

# **ENFIELD COUNCIL**

## The London Borough of Enfield (Meridian Water Strategic Infrastructure Works) Compulsory Purchase Order 2020

Statement of Evidence of

John Reid  
25 March 2021

Ref: PCU/CPOP/Q5300/3258664

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# 1. INTRODUCTION

## **Qualifications and Experience**

- 1.1 I am John Reid, Delivery Director for the Meridian Water project. I form part of the senior leadership team for the project led by the Council.
- 1.2 I have an Honours Degree in Civil Engineering from the University of Manchester and am a fellow of the Chartered Institute of Building. I have been working on major mixed-use regeneration schemes for over 25 years, both as a client and professional consultant.
- 1.3 As consultant Project Manager I advised upon and managed several large regeneration projects throughout the land assembly, design and delivery phases. More recently as a client I have engaged and overseen professional teams and advisors to deliver large programmes of work. In my last role I was responsible for the development programme of Grosvenor's London Estate.
- 1.4 I have direct experience of several compulsory purchase orders ("CPOs"). The most significant being the re-development of Bath City centre. This included acquiring all land interests necessary to allow the development to take place. My role as a Project Director was to liaise with the wider professional team to ensure all interests were identified, negotiations effectively carried out then designs and plans put in place for the overall successful project delivery.

## **Involvement with the Project**

- 1.5 I joined the team as Delivery Director in February 2020. Since joining a significant amount of my focus has been securing the funding that underpins the Strategic Infrastructure Works ("SIW"), which works are fundamental to delivery of the Meridian Water project.
- 1.6 My team are responsible for overseeing development activity on Meridian Water which takes on two principal forms;

- 1.6..1 Direct Delivery. This is where Enfield take the lead client role and design and construct the works themselves. Examples for this include the SIW (both rail and non-rail elements<sup>1</sup>), and selected development plots.
- 1.6..2 Third Party development. This is where we have appointed others under agreement to deliver housing and other works. Here we maintain a development monitoring role, ensuring the right quantity and quality is delivered and that delivery is in accordance with the agreements.
- 1.7 I manage a team of internal and external project and development managers who lead on individual projects within the overall Scheme. I chair the Project Board meetings for these. I sit on project-wide boards including the Programme Board into which all other project boards report.
- 1.8 I know Meridian Water well having visited it many times. I am familiar with the overall design objectives and development plots and the work required in order to deliver these.

## **Scope of Evidence**

- 1.9 In this proof of evidence I explain why the Order is required in order to carry out the SIW, and why the SIW are required in order to build out development plots and deliver the Scheme's objectives. The term SIW refers to the infrastructure improvement works funded by MHCLG, 'The HIF Funding', under the Housing Infrastructure Fund Grant Determination Agreement ("GDA<sup>2</sup>").
- 1.10 In Section 2 I outline what the scope of the SIW comprises. In Section 3 I set out how the Council will deliver the SIW and explain the progress of design and procurement to date. In Section 4 I set out the funding position in relation to the SIW. In Section 5 I explain the role of the SIW in unlocking the Scheme.

