

MUNICIPAL YEAR 2015/2016 REPORT NO. **175**

MEETING TITLE AND DATE:

CABINET
10 February 2016

REPORT OF:

Director – Regeneration & Environment

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Agenda – Part: 1	Item - 10
Subject: Draft Meridian Water Regeneration Framework and Action Plan	
Wards: Upper Edmonton and Edmonton Green KD Number 4252	
Cabinet Member(s) consulted: Councillor Alan Sitkin Councillor Ahmet Oykenner	

1. EXECUTIVE SUMMARY

- 1.1. The Neighbourhood Regeneration team has developed a draft Regeneration Framework, and accompanying draft Action Plan, for Meridian Water
- 1.2. This Framework forms the interim strategic approach to achieving sustainable development and long term growth for Meridian Water. The overarching aim of the Framework is to take Upper Edmonton and Edmonton Green out of the bottom 10% most deprived wards in England.
- 1.3. Draft status has been applied to each because both are part of the current ongoing OJEU procurement process for a Meridian Water Master Developer partner. Final versions of each will be developed in partnership with the chosen Developer Partner, once appointment is confirmed.
- 1.4. This work follows the appointment of Methods Advisory to support the Council with this work.
- 1.5. This report requests endorsement of the draft Meridian Water Regeneration Framework and Action Plan.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1. endorse the draft Meridian Water Regeneration Framework.
- 2.2. endorse the draft Meridian Water Regeneration Framework Action Plan.
- 2.3. in relation to 1.3 above, delegate authority to the Cabinet Member for Economic Regeneration & Business Development, in conjunction with relevant officers, for the approval of the final Framework and Action Plan.

3. **BACKGROUND**

- 3.1. The Council has learnt the lessons of what has worked elsewhere on schemes of this scale. It was considered to be an essential part of the wider Meridian Water project to develop a regeneration framework - principally working closely with the local community, securing social value and developing high quality successful places by reflecting socio-economic priorities in the vision and design.
- 3.2. Therefore, with suitable professional support, the LBE Neighbourhood Regeneration team has developed a Meridian Water Regeneration Framework (Appendix 1) and an accompanying Action Plan (Appendix 2) for Meridian Water. The team wants to ensure that Meridian Water is delivering the optimum combination of economic conditions, social cohesiveness, environmental resilience and quality of built environment. Importantly this Framework will be both an aspirational vision for Meridian Water, as well as a practical tool to ensure it is delivered.
- 3.3. A strategic approach to regeneration at Meridian Water – as manifested through the development of a regeneration Framework - is part of the broader evolution of the Neighbourhood Regeneration team to reflect the needs of the project. Specifically, these include workstreams that cover land acquisition, land remediation, infrastructure and design. There has been close correlation between the regeneration Framework and all of these service areas, in particular design, as it has informed, and will continue to inform, socio-economic priorities to be reflected physically.
- 3.4. Following the Portfolio Decision of the Cabinet Member for Economic Regeneration and Business Development, Methods Advisory was appointed to support the Council with this work.
- 3.5. **About the Framework and Action Plan**
 - 3.5.1 This Framework forms the interim (draft) strategic approach to achieving sustainable development and long term growth for Meridian Water. The overarching aim of the Framework is to take Upper Edmonton and Edmonton Green out of the bottom 10% most deprived wards in England.
 - 3.5.2 The Framework and Action Plan also form an integral part of the current ongoing Master Developer procurement process, with the Council and the three bidders who remain in the process, developing solutions during detailed technical, legal and financial dialogue to give the regeneration aims Meridian Water the best chance to be fully achieved.
 - 3.5.3 The Framework sets out (amongst other things):
 - The vision and objectives for Meridian Water;
 - The challenges that are faced by the development team and its new community;
 - The opportunities that are currently available now and in the future;

- The delivery mechanism(s) that will enable success;
- The actions that are needed in the short, medium and long term. These are grouped into six core themes:
 - i. Lifestyles, Community, Culture and Health
 - ii. Environmental Value, Enhancement and Resilience
 - iii. Opportunity Creation: Engagement, Education and Skills
 - iv. Digital, Connectivity and Mobility
 - v. Business Growth, Jobs and Future Economy
 - vi. Sustainable Design, Infrastructure, Resources and Energy
- The measures of success.

3.5.4 This Framework has been compiled through an analysis of baseline characteristics, trends affecting the site over a 40 year timescale, projections of the economy, housing, lifestyles and environment and a selected review of best practice around the world.

