
		LBE	Finance															
		STACE	PM	X														
		STACE	QS			X												
		ARUP	Designers			X												Post Contract Appointment - Approval of Contractor Design
		ARUP	Planning Consultant															
		ARUP	Engineers			X												Post Contract Appointment - Approval of Contractor Design
		KCA	Architects			X												Post Contract Appointment - Approval of Contractor Design
		Periscope	Landscape Architects			X												Post Contract Appointment - Approval of Contractor Design
		T&H	Legal Advisors															
		EY	Finacial Advisors															
		TBC	Contractor			X												

Part 1

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

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

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

Its membership is as follows:

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

LB Enfield Governance

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

Area Objectives Procedures

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

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

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

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

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

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

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

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

and described in detail below.

LB Enfield Cabinet

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

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

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

Executive Management Team (EMT)

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

Meridian Water Executive Board

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

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

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

Meridian Water Programme Board

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

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

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

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

- Head of Procurement and Commissioning Hub
- Head of Finance

Senior Stakeholder Group

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

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

Meridian Water Steering Groups

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

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

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

The responsibilities of the remaining Steering Groups are summarised below.

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

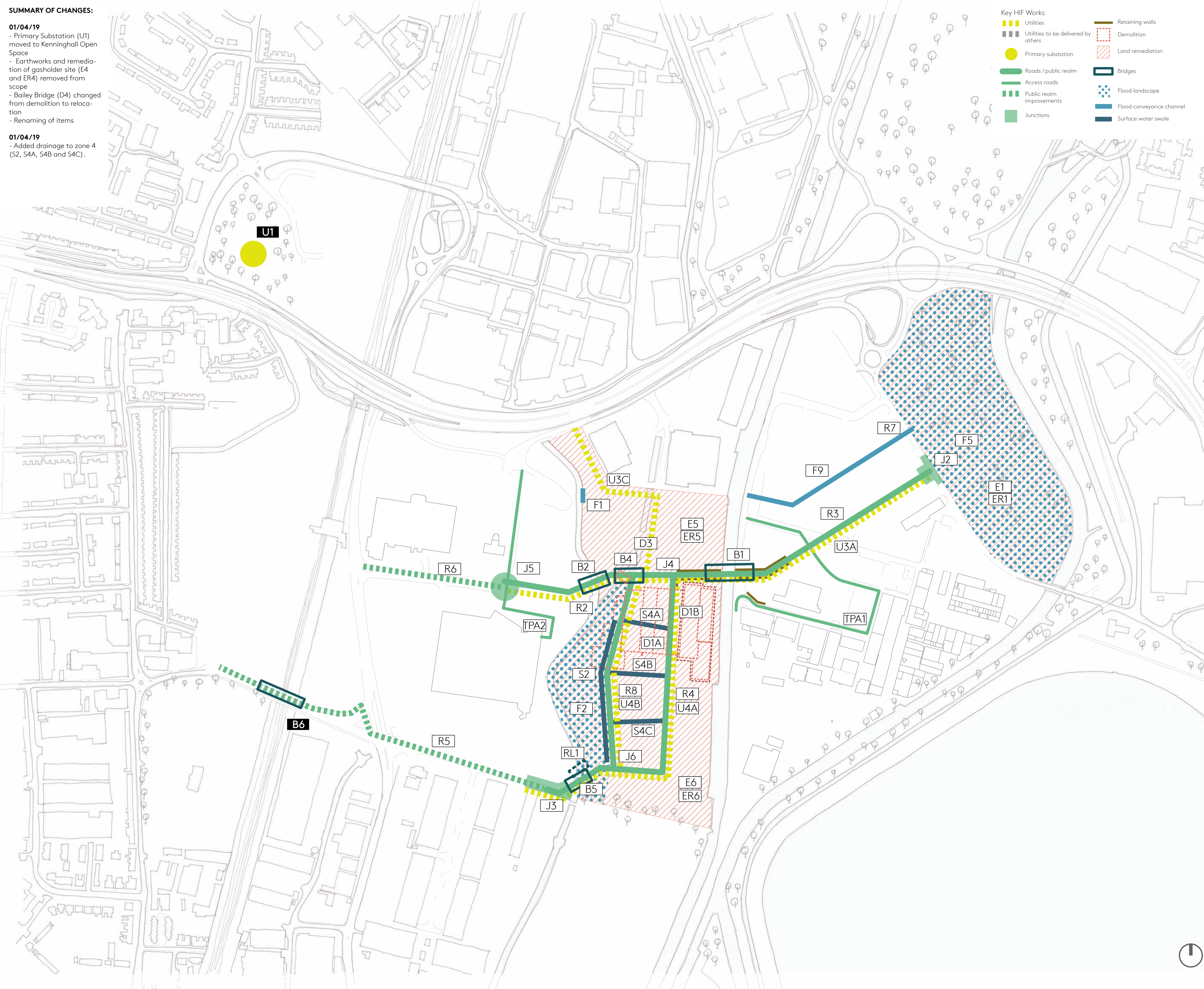
Part 1

Appendix 1.4: Scope of Works

SUMMARY OF CHANGES:

01/04/19
 - Primary Substation (U1) moved to Kenninghall Open Space
 - Earthworks and remediation of gasholder site (E4 and ER4) removed from scope
 - Bailey Bridge (D4) changed from demolition to relocation