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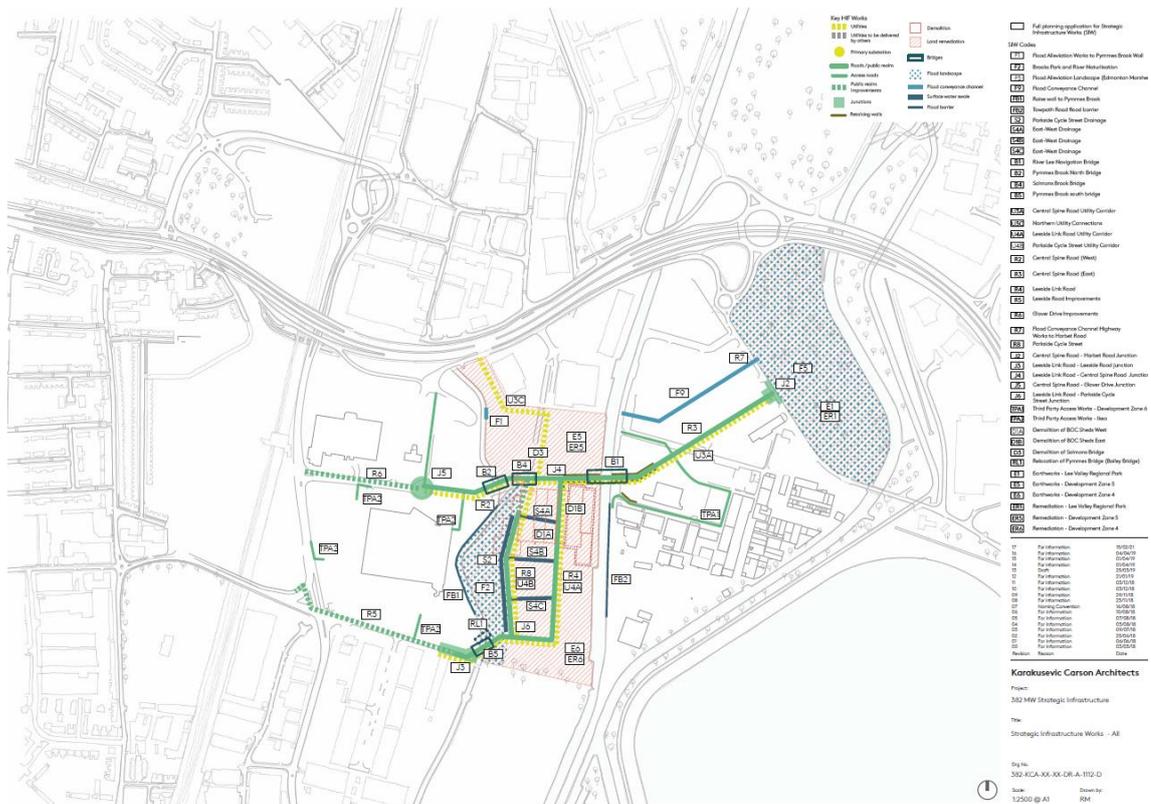
<sup>1</sup> The term 'non rail' refers to the remediation, flood alleviation, roads, bridges, parks, public realm, and other infrastructure improvements across the site. The term 'Rail' refers to the capacity improvements of the West Anglian Main Line (WAML) to the rail service that serves Meridian Water station.

<sup>2</sup> See previous footnote.

## 2. Strategic Infrastructure Works for the Meridian Water Scheme

### Strategic Infrastructure Works

- 2.1 This section explains the scope of the SIW. It should be read in conjunction with the detailed engineering proof of Joe Nunan. The explanation is provided by reference to the Plan at Core Document 8, which plan is extracted below for ease of reference.



- 2.2 The discrete elements of the SIW are identified and summarised briefly in the paragraphs below.

2.2.1 **Central Spine Road** (reference nos R2, R3, B1, B2 and B4) – the construction of an east-west boulevard connecting Glover Drive and the new Meridian Water Station in the west with Harbet Road in the east. This will include bridges over the River Lee Navigation Canal (the “Canal”) and the Pymmes and Salmons Brooks. Tesco and IKEA, along with other occupiers, will have access to their properties from the new Central Spine Road. The Central Spine Road will serve to provide vital east/west connectivity across Meridian Water.

2.2.2 **Leaside Link Road** (reference no R4 and B5) – the construction of a new north-south road to provide a connection between the Central Spine Road and

Leeside Road. This will include a bridge over the Pymmes Brook. The Leeside Link Road will serve to provide vital North/South connectivity across the site and access to development plots in Zones 4 and 5.