3.5.5 Accompanying the Framework is an Action Plan describing the actions to be taken over the short, medium and long term, to realise the ambitions for Meridian Water. The Action Plan in particular will be the subject of much detailed discussion with the Meridian Water Developer Partner Preferred Bidder.

3.5.6 Having identified the necessary actions, a Delivery Mechanism model will be developed with the preferred Developer Partner. Alongside the Action Plan is a performance matrix that establishes key performance indicators (for the Framework) to be monitored and managed.

3.6 Status of these reports

3.6.1 The Framework is a key part of the Council's approach to sustainable development and inward investment. It enacts the objectives of the LBE Business Plan, Core Strategy, Housing Strategy and Inward Investment Strategy and is consistent with the emerging action plan.

3.6.2 The Framework and Action Plan as proposed are *Drafts*. Final versions of each will be developed in partnership with the chosen Developer Partner following their appointment later in 2016 and, subject to approval of the recommendation, approved by the Cabinet Member for Economic Regeneration & Business Development.

3.6.3 The Framework and Action Plan are supported by both a Baseline report and a Future Site Projections report. Both of these evidence much of the research and recommendations within the Framework and Action Plan.

- 3.6.4 Due to the ongoing procurement of the Master Developer Partner, additional detail developed on the Action Plan has been withheld so as not to prejudice the procurement process.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council has learnt the lessons of what has worked elsewhere on schemes of this scale. Therefore the development of a Framework was considered to be an essential part of the wider Meridian Water project. The alternative option to not develop a Framework would not have given the Council the necessary strategic guidance, nor ownership, of what it wants to achieve as part of the scheme.
- 4.2 Having successfully procured Methods Advisory, no further options for delivery were considered.
- 4.3 The methodology used was developed and refined over time in partnership between the Council and its consultant support team.

5 REASONS FOR RECOMMENDATIONS

- 5.1 Cabinet Endorsement of the Draft Meridian Water Regeneration Framework and Action Plan will provide the necessary political support to what the Council is trying to achieve at Meridian Water.
- 5.2 Whilst final versions of both will be developed with the chosen Developer partner later in 2016, endorsement now will support negotiations with the chosen Developer Partner.

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

6.1 Financial Implications

- 6.1.1 The draft Meridian Water Regeneration Framework and Action Plan to deliver the Meridian Water Regeneration Project does not require any specific funding at this stage that is not already contained within existing project budgets for 2015-16.
- 6.1.2 Once a preferred developer partner has been appointed in Spring 2016 and the Framework and Action Plan is worked up a further report detailing the required property, finance and legal implications will be required.

6.2 Legal Implications

- 6.2.1 The Council is presently in the process of procuring a Master Developer Partner for the Meridian Water project. The procurement route is the

Competitive Dialogue and the Council has been engaged in detailed dialogue sessions with the 3 bidders who remain in the process. The Council formally closed dialogue on 12 January and issued the Invitation to Submit Final Tenders to each Bidder. The Bidders have been invited to submit their final tenders to the Council by no later than 12 noon on 2 February 2016. Following evaluation of the tenders the Council is expecting to appoint a Preferred Bidder in the Spring.

6.2.2 The report identifies that the Council will develop the final form of the Framework and Action Plan with the Preferred Bidder. The Council will need to ensure that in developing the final form of the Framework and the Action Plan, particularly to the extent that the Council wishes to "contractualise" any of the requirements in the Framework and/or Action Plan which do not already feature as contractual commitments in the current legal documents, that such discussions with the Preferred Bidder are permitted under the Public Contracts Regulations 2015. In essence the Council is permitted to negotiate with the Preferred Bidder in connection with financial commitments and other terms of its tender to finalise the contract, provided such negotiation doesn't materially modify the essential aspects of the tender or the Council's procurement and doesn't risk distorting competition.

6.3 Property Implications

6.3.1 The draft Meridian Water Regeneration Framework and Action Plan to deliver the Meridian Water Regeneration Project does not in itself at this stage present any specific property implications.

6.3.2 As the Council moves towards the appointment of a preferred bidder and gives further consideration to "contractualising" certain commitments within the Framework and Action Plan, inevitably these will have property implications and can therefore be reported upon at a later, more appropriate stage.

7 KEY RISKS

Risk	Likelihood (out of 5)	Impact (out of 5)	Mitigation
Lack of buy-in from Council/ Developer.	2	4	Engage throughout process. Strong emphasis on evidence. Framework and Action Plan are part of the OJEU procurement process. This report ensures Council endorsement.