 - Renaming of items

01/04/19
 - Added drainage to zone 4 (S2, S4A, S4B and S4C).



- Key HIF Works**
- Utilities
 - Utilities to be delivered by others
 - Primary substation
 - Roads / public realm
 - Access roads
 - Public realm improvements
 - Junctions
 - Retaining walls
 - Demolition
 - Land remediation
 - Bridges
 - Flood landscape
 - Flood conveyance channel
 - Surface water swale

- Full planning application for Strategic Infrastructure Works (SIW)
- Separate planning application

- SIW Codes**
- F1 Flood Alleviation Works to Pymmes Brook Wall
 - F2 Brooks Park and River Naturalisation
 - F5 Flood Alleviation Landscape (Edmonton Marshes)
 - F9 Flood Conveyance Channel
 - S2 Parkside Cycle Street Drainage
 - S4A East-West Drainage
 - S4B East-West Drainage
 - S4C East-West Drainage
 - B1 River Lee Navigation Bridge
 - B2 Pymmes Brook North Bridge
 - B4 Salmons Brook Bridge
 - B5 Pymmes Brook south bridge
 - B6 Leaside Road foot/cycle bridge, WALM crossing
 - U1 Primary Sub-Station
 - U3A Central Spine Road Utility Corridor
 - U3C Northern Utility Connections
 - U4A Leaside Link Road Utility Corridor
 - U4B Parkside Cycle Street Utility Corridor
 - R2 Central Spine Road (West)
 - R3 Central Spine Road (East)
 - R4 Leaside Link Road
 - R5 Leaside Road Improvements
 - R6 Glover Drive Improvements
 - R7 Flood Conveyance Channel Highway Works to Harbet Road
 - R8 Parkside Cycle Street
 - J2 Central Spine Road - Harbet Road Junction
 - J3 Leaside Link Road - Leaside Road junction
 - J4 Leaside Link Road - Central Spine Road Junction
 - J5 Central Spine Road - Glover Drive Junction
 - J6 Leaside Link Road - Parkside Cycle Street Junction
 - TPA1 Third Party Access Works - Development Zone 6
 - TPA2 Third Party Access Works - Ikea
 - D1A Demolition of BOC Sheds West
 - D1B Demolition of BOC Sheds East
 - D3 Demolition of Salmons Bridge
 - R1 Relocation of Pymmes Bridge (Bailey Bridge)
 - E1 Earthworks - Lee Valley Regional Park
 - E5 Earthworks - Development Zone 5
 - E6 Earthworks - Development Zone 4
 - ER1 Remediation - Lee Valley Regional Park
 - ER5 Remediation - Development Zone 5
 - ER6 Remediation - Development Zone 4

Revision	Reason	Date
16	For information	04/04/19
15	For information	01/04/19
14	For information	01/04/19
13	Draft	25/03/19
12	For information	21/01/19
11	For information	03/12/18
10	For information	03/12/18
09	For information	29/11/18
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

Karakusevic Carson Architects

Project:
 382 MW Strategic Infrastructure

Title:
 Strategic Infrastructure Works - All

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

Scale:
 1:2500 @ A1

Drawn by:
 RM



Part 1

Appendix 1.5: Prior Information Notice

LANGUAGE:	EN
CATEGORY:	ORIG
FORM:	F01
VERSION:	R2.0.9.S03
SENDER:	GB007
CUSTOMER:	ENFLD001
NO_DOC_EXT:	2019-123456
SOFTWARE VERSION:	20190405
ORGANISATION:	Due North
COUNTRY:	UK
PHONE:	+44 8452930459
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
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.