- 2.2.3 **Brooks Park and River “Naturalisation”** (reference no F2) – undertaking works to naturalise the Pymmes Brook. This will involve undertaking works to a section of the Brook to remove the existing concrete channel that it runs within and replace this with natural riverbank and vegetation. This will include re-routing a section of the Brook and the creation of a new public park (Brooks Park). Naturalisation of Pymmes Brook will allow the flooding capacity and surface water attenuation necessary to create adjacent developable land whilst also providing green and open space amenity.
- 2.2.4 **Edmonton Marshes and Flood Alleviation Works** – re-levelling and remediation of land to the east of Harbet Road in order to fulfil the dual purpose of providing a flood compensation area and a new public park known as Edmonton Marshes. The flood alleviation works includes the excavation of material from the land east of Harbet Road which will then be deposited on the area of land between the Brooks and the Canal to raise ground levels in accordance with the flood mitigation strategy. The flood mitigation strategy also includes the construction of a flood conveyance channel between the Canal and the new flood compensation area east of Harbet Road to enable the flood water to flow from the Canal to the flood compensation area. These works will provide protection against flooding and will also deliver a new public park.
- 2.2.5 **North South Link Road between Tesco and IKEA** – the construction of the Central Spine Road will affect the existing means of access into the Tesco Store and IKEA Store. This necessitates the construction of a new north-south link road running between the Argon Road roundabout and Glover Drive to accommodate revised access arrangements to these two stores, which are to remain trading as normal throughout construction and on completion of the SIW. In addition, further accommodation works have been agreed with IKEA to enable access to and from their property from Leeside Road and Meridian Way. The North South Link Road will ensure suitable access to the site and serve the two major commercial premises at Meridian Water.
- 2.2.6 **Towpath Road / Anthony Way Diversion Works** – when the Central Spine Road bridges over the Canal it will no longer be possible for vehicles to use the section of Towpath Road beneath the new bridge. This is currently used for businesses located at the southern end of Towpath Road. It is also used by some businesses on Anthony Way and other surrounding areas, although they

have alternative access routes available to them. An alternative road layout will be put in place so that access to the businesses which use the part of Towpath Road south of Anthony Way (which includes an Arriva bus depot) is maintained. Access will be maintained at all times during the works and on completion.

2.2.7 **Earthworks and Remediation** – the land to the north and south of the Central Spine Road, between the Brooks and the Canal will be developed as part of the Scheme. Prior to development this land needs to be remediated to clean up contamination so that it is suitable for development and have the ground level raised in accordance with the flood mitigation strategy.

2.2.8 **Utility Infrastructure** – development will increase the demand on the existing utility infrastructure supplying the existing area. The SIW allows for new utility services to support the development.

2.2.9 **Rail Enhancement** – the SIW also include rail enhancement works. These works will provide an enhanced service provision to the West Anglian Main Line and an increased stopping frequency of at least four trains per hour from 2024 onwards. The works include two streams of work to be undertaken in parallel in 2021 and early 2022, which include a) the design of the physical infrastructure, and b) the timetable investigations to increase the train frequency. The physical infrastructure works to the rail includes civil engineering, overhead line equipment installation, signalling and station upgrades. Once the infrastructure is built, it will allow for fast trains to bypass Ponders End station in both the North and South directions as well as allowing slower trains to stop at Ponders End Station. The housing, employment and visitors at Meridian Water increase year on year until completion in 2041. Providing at least 4 trains per hour (and up to 6 trains per hour) will be a doubling of the existing train frequency at Meridian Water. The infrastructure works will provide the uplift in frequency to deliver over 3.0 million visitors per year, 1000 construction workers per day and access for an additional 23,000 residents to the railway to commute south to the City or Stratford, or north towards Cambridge or Stansted airport.

2.3 Fuller details of the engineering and design justification for these works are included in the Proofs of Joe Nunan and Mike Savage.