Risk	Likelihood (out of 5)	Impact (out of 5)	Mitigation
Regeneration Framework not embedded in delivery.	2	4	Team, and Framework, embedded across the programme supporting other work streams. Final versions of Framework and Action Plan to be developed with chosen Developer Partner later in 2016.
Low level of community endorsement.	4	2	Local community involved in Framework development. Delivery of the Framework, and accompanying governance (including with the community), will be developed later in 2016.
Framework lacks weight.	2	5	Delivery to be negotiated with Developer Partner in 2016 - Council endorsement supports these discussions. Developer Partner committed to delivering priorities as part of OJEU procurement process.

8 IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Meridian Water aims to provide fairness for all in terms of accessing opportunities – directly and indirectly. This regeneration Framework is the key element of this scheme to ensuring that these ideals are delivered.

8.2 Growth and Sustainability

8.2.1 Meridian Water will be providing 8,000+ new homes and 3,000 new jobs once completed. They reflect the planned, and necessary, growth of the borough, in both numbers of residents and businesses (number and type). It is also expected that the surrounding communities will see growth in the area through value, opportunity and appearance.

8.2.2 Sustainability is at the heart of Meridian Water, and the regeneration Framework is one of the principle vehicles through which this will be delivered. Economic, social and environmental issues are explicitly addressed through the aims of the regeneration Framework, albeit expressed through the identified six themes.

8.2.3 It is strategically aligned with the Environmental Sustainability Action Plan – also part of the OJEU procurement process.

8.3 Strong Communities

8.3.1 Meridian Water will be a new community. The Council, with its partners, has an opportunity to ensure this is strong in every sense of the word. It will diversify the borough's population (by attracting in people from elsewhere) and we want to them to be proud to be part of Enfield and Meridian Water.

8.3.2 Meridian Water is also an opportunity to integrate the new community with the existing residents and businesses of Upper Edmonton, Edmonton Green and the surrounding areas. Integrating socially, physically, economically and environmentally is a vital part of what Meridian Water needs to deliver, and this is an explicit aim of what the regeneration Framework addresses. A number of projects explicitly address the need to develop strong communities in this sense.

8.3.3 The regeneration Framework is the principle vehicle through which these ideals will be realised.

9 EQUALITY IMPACT IMPLICATIONS

An equality impact assessment/analysis has not been undertaken for this work because it was not considered necessary at this *draft* stage. Equality will however form an important part of the delivery of the regeneration Framework – offering as it should equality of opportunity for all to benefit from the project in different ways.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Meridian Water has been identified as a Council priority growth area and project, as enshrined in the Upper Lea Valley Opportunity Area Framework, the Council's own Core Strategy, Meridian Water's own Masterplan and the emerging Central Leaside AAP. The regeneration Framework is a core activity to support the development of Meridian Water.

10.2 Meridian Water is a political priority and contributes significantly to the Council's target of developing new homes to meet London's shortage. Funding and resource has been sought and secured from a variety of sources, including the Council's own capital budget, the GLA, Network Rail, TfL and the European Investment Bank. Additional finance will be provided by the Master Developer once secured later in 2016. The regeneration Framework is part of the jigsaw that will ensure Meridian Water delivers on its myriad of aims and meets the strategic objectives of these funders.

10.3 Meridian Water will greatly enhance the profile of the surrounding area and help put this part of the borough, and Enfield, on the London map.

- 10.4 The Action Plan in particular is the most significant vehicle through which the local community can be engaged in the project, and ultimately benefit from what it is trying to achieve.
- 10.5 Both Meridian Water and this Framework are being developed in partnership with stakeholders and the local community. In particular, the latter will provide an exciting opportunity for local residents to take advantage of the opportunities that emerge through the scheme.
- 10.6 The regeneration Framework has been contract managed by the Neighbourhood Regeneration team, with the community engagement elements led by Council staff (not consultants). Further work will take place later in 2016 when the Framework and Action Plan are finalised in partnership with the chosen Developer Partner.

11. HEALTH AND SAFETY IMPLICATIONS

The regeneration Framework will provide a number of H&S benefits for Meridian Water. The socio-economic priorities that emerge will be reflected in the design of the scheme, which will include (but not be limited to) accessible routing, improved social wellbeing, or secured by design principles.

12. PUBLIC HEALTH IMPLICATIONS

The development of a regeneration Framework for Meridian Water will, if successfully implemented, contribute significantly to the health and public wellbeing of Enfield residents. By definition, issues such as healthy lifestyles, reducing pollution, saving residents' money and improving social cohesion (to name a few) are at the heart of what the regeneration Framework aims to achieve.

Background Papers

None.