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)**

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 IV: ProcedureIV.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 informationVI.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

Part 1

Appendix 1.6: Memorandum of Information



**meridian
water**

STRATEGIC INFRASTRUCTURE WORKS

MEMORANDUM OF INFORMATION



CONTENTS

1. INTRODUCTION	4
2. SITE LOCATION	5
3. THE INFRASTRUCTURE DELIVERY OPPORTUNITY	6
4. PLANNING AND TITLE	8
5. DESIGN STATUS	9
6. LAND ASSEMBLY AND MEANWHILE USES	10
7. REQUIREMENTS OF THE INFRASTRUCTURE CONTRACTOR	11
8. PROCUREMENT PROCESS	12
9. ADDITIONAL INFORMATION	12

APPENDICES

APPENDIX 1 OVERVIEW OF THE STRATEGIC INFRASTRUCTURE	13
APPENDIX 2 INDICATIVE PHASING PLAN	15
APPENDIX 3 PLAN CURRENT LANDOWNERSHIP	16

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 3rd 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 substation.

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:

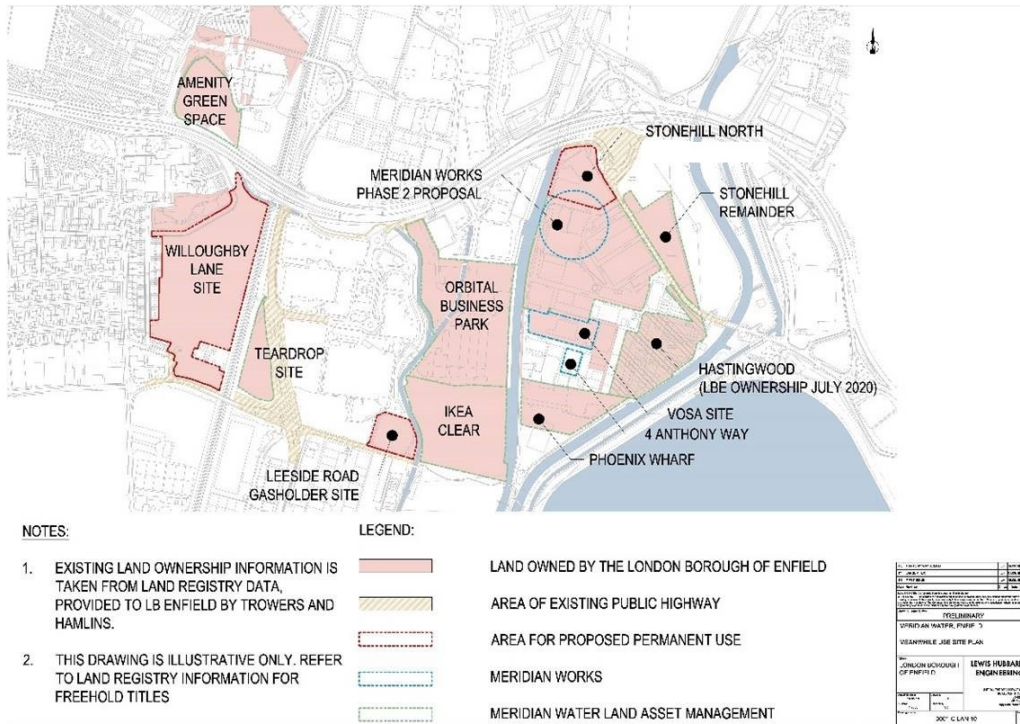
- **Primary Sub-station location** – There are a number of location options which are being considered by the design team and the Council.
- **Completion of surveys necessary to complete drainage design** – Procurement underway by the Council.
- **Flood and Transport Modelling** – due to be issued in 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.