## 3. Delivery of the SIW

- 3.1 This section details the current status of the SIW and the Council's plans for delivery.
- 3.2 Planning permission for the SIW was granted on 22 July 2020, by decision notice 19/02717/RE3 (the "SIW Planning Permission"). The SIW Planning Permission includes a number of phasing constraints which have been captured within the programming requirements for the construction phases of the project. The permission is subject to a number of pre-commencement conditions, all of which are usual for a development of this kind. The information required to discharge these will be collated by the SIW Contractor and their design team during the pre-construction design period. The information will be submitted to the Council's retained professional team for acceptance, prior to submission to the Planning Authority for discharge of the planning conditions. There is no reason to believe the planned programme will not be achieved.
- 3.3 The SIW will be undertaken utilising a two-stage procurement approach:
  - 3.3.1 Stage 1 - Pre-Construction Services Agreement ("PSCA") This is a recognised industry approach to securing more detailed price and programme information to allow entry into a full construction contract. The design will be developed from a co-ordinated (RIBA Stage 3) level to completion in preparation for construction. Procurement, detailed programming and discharge of planning conditions will be undertaken during this phase also. This is programmed to take circa 12 months.
  - 3.3.2 Stage 2 - Construction. This is programmed to take place over a circa 24 month period. The critical path of the programme runs through activities to be undertaken on land currently subject to the CPO process. This has determined the start date of the majority of activities. Where land is currently in the Council's ownership opportunities for de-risking the project delivery by undertaking works on this land are being considered as part of the PSCA programming exercise.
- 3.4 The Council has followed an extensive procurement process to identify Tier One contractor(s) to undertake the SIW. The current position is:
  - 3.4.1 The Council have been leading a procurement process to identify and appoint a contractor to undertake the detailed design and construction of the SIW. This process began in 2018 with an initial launch of the SIW to the construction market to gain interest and to highlight to contractors the scale and diversity of the type of work so they could consider developing joint ventures and identify design partners.
  - 3.4.2 This was followed with a Pre-Qualification Questionnaire ("PQQ") stage in mid 2019 to identify potential contractors who had suitable skills, experience and financial stability to deliver the SIW. The PQQ provides an initial sifting to avoid too many bidders being involved in the later stages of the procurement process.

- 3.4.3 In late 2019 an Invitation to Participate in Dialogue (“ITPD”) was issued to the contractors who had been shortlisted at the PQQ stage. The ITPD stage was to identify a maximum of three Framework Contractors to be appointed to the Contractor Framework Agreement in relation to the delivery of a programme of strategic infrastructure at Meridian Water. Three contractors were successfully awarded the Framework Contract in March 2021
- 3.4.4 The Council have entered into a PCSA with Vinci Construction Limited (“VCL”) its first placed contractor, to provide detailed pricing and timing details for the works. This PCSA runs from March 2021 and will end in November 2021. The output will be a final contract price and detailed phasing for all the non-rail SIW. The PCSA is the period during which VCL will undertake the detailed design of the SIW. During this stage VCL will also develop their construction planning e.g. finalise the phasing of the SIW, develop temporary works and traffic management proposals and ensure their supply chain is robust.
- 3.4.5 It is anticipated that works will start on site in Q3 2021 with enabling works to be defined and procured as part of the PCSA.
- 3.5 The Council has appointed a project team to oversee the contractor outputs from the PCSA stage and administer the build contract. This includes project management, architecture, engineering and landscape design.
- 3.6 The works are fully funded by the HIF Funding secured under the GDA agreement.
- 3.7 The following strategic programme for SIW is being worked to

<b>Area of Works</b>	<b>Indicative Timeframe</b>
<b>Non-Rail</b>	
HIF Non-Rail PCSA	March 2021 – November 2021
Start on site SIW	Q4 2021
Completion of SIW	Q4 2023
<b>Rail</b>	
Completion of Business Case	Feb 2022
Procurement of Contractor	January 2022
Site works	January 2023 – December 2023
Entry into service	2024
Programme contingency	December 2023 – March 2024

- 3.8 This confirms the Council has in place the arrangements for, or has already carried out, the necessary procurements, design and planning activity in order to meet the above start on site and delivery target date to complete the works. The programme assumes access onto land covered by the Order no later than March 2022.