Plan A –
Council ownership map of Meridian Water



Plan B –
Meridian Water aerial photograph (Looking South)

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

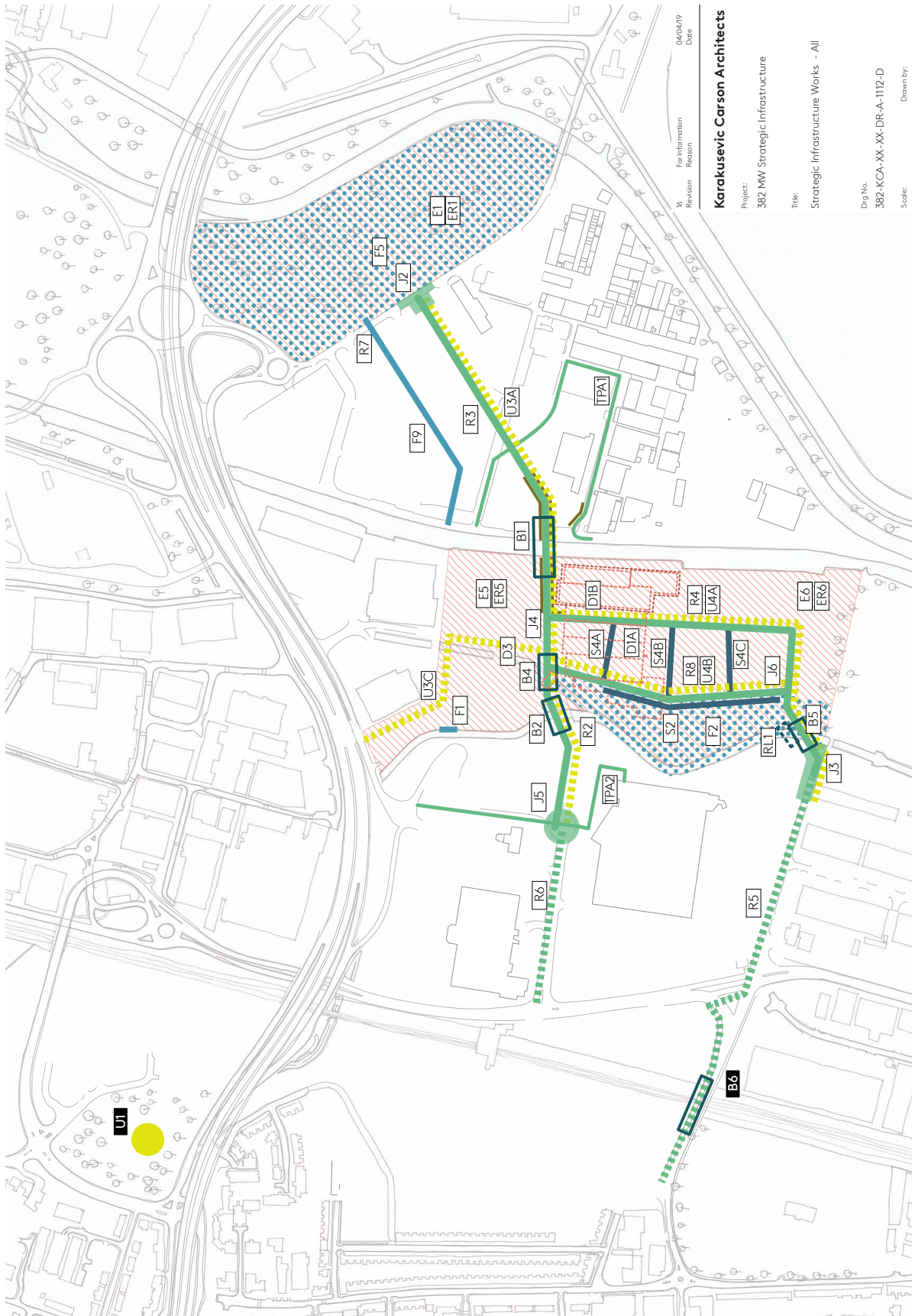
It is envisaged that the framework will operate under an NEC4 contract with Z clauses amendments and a Pre-Construction Services Agreement (**PCSA**) for the design phase of each Work Package.