## 4. Housing Infrastructure Fund: Grant Determination Agreement and Funding Drawdown

- 4.1 In 2018 the Council were successful in their bid for Housing Infrastructure Fund (HIF) funding totalling £156m.
- 4.2 On 30 October 2020 the Council entered into the GDA with MHCLG for circa £170m of HIF Funding. The total HIF Funding amount includes rail enhancement works (Rail Works) amounting to a value of circa £54m and strategic road and flood alleviation works (Street Works) for a value amounting to circa £116m.
- 4.3 The Council's award of HIF Funding is unaffected by Covid-19 and Brexit. The Funding GDA has no conditionality relating to Covid-19 or Brexit.
- 4.4 The HIF is aimed at unlocking housing sites and helping deliver new homes. The infrastructure to be delivered in Meridian Water with the HIF Funding is that which is needed to satisfy planning requirements and unlock housing development.
- 4.5 The HIF Funding is available as the infrastructure it provides for enables the delivery of housing. The land needed to deliver the infrastructure improvements in order to deliver that housing is either in the Council's ownership or included within the Order.
- 4.6 The GDA disaggregates the funding into three key stages. The first stage is for the historic expenditure spent at risk by the Council on the project in the period September 2017 to October 2020. This includes costs on planning, design and preparation of the funding bid totalling circa £10m. This has been paid.
- 4.7 The second stage is for preliminary expenditure, which represent the costs to be incurred up to the point when the works start on site. This is the current stage and the first application for drawdown was made in March 2021.
- 4.8 The third stage claims are for the delivery of physical works.

## 5. Role of the SIW in unlocking delivery of the Scheme

- 5.1 This section summarises why the SIW are required in order to deliver the Scheme.
- 5.2 Peter George's along with Mike Savage's and Joe Nunan's proofs address the general and detailed need for the SIW respectively. In short, the SIW are needed to release land for future development. Without the remediated, flood alleviated, and serviced land, development plots cannot be built out.
- 5.3 Without the SIW there would be no viable road network to take construction and end user traffic into and out of the scheme. In addition, bridges are required in order to provide this road network.
- 5.4 Without the SIW the land will not be in a developable condition. Much of it is on a flood plain and contaminated. The SIW will lift and remediate the land for development by relocating material from areas that will form flood attenuation ponds.
- 5.5 Without the provision of utilities in the SIW the plots do not have access to services including drainage, water, heat and power.
- 5.6 In summary the SIW are required to deliver accessible and developable land which in turn will be capable of delivering the wider Scheme objectives, including urgently needed housing development. The SIW are designed to planning stage and consented. They are procured and budgeted for. They are fully funded by the HIF Funding secured under the GDA which the Council has entered into. Upon confirmation of the Order substantive work can start on site.

## 6. CONCLUSIONS

- 6.1 The SIW are integral to delivery of the Scheme. Without the SIW future development plots will not materialise. As such, it is imperative that the land is assembled in order to deliver the SIW. That land assembly requires the Order.
- 6.2 I have demonstrated that the GDA with MHCLG is in place and drawdown against it has begun.
- 6.3 The SIW Planning Permission has been granted, procurement for designs and contractors is complete and we are now in a formal preconstruction agreement stage with our chosen contractor. It is anticipated that works will start on site in 2021 and complete by 2024.
- 6.4 Two of the initial development plots will start on site this year. A further two are being prepared for marketing and reserved matters will be submitted in relation to a fifth Q1 2022.
- 6.5 The Order is required in order to carry out the SIW, which in turn release the development plots for delivery of the Scheme.

## 7. STATEMENT OF TRUTH AND DECLARATION

### **Statement of Truth**

- 7.1 I confirm that I have made clear which facts and matters referred to in this report are within my own knowledge and which are not. Those that are within my own knowledge I confirm to be true. The opinions I have expressed represent my true and complete professional opinions on the matters to which they refer.

### **Declaration**

- 7.2 I confirm that my report has drawn attention to all material facts which are relevant and have affected my professional opinion.
- 7.3 I confirm that I understand and have complied with my duty to the inquiry as an expert witness which overrides any duty to those instructing or paying me, that I have given my evidence impartially and objectively, and that I will continue to comply with that duty as required.
- 7.4 I confirm that I am not instructed under any conditional or other success-based fee arrangement.
- 7.5 I confirm that I have no conflicts of interest.
- 7.6 I confirm that I am aware of and have complied with the requirements of the rules, protocols and directions of the inquiry.