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 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: www.meridianwater.co.uk/

APPENDIX 1 Overview of the Strategic Infrastructure

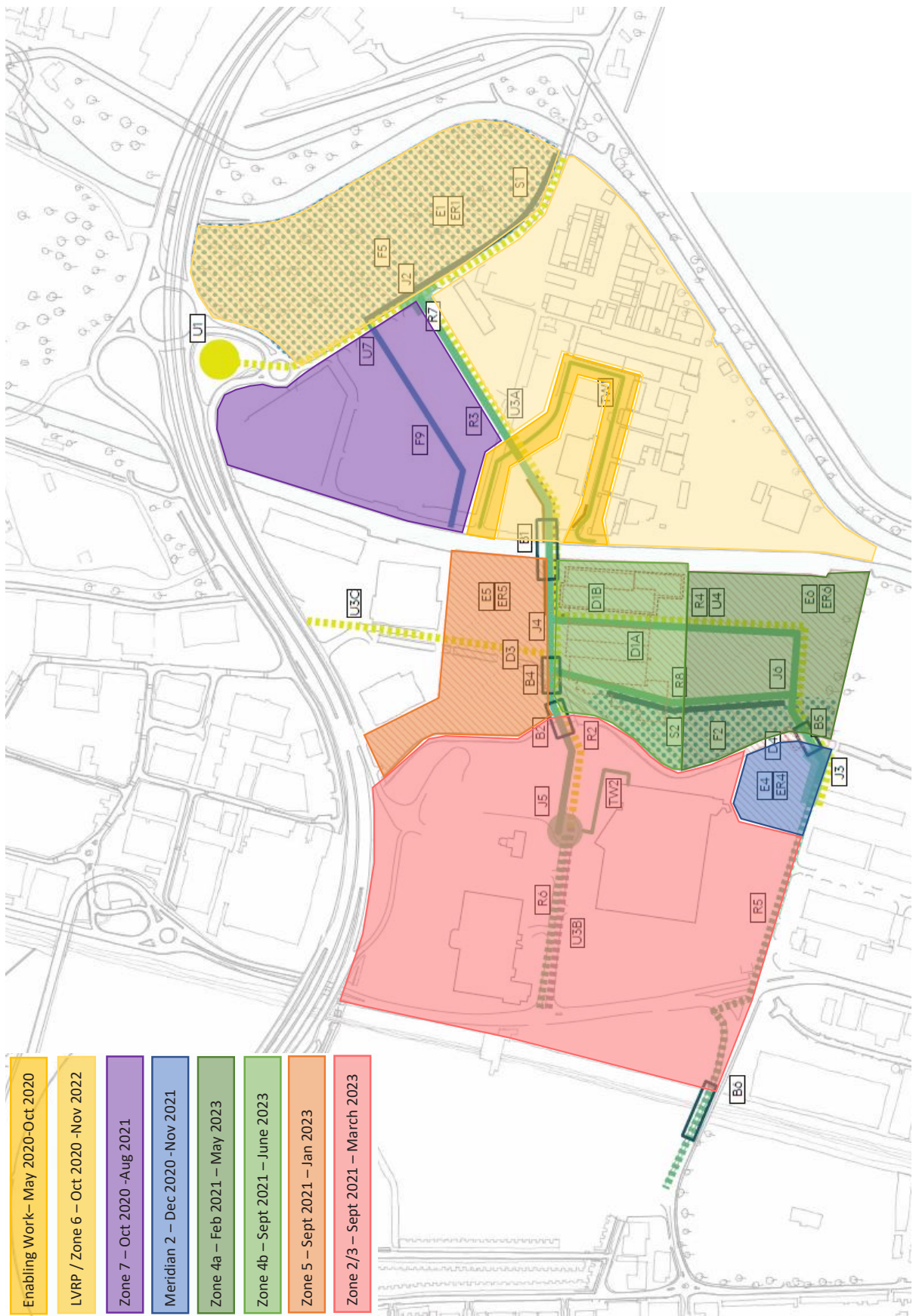


Utilities
 Utilities to be delivered by others
 Primary substation
 Roads /public realm
 Access roads
 Public realm improvements
 Junctions
 Full planning application for Strategic Infrastructure Works (SIW)
 Seperate planning application

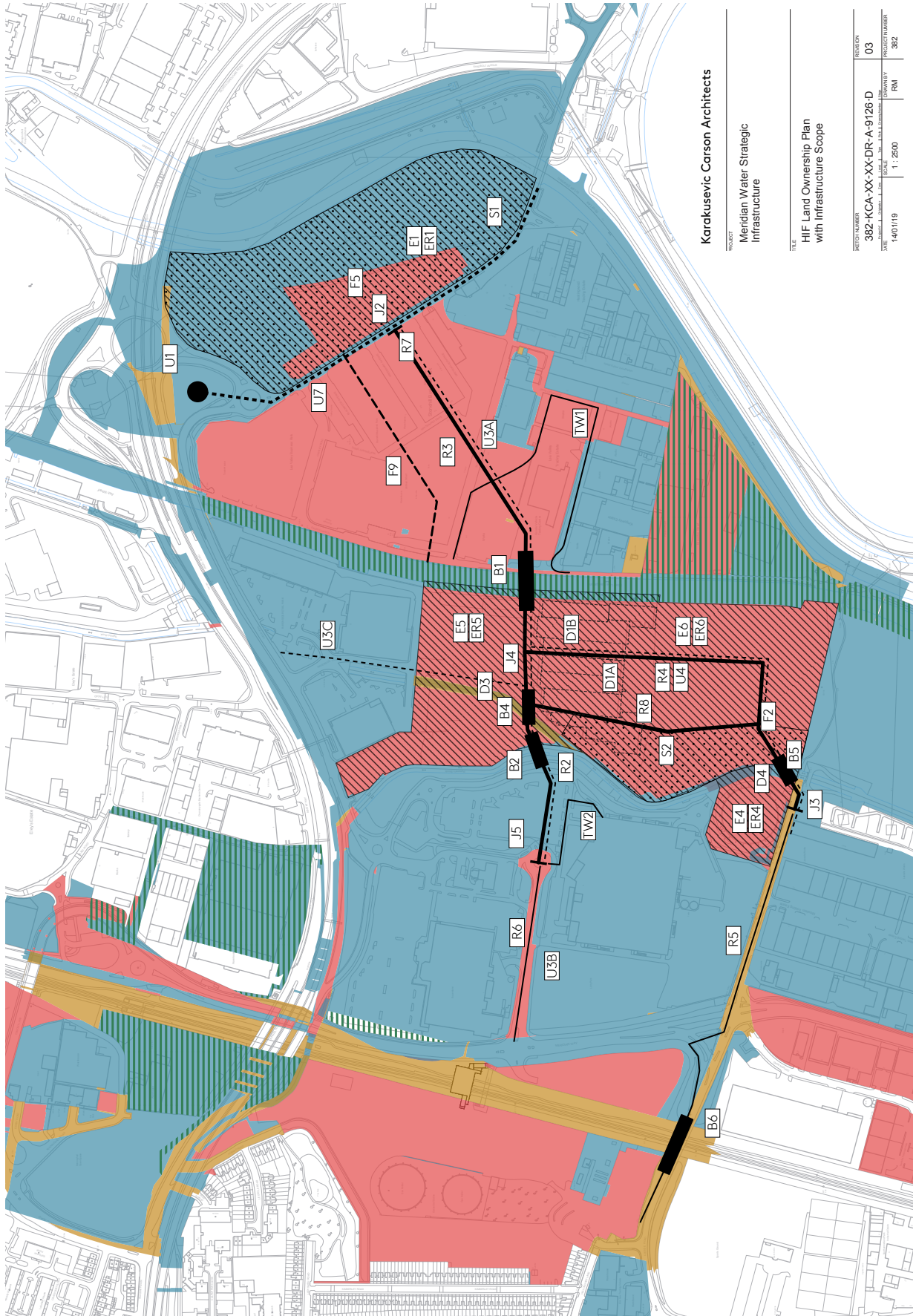
Retaining walls
 Demolition
 Land remediation
 Bridges
 Flood landscape
 Flood conveyance channel
 Surface water swale

SIW Codes	Description	Category
F1	Flood Alleviation Works to Pymmes Brook Wall	Full planning application for Strategic Infrastructure Works (SIW)
F2	Brooks Park and River Naturalisation	Full planning application for Strategic Infrastructure Works (SIW)
F5	Flood Alleviation Landscape (Edmonton Marshes)	Full planning application for Strategic Infrastructure Works (SIW)
F9	Flood Conveyance Channel	Full planning application for Strategic Infrastructure Works (SIW)
S2	Parkside Cycle Street Drainage	Seperate planning application
S4A	East-West Drainage	Seperate planning application
S4B	East-West Drainage	Seperate planning application
S4C	East-West Drainage	Seperate planning application
B1	River Lee Navigation Bridge	Full planning application for Strategic Infrastructure Works (SIW)
B2	Pymmes Brook North Bridge	Full planning application for Strategic Infrastructure Works (SIW)
B4	Salmons Brook Bridge	Full planning application for Strategic Infrastructure Works (SIW)
B5	Pymmes Brook south bridge	Full planning application for Strategic Infrastructure Works (SIW)
B6	Leeside Road foot/cycle bridge, WALM crossing	Seperate planning application
U1	Primary Sub-Station	Seperate planning application
U3A	Central Spine Road Utility Corridor	Full planning application for Strategic Infrastructure Works (SIW)
U3C	Northern Utility Connections	Full planning application for Strategic Infrastructure Works (SIW)
U4A	Leeside Link Road Utility Corridor	Full planning application for Strategic Infrastructure Works (SIW)
U4B	Parkside Cycle Street Utility Corridor	Full planning application for Strategic Infrastructure Works (SIW)
R2	Central Spine Road (West)	Full planning application for Strategic Infrastructure Works (SIW)
R3	Central Spine Road (East)	Full planning application for Strategic Infrastructure Works (SIW)
R4	Leeside Link Road	Full planning application for Strategic Infrastructure Works (SIW)
R5	Leeside Road Improvements	Full planning application for Strategic Infrastructure Works (SIW)
R6	Glover Drive Improvements	Full planning application for Strategic Infrastructure Works (SIW)
R7	Flood Conveyance Channel Highway Works to Harbet Road	Full planning application for Strategic Infrastructure Works (SIW)
R8	Parkside Cycle Street	Full planning application for Strategic Infrastructure Works (SIW)
J2	Central Spine Road - Harbet Road Junction	Full planning application for Strategic Infrastructure Works (SIW)
J3	Leeside Link Road - Leeside Road junction	Full planning application for Strategic Infrastructure Works (SIW)
J4	Leeside Link Road - Central Spine Road Junction	Full planning application for Strategic Infrastructure Works (SIW)
J5	Central Spine Road - Glover Drive Junction	Full planning application for Strategic Infrastructure Works (SIW)
J6	Leeside Link Road - Parkside Cycle Street Junction	Full planning application for Strategic Infrastructure Works (SIW)
TPA1	Third Party Access Works - Development Zone 6	Full planning application for Strategic Infrastructure Works (SIW)
TPA2	Third Party Access Works - Ikea	Full planning application for Strategic Infrastructure Works (SIW)
D1A	Demolition of BOC Sheds West	Full planning application for Strategic Infrastructure Works (SIW)
D1B	Demolition of BOC Sheds East	Full planning application for Strategic Infrastructure Works (SIW)
D3	Demolition of Salmons Bridge	Full planning application for Strategic Infrastructure Works (SIW)
RL1	Relocation of Pymmes Bridge (Bailey Bridge)	Full planning application for Strategic Infrastructure Works (SIW)
E1	Earthworks - Lee Valley Regional Park	Full planning application for Strategic Infrastructure Works (SIW)
E5	Earthworks - Development Zone 5	Full planning application for Strategic Infrastructure Works (SIW)
E6	Earthworks - Development Zone 4	Full planning application for Strategic Infrastructure Works (SIW)
ER1	Remediation - Lee Valley Regional Park	Full planning application for Strategic Infrastructure Works (SIW)
ER5	Remediation - Development Zone 5	Full planning application for Strategic Infrastructure Works (SIW)
ER6	Remediation - Development Zone 4	Full planning application for Strategic Infrastructure Works (SIW)





APPENDIX 2 Indicative Phasing Plan



APPENDIX 3 Plan current landownership



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

Based on initial land referencing undertaken by a third party.

NOTES

NOTES

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank