

Meridian Water: Investing in Enfield's Future



Meridian Water





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TEMPLE



This framework has been produced by Temple and Regeneris on behalf of the London Borough of Enfield for the Meridian Water Development. For all enquiries please contact:

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Introduction

A vibrant new part of Enfield is being created that will provide **8,000 new homes** and over **3,000 new jobs**. It will be a bustling new **part of our global city, grounded in the Lee Valley** and generating continued **growth in the London-Stansted-Cambridge Corridor (LSCC)**.

This Meridian Water Regeneration Framework (the Framework or MWRF) forms the interim strategic approach to **achieving sustainable development and long term growth** for Meridian Water.

It forms an integral part of the developer procurement with bidders expected to demonstrate how they will deliver the Framework.

This Framework sets out:

- 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 and will be available in time;
- The delivery mechanism(s) that will enable success;
- The actions that are needed in the short, medium and long term; and
- The measures of success.

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.**

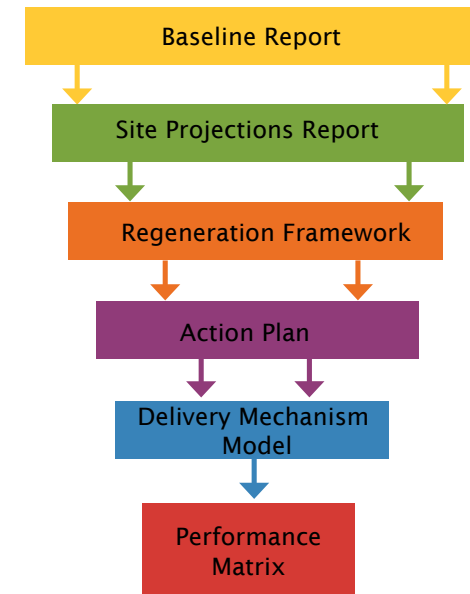
Accompanying the framework is an Action Plan describing the actions to be taken over the short, medium and long term, to realise the ambitions for Meridian Water.

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 to be monitored and managed.

The Framework is a key part of the London Borough of Enfield's (LBE) 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.

Following the procurement of the developer the Framework will be updated to reflect the response from the winning bidder.

The suite of documents connect in the following way:



The suite of documents described above will be referenced in the planning applications made for the development and will drive the long term approach of the development team.

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Introducing Meridian Water

Meridian Water is a transformational sustainable development opportunity. It will become an exciting and vibrant city neighbourhood and a key part of London and the LSCC. Its unique location in London, connected to the opportunities and natural environment of the Lee Valley, and the potential links across Enfield, means that an aspirational place can be established that drives long term economic growth, not just for neighbouring Edmonton and the new population, but for all residents of Enfield.

Currently the site is a mix of brownfield, industrial uses and 'out-of-town' retail space, but it has the potential to deliver over **3,000 new jobs** and **8,000 new homes** in an important strategic location.

The area will benefit from significant regeneration and the development will lift this area of the borough out of the 10% most deprived wards in the country.

To the north and south in almost equal measure is strategic industrial land adjacent to the nature of the Lee Valley Regional Park. To the west and east are residential areas with Victorian terraced housing that will benefit from the opportunities created. The once well used Banbury reservoir sits to the south east, currently a dormant community asset.

This Framework establishes the approach of the development team and the transition that this place will make through 5 key stages of development.

- **Year 0** - Pre-site activity setting the vision, performance framework, processes, procedures and delivery mechanisms that will deliver success.

- **Pioneer (1-5 years)** - Changing perceptions, increasing awareness, bringing in new uses, increasing footfall and establishing a new destination.

- **Transition (5-10 years)** - Creating a new community and transitioning to the built form.

- **Growth and Prosperity (10-20 years)** - Acceleration of the development, attracting growth business sectors and establishing a resilient and prosperous community.

- **Continual Renewal (20+)** - An ongoing partnership with the developer, Enfield Council and the community that continually evolves, allowing the resilient and prosperous community established to continue to grow.

Through new transport links Meridian Water will open global opportunities to local residents and drive growth for existing and new businesses. This new community will be attracted to a new urban lifestyle and a reinvigorated environment that re-establishes the nature of the Lee Valley. To do this it will make the most of its existing assets, draw on best practice and embrace innovation.

The focus of these opportunities is around six themes that drive a holistic approach for development.



...Creating transformation across six themes

Meridian Water will be an exemplar in how to integrate...

A vibrant street life and night time economy

Healthy communities through unlocking nature

Global opportunities for local people

Transport connectivity, innovation and digitisation

Multi-national investment with local business

Cutting edge innovation for a sustainable place



Lifestyles: Community, Culture and Health



Environmental Value, Enhancement and Resilience



Opportunity Creation: Engagement, Education and Skills



Digital, Connectivity and Mobility



Business Growth, Jobs and the Future Economy



Sustainable Design Infrastructure, Resources and Energy

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Vision and Objectives

Meridian Water is the creation of a lifestyle, enhanced by a sustainable natural and built environment, which attracts a vibrant, diverse and prosperous community.

This lifestyle will be key to changing perceptions of the area and attracting the activities which residents and businesses value when considering investing.

The six themes will drive a holistic approach to creating this new lifestyle. The key objectives for the development are described below:



Environmental Value, Enhancement and Resilience

Meridian Water will reform the natural Lee Valley corridor north to south, creating open tranquil spaces, increasing access to nature for residents and a low cost resilience to a changing climate.



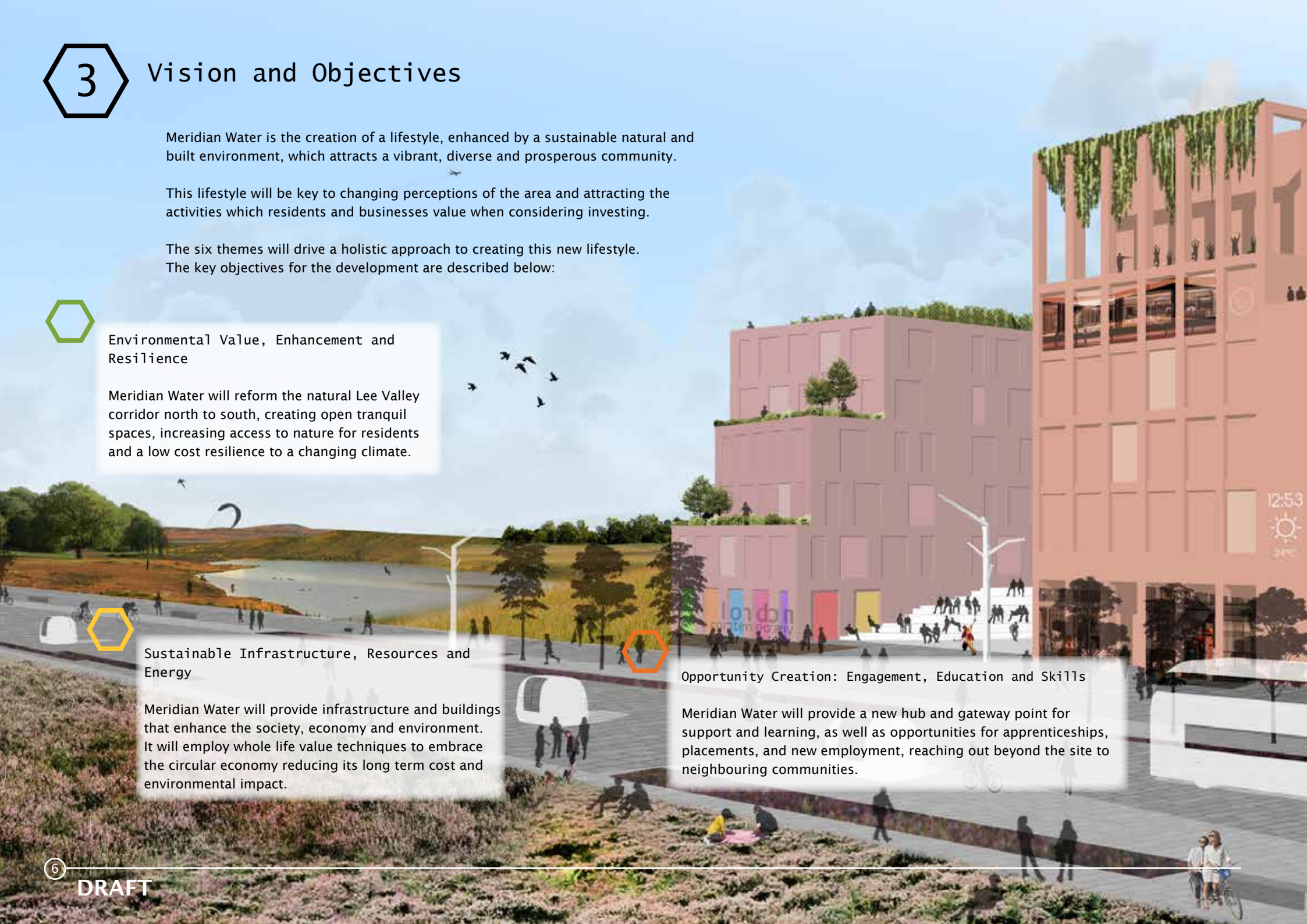
Sustainable Infrastructure, Resources and Energy

Meridian Water will provide infrastructure and buildings that enhance the society, economy and environment. It will employ whole life value techniques to embrace the circular economy reducing its long term cost and environmental impact.



Opportunity Creation: Engagement, Education and Skills

Meridian Water will provide a new hub and gateway point for support and learning, as well as opportunities for apprenticeships, placements, and new employment, reaching out beyond the site to neighbouring communities.





Lifestyles: Community, Culture and Health

Creating an aspirational lifestyle is essential for Meridian Water to achieve sustainable development and long term growth. It will be at the heart of creating a resilient community and will be the basis for investment by residents and business.



Digital, Connectivity and Mobility

Meridian Water will be at the forefront of new technology and be a test bed for future city approaches.



Business Growth, Jobs and the Future Economy

Meridian Water will accommodate 3,000 high quality jobs on site, creating a new hub of higher value, knowledge-based economic activity in Enfield, and creating a new significant business location for London.

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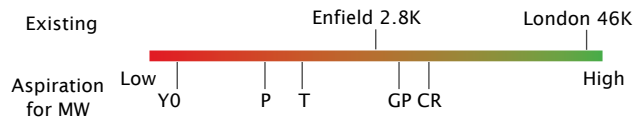
Challenges

Investment in Meridian Water is essential to meet the challenges faced by the existing community and re-establish lower and upper Edmonton as a prosperous city region. Baseline research indicates that the site needs to address the key challenges outlined below. The sliding scales indicate the current and aspirational position of Meridian Water against these key challenges through the stages of the development. These challenges, along with additional performance measures shown in section 9, and established in discussions with the Developer Partner, will form the measures of success. (A key is provided on pg 9)

Lifestyles : Community, Culture and Health

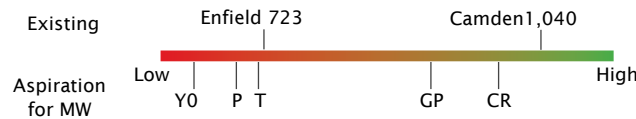
- Changing perceptions and increasing footfall

Number of people per day that visit an area - in thousands (Note: a perceptions study needs to take place in year 0 to set a baseline for the perceptions to be measured against)

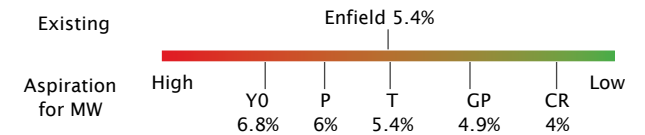


- Number of eateries, bars and cultural venues

Comparison of density compared with central London (numerical)

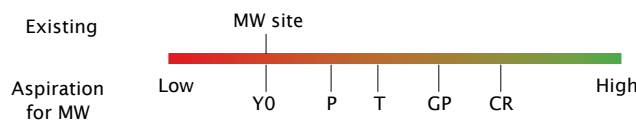


- Poor health levels: 6.8% of residents state they are in 'bad' or 'very bad' health



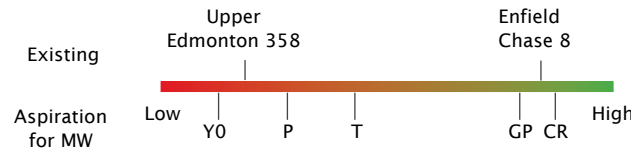
Environmental Value, Enhancement and Resilience

- The proportion of the site that is within the World Health Organisation's noise limits of 55 decibels

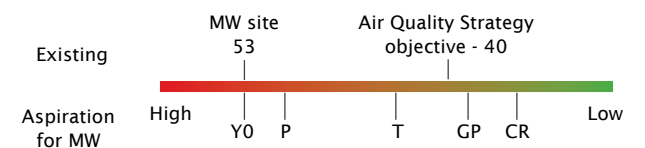


- Relative access to nature for residents

Compared with Enfield wards (score out of 625, 1 being high)

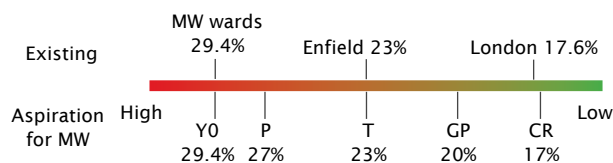


- The proportion of the site that is within the Air Quality Strategy objective of less than 40 µg m-3 for NO₂ and PM₁₀ (µg m-3)



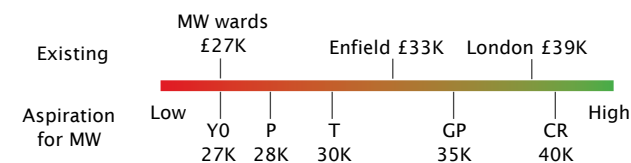
Opportunity Creation: Engagement, Education and Skills

- % of working age people with no qualifications

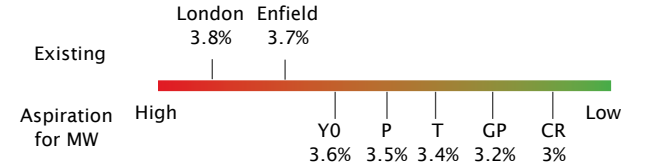


- Household income estimates

Across the Edmonton Green and Upper Edmonton wards (£ thousands)



- Total number of young people not in education, employment or training (NEET)

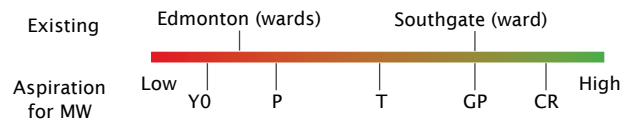


Key:
 Y0 = Year 0 GP = Growth and Prosperity **NB: Data sources listed on page 33**
 P = Pioneer CR = Continual Renewal
 T = Transition

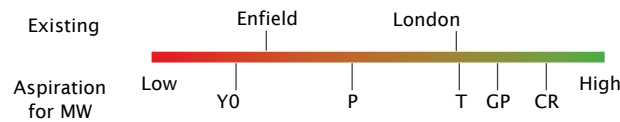
Digital, Mobility and Connectivity

Level of digital inclusion

(Based on digital inclusion map produced - see pg 33 for sources)

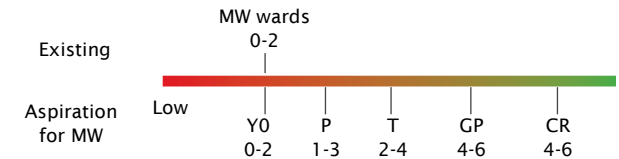


Average download speeds 20% less than the London average



Public Transport Accessibility Levels

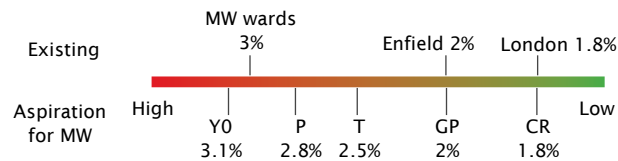
(0-6 scoring, 6 being excellent)



Business Growth, Jobs and the Future Economy

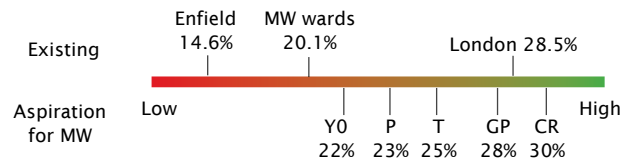
% of working age people who are unemployed

Based on Jobseeker's Allowance claimant data available at ward level (%)



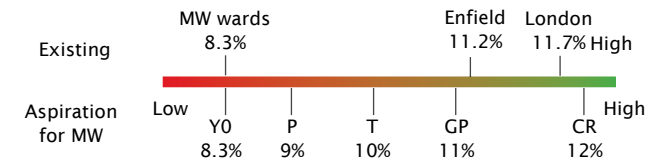
Number of knowledge-based industry jobs based in the area

Based on BRES data available at ward level (%)



% of working age population who are self-employed

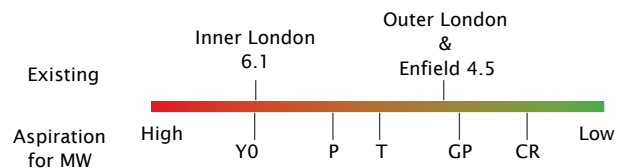
Based on census data, available at ward level (%)



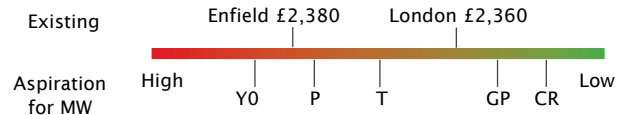
Sustainable Design, Infrastructure, Resources and Energy

Carbon footprint per person

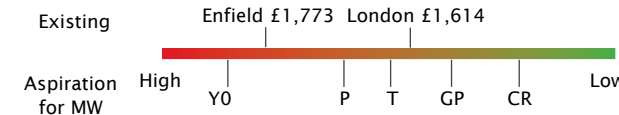
Measured in tonnes



Cost of private utilities (average total bills for energy, home insurance and car insurance) per person



Cost of local authority public services spend per person



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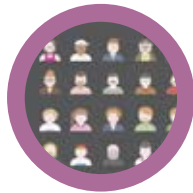
Opportunities

Whilst Meridian Water faces a number of key challenges it is also able to capitalise on the opportunities that its location, and nearby investment allow. Critically:

Lifestyles: Community, Culture and Health



Connected to cycle and foot trails to encourage active lifestyles



Highly culturally diverse community

Environmental Value, Enhancement and Resilience



Direct access to the Lee Valley Regional Park



Part of ecologically important corridor

Opportunity Creation: Engagement, Education and Skills



Good schools, training and higher education institutions supporting skills development



Close proximity to areas of London that have fostered creative and technology start ups

Digital, Mobility and Connectivity



Timescale coincides with trials that will embrace new modes of intelligent transport



Ability to deliver future proof ICT and broadband infrastructure

Business Growth, Jobs and the Future Economy



Space for expansion and new opportunities

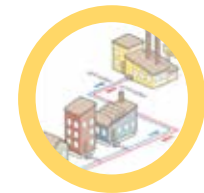


Readily available flexible workforce

Sustainable Design Infrastructure, Resources and Energy



Local infrastructure providing sustainable, cheap, plentiful energy



Opportunity to implement innovative and sustainable designs

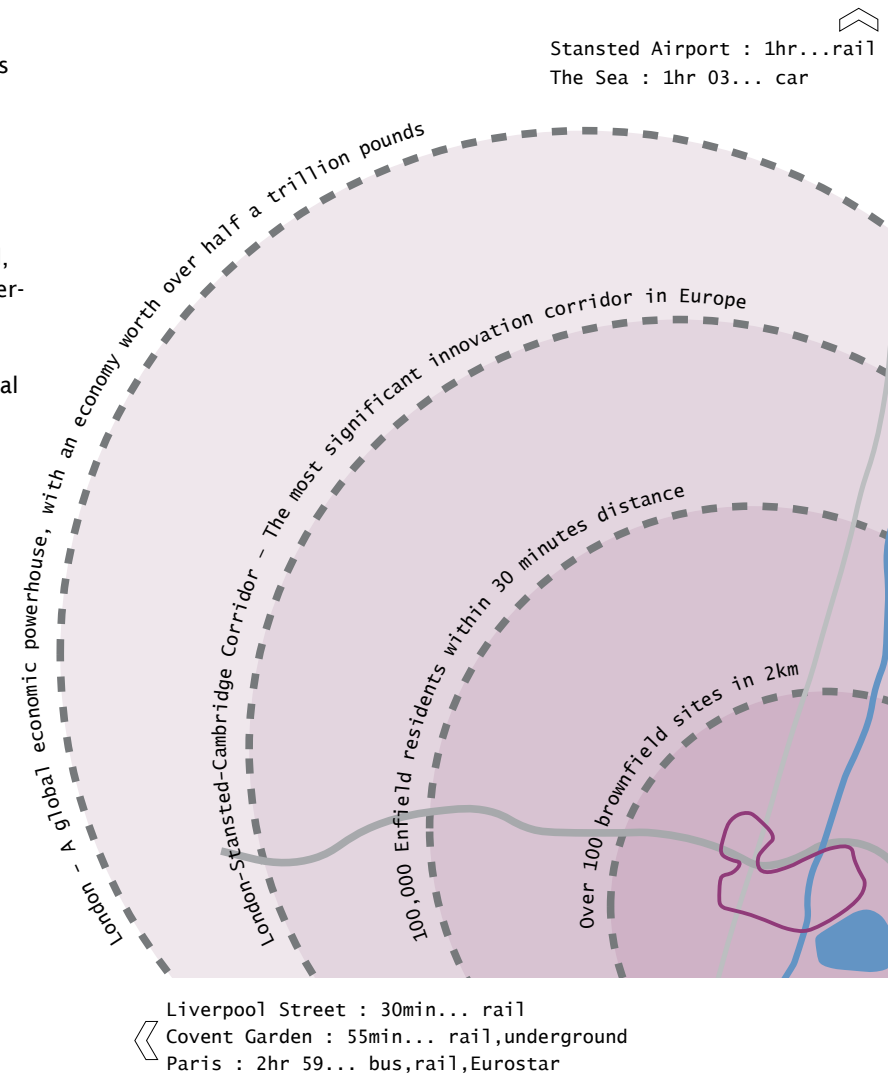
Opportunities: Economic Growth and the Benefits Beyond the Site

Meridian Water is an opportunity for the whole of Enfield borough. It will be accessed by **100,000 Enfield residents within 30mins on public transport** and will be uniquely accessible by cycle and pedestrian routes. It will be an opportunity that will inspire the whole of Enfield's community.

At a local level the new jobs and services offered through Meridian Water will serve and provide opportunities not only for the new residents within the development, but also for the surrounding communities, who will be encouraged to access the site through **high quality walking and cycling routes and good public transport links**. Ensuring that site opportunities reach beyond the site to neighbouring communities is a critical part of the framework, and many of the key performance measures used cover neighbouring communities in Edmonton as well as the site itself.

Meridian Water will accommodate a diverse business base which not only meets the demands of the local population, but meets London's evolving needs and connects to the London-Stansted-Cambridge corridor. This will provide at least **3,000 new high quality jobs** by attracting growing business to settle in the area and a Gross Value Added (GVA) in excess of £170m.

The development will also create a new urban hub and a high quality natural environment to create a new centre for the night-time economy, adaptable retail, urban markets, outdoor activity and water-based activity. This economic activity will stimulate opportunities across the borough, supporting jobs and commercial activity across Enfield and beyond.



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Delivery Mechanism

To deliver growth at Meridian Water an innovative new partnership will be established that draws on the input from the community, the local authority and the developer.

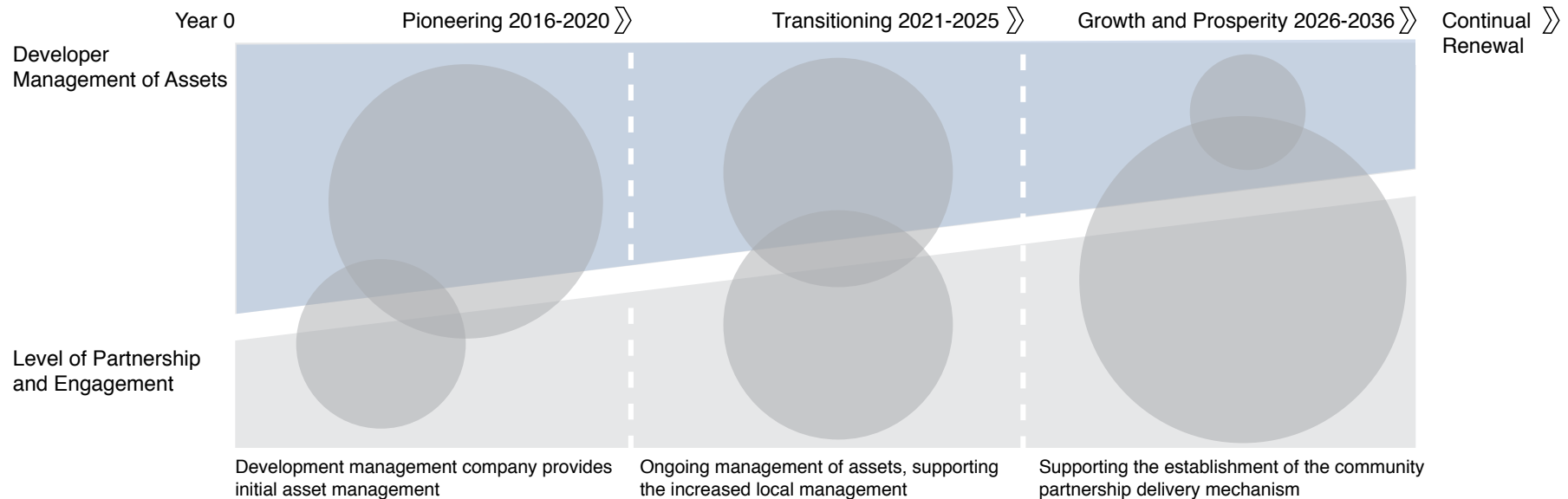
- **A community partnership delivery mechanism** will establish long term community buy in, flexibility and adaptability.
- **A whole value model** will seek to design out long term public and private costs.

A Community Partnership Delivery Mechanism

The long term success of Meridian Water will be enabled through increasing levels of community empowerment and stewardship. Community in this context is broad, to include existing and new residents, existing and new businesses, developers and regional partners as well as existing and new local stakeholders. What the community is will evolve with the development and continually redefine itself.

The partnership model will transition in size and scope as the development is built out. In the initial stages of delivery the developer takes responsibility. Over time a partnership is developed with the local community as their capacity to do so increases. The stages of transition are described further in section 7.

The emphasis in developing this model is to integrate the Community into an on-going mechanism that not only maintains a high quality, responsive, lifestyle focused offer but continues to identify ways to distinguish Meridian Water from other residential and commercial locations in London.



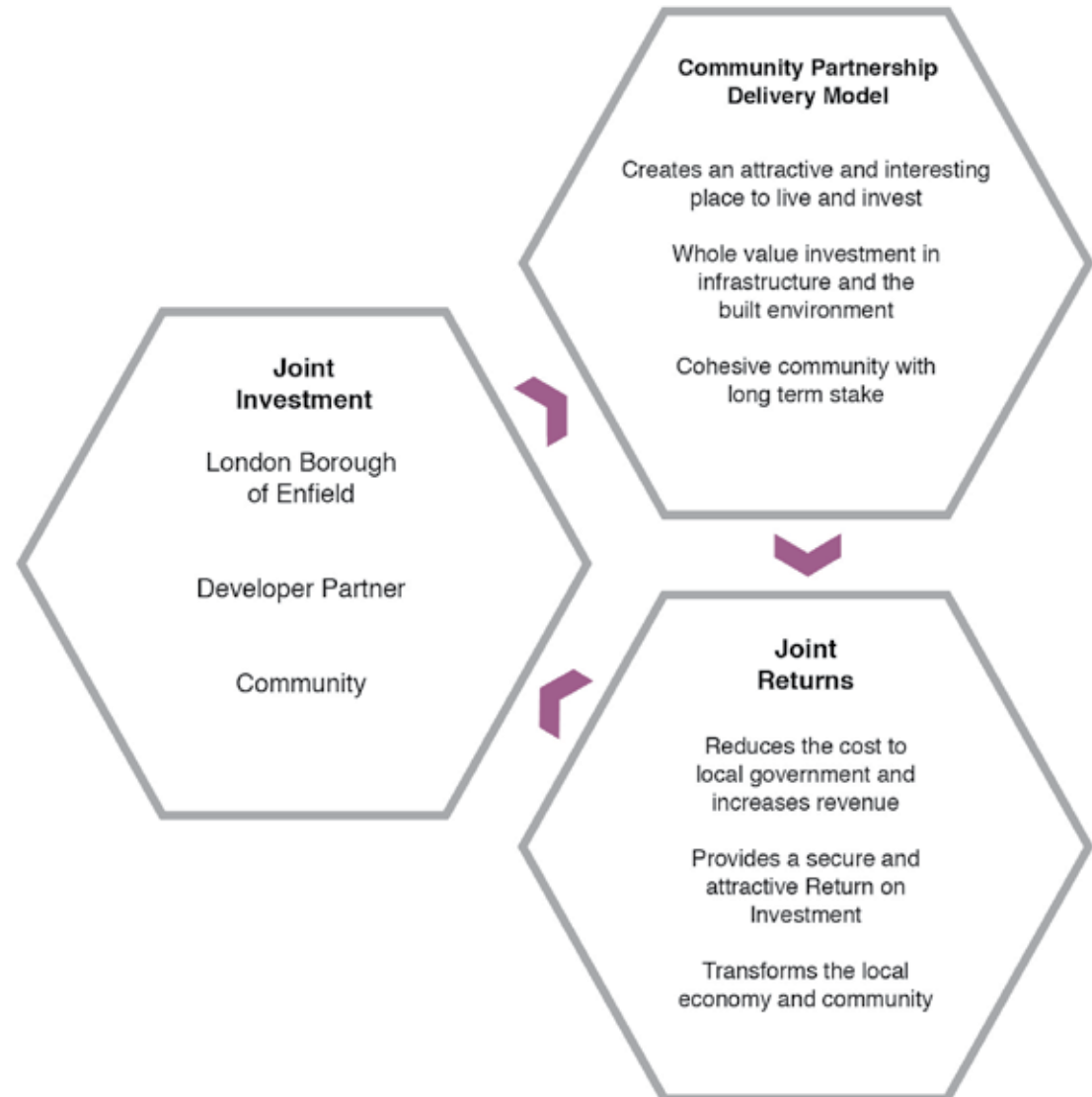
Whole Value Model

The joint investment made by LBE, developer and the community will be returned over the whole life of the development.

Return on Investment on the site is not only considered in the context of the direct financial value but in the whole value return. Most notably the development will look to reduce the long term cost of public and private sector services, by considering the overall long term benefit of investment in infrastructure and the built environment.

A joint investment will yield a joint return, as illustrated in the adjacent diagram. Each partner will incur ongoing costs and these will be considered in the context of their whole value. The council in particular will be looking at innovative ways in which initial investment in the development reduces the burden on council services such as social care, street maintenance, lighting or waste collection, whilst maintaining a high standard of services for residents.

This long term approach and delivery mechanism will steer the development through its key stages.



7a

Building through the Stages

This site will be guided by an overarching design code and distinct masterplans for each phase. The guiding principles within these will allow flexibility and experimentation as stakeholder needs evolve over time. Similarly to successful developments on the South Bank and in Kings Cross, transitional processes to encourage the natural development of community, culture, commerce and ecology will be embraced.

Year 0 (2016)

LBE and the preferred Developer Partner will establish the processes and mechanisms to deliver sustainable development and long term growth, in particular:

- **Form a dynamic partnership:** Establish a development team that can deliver the aspiration for Meridian Water.
- **Create a platform:** Articulate the long term approach to the development of Meridian Water and identify the plan for achieving it.
- **Draw support:** Engage key community and professional stakeholders in the process.
- **Attract funds:** Identify supporting funds to enable innovative pioneering activity.
- **Environmental standards:** Adhere to the highest environmental standards for the development from the start.

Pioneer 2017–2021

The foundations for Meridian Water will be built in the early stages. The perception of the site will have changed, focussing on its advantages through targeted pioneer uses during pre-construction and through the development of Phase 1. These uses will be flexible, move as the development is built out and reflect the growing prosperity of the area.

Critical to the Pioneering stage is to establish Meridian Water as an acknowledged destination for residents seeking the benefits of a new lifestyle offer, establishing a community and starting the commercial roadmap.

Key aims for this stage are to:

- **Change perceptions of the area:** The perception of the site will need to be addressed making it possible for people to visualise a future destination, community and place of work.
- **Increase awareness of Meridian Water as a place and destination:** Pioneering activity will generate over half a million visitors a year to the site.
- **Bring in different uses:** Diverse uses of the site will be established to help current businesses grow and to attract new businesses, cultural and leisure facilities to the area.

- **Develop the principles of accessibility and increase footfall:** New links to, and across, the site will be established opening up different uses and increasing footfall.
- **Create a lasting impact:** The Pioneer stage will provide a lasting legacy and enable the transition stage to build residential and commercial uses with confidence.

Transition 2022–2026

During Transition the temporary success stories from the Pioneer stage will lead to permanent homes, workspaces and facilities. Stakeholders will be engaged to create spaces that reflect their needs and form part of the ongoing delivery partnership.

There will be an increase in the scale of development which will create a local population capable of sustaining a more diverse range of uses. Use of cycle paths and pedestrian routes through the Lee Valley will become commonplace and Meridian Water will be used as a high profile testbed for innovative applications (examples of which could be driverless cars, high speed 5G enabled technology and Internet of Things). The aims will be to establish:

- **A new home:** Meridian Water will be home to over 10,000 people
- **A place for business:** Employment for over 1,500 Londoners and one anchor tenant.
- **Open space for all:** New parks and connections to the Lee Valley Regional Park.
- **A destination for daytime and night-time economy:** Over 2.5 million visitors a year.

- **Unique mobility:** Testbed for automated vehicles.
- **A digital exemplar:** High speed connectivity and Internet of Things (IoT) demonstrator.
- **A new environment:** Reflecting the ecology within the Lee Valley.

Growth & Prosperity 2027–2036

During Growth and Prosperity the development will accelerate in scale and form. What works and what doesn't for the site will be well understood and Meridian Water can be built out with greater confidence. The lifestyle and environment will attract business and residents to invest in the longer term.

The scheme will have managed significant environmental impacts, particularly noise, and implemented innovative uses of green infrastructure. Fuel mix will have shifted further to low emission vehicles and automated vehicles are likely to be increasingly common, changing the environment. The site will have increased diversity of flora and fauna that extends from the Lee Valley Regional Park. Where practical the Banbury Reservoir will be opened up for use and the established night-time economy will be looking to draw in residents from Edmonton, Enfield Town, Haringey and Waltham Forest.

The aims will be to create:

- **Accelerated development:** Peak of the build for housing and commercial use resulting in 8,000 homes.
- **The number one destination:** *The* place for day-time and night-time activity in North London.
- **Tranquil spaces:** Open tranquil spaces for outdoor activity.
- **Diverse retail:** Vibrant small and medium enterprise (SME) community and innovative spaces.
- **A business anchor:** Growing business sectors establishing 3,000 high value jobs.

Continual Renewal 2037–2056

By 2036 Meridian Water will be established. It will be a new central London neighbourhood surrounded by new development that extends through Edmonton and into Enfield.

Local residents across the Borough will have benefited from access to new prosperity, jobs and new amenities created by the site. The community will be established and increasingly self-regulated with continued buy-in from all. The area will look and feel part of central London, and share commonalities with the unique neighbourhoods in Hackney and Queen Elizabeth Park.

Over the next twenty years the needs of residents will change. Many will move out but some will stay. People will live longer, work for longer and have more active lifestyles.

The delivery mechanism and the flexibility of the buildings will ensure that changing demographics and needs of the community will be catered for in a dynamic and varied society.

By 2036 the site will be a well-known hub in a global city, home to a unique lifestyle that supports the continued prosperity of Enfield.

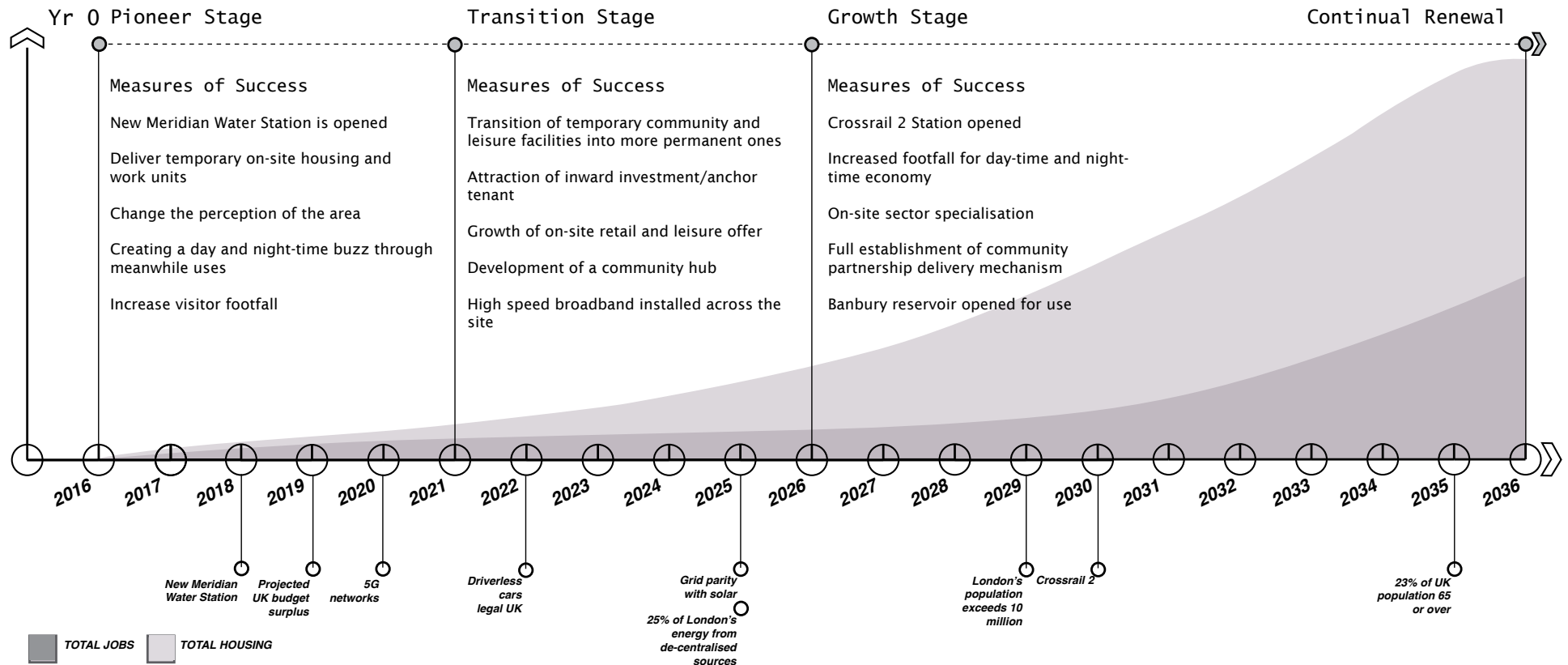
7b

Building through the Stages: Critical Success Factors

The community partnership delivery mechanism (section 6) will focus on how Meridian Water will evolve and adapt. The future success of this area will be established over a 20 year timeline and its benefits will be felt by future generations. The development will actively seek to manage increases in natural capital, a reduction in resource use per head and

cost of public services per head whilst delivering new homes and jobs. During this timeline we will see a number of important milestones impact on the site to which the development will react. Imperative to its success will be its flexibility and agility, continually meeting the aspirations and lifestyles of a growing and increasingly connected global population.

The timeline below reflects a plausible direction of travel for Meridian Water that combines the aspiration as of 2016, with projected changes in society over the next 20 years.





Taking Practical Action

To deliver this level of sustainable development and growth, practical action will need to be taken. This section discusses the approach to delivery against each of the six themes. A number of action areas have been identified that focus activity on meeting the challenges and delivering success within these six themes. The accompanying Action Plan (summarised in section 9) gives further detail on how these action areas will be addressed through a combination of projects and standards.



Taking Practical Action: Lifestyles, Community, Culture and Health

A Vision of an Active Urban Community and Lifestyle:

Creating an aspirational lifestyle is essential for Meridian Water to achieve sustainable development and long term growth. It will be at the heart of creating a resilient community and will be the basis for investment by residents and business.

Challenge

The current lifestyle in Meridian Water is significantly hampered by deficiency in economic, social and environmental value. Upper Edmonton, Edmonton Green and Lower Edmonton are ranked in the bottom 10% of the Greater London Authority (GLA) indicator for wellbeing with Upper Edmonton currently listed at the bottom of London wards. There are fewer cultural spaces, bars, restaurants per head than any other part of the borough and the crime rate in the area, particularly youth crime is above the borough average. Enfield as a whole supports over 55% of its private rented households with Housing Support against a 40% average for London. The number of residents that consider themselves to be in 'bad' or 'very bad' health in Meridian Water is higher than in the rest of Enfield and the average across London.

These levels of deprivation, lack of amenity and the current environment has established a perception of the area that does not align with the aspirations of the new neighbourhood. Currently the focus of the area is on an 'out of town' shopping area accessed by car and of industrial uses.

Opportunities

The area surrounding Meridian Water is culturally diverse with community events taking place in nearby community spaces. Enfield residents are more likely to visit an art event than many other London Boroughs and there are leisure facilities in the Lee Valley Regional Park. To the north and south of the site the park also provides open spaces and access to outdoor activity.

Action Areas

A new lifestyle will be established over a generation, gradually changing perceptions and increasing awareness of Meridian Water. This lifestyle will combine the benefits of a central London location with the connection that Meridian Water has to outdoor activity. Meridian Water will become a destination in the Pioneer stage through meanwhile uses. Its appeal will grow as phases are built out, the area is established and it will be recognised as a place for **day-time activity, night-time economy and outdoor leisure and culture**. The community that is created will be fostered by cultural spaces and whole life housing will support local and new residents through all stages of life.

The key Action Areas will be:

- **Governance** - Innovative models of governance that lead to a partnership between the developer, council and community.
- **Changing perceptions** - Creating new culture, leisure and arts uses on the site that will change the perception of the area and increase footfall.
- **Whole life approach** - Supporting a community of all ages.

- **Creating a daytime buzz** - Innovative and independent retail and cafés, cultural and entertainment at a level comparative to inner London, along with utilising the advantage of the Lee Valley Regional Park to draw visitors through the site and improve the health and wellbeing of residents.
- **Creating a night-time economy** - A sense of urban fun, built through pioneer activity and attracting visitors from across North London.



Inspired by . . .
Strijp-S, Eindhoven

Strijp-S in Eindhoven is a former industrial area previously occupied by Philips electronics. After Phillips' departure, the area covering 27 hectares was given back to the city and a major redevelopment programme established with a residential, commercial and cultural offering, known as the 'Creative City'.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

- **Governance** - Fundamental to Year 0 activities is to understand the community and develop an ongoing approach to engagement. The lifestyle, community, culture and health vision will be incorporated into early designs and pioneer approaches will be evaluated. A community panel will be established that can provide scrutiny of the proposals.
- **Changing perceptions** - Understanding the community will enable the development to react to the needs, aspirations and ongoing desires of the local and emerging community. A sentiment mapping tool can be used to understand how the perceptions are changing of Meridian Water and residents' sentiments towards it.
- **Changing perceptions** - Awareness of the site could be raised partially through a targeted wayfinding and marketing strategy.

Pioneer

- **Governance** - A stewardship role will be established for the panel, moving towards a greater partnership with the developer and the council.
- **Changing perceptions** - Pioneer daytime activities will need to be established that attract people to the site and change perceptions: potentially including food/farmers markets, immersive theatre, pop up cafés and restaurants to create a buzz around the site.
- **Changing perceptions** - An Activity Hub could be established in the Tottenham Marshes corner of the site. This Hub could encourage outdoor activity in the open space and on the river. Specific events may also be encouraged such as charity cycle rides that bring large numbers of visitors to the site.
- **Changing perceptions** - A night-time buzz will create a sense of fun and excitement about the development and change perceptions of the area. It should be a precursor to the events when the site is built out and encourage bars and restaurants to locate in the area. Specifically the team could attract secret cinema, provide an exhibition space, put on night time pop up food markets and

street feasts and utilise the river with bar barges.

- **Whole life housing** - Flexible and adaptable housing will be a clear principle for the housing on the site. The land could also be used for high quality modular temporary housing that can be moved as the phases start. This could create a sense of place and provide a unique home for residents.

Transition

- **Delivery partnership** - The stewardship will transition into a real partnership involving the resident and business community. It will engage a wide range of stakeholders and continue to adapt the delivery of the development to ongoing changes.
- **Creating a daytime economy** - During transition the successful pioneer activities will be transitioned into more permanent spaces. Events will be more ambitious, building on the footfall and new perceptions of the area. A Meridian Water festival will be established once a year and pop up theatre shows and concerts will be held in public spaces.

- **Creating outdoor attractions** - The Activity Hub could be transitioned into an activity centre for the Lee Valley linking with other similar centres up and down the navigation.

- **Creating a night-time buzz** - A night-time buzz will continue and spaces will be created for bars and restaurants. Priority could be given to innovative and interesting approaches and small businesses should be encouraged.

- **Whole life housing** - Flexible and adaptable housing will continue as a clear principle and approaches to healthcare provision will be considered in more detail. Concepts to reduce social care costs will be considered, and to provide high quality homes for people who need them.

Growth and Prosperity

- During transition the success of the framework will be assessed and revised to target key areas of growth. The lifestyle activities will be profitable creating greater buy-in and choice. Longer term investment strategies can be explored with partners.

Taking Practical Action: Environmental Value, Enhancement and Resilience

A Vision of a Tranquil, Connected and Resilient Environment:

Meridian Water will reform the natural Lee Valley corridor north to south, creating open tranquil spaces, increasing access to nature for residents and a low cost resilience to a changing climate.

Challenge

The current environment at Meridian Water is not suitable for the aspirational lifestyle that will enable the significant regeneration that is needed in the area. As well as reinvigorating the local ecology, improving the environment is essential to support the improvements needed in health and wellbeing.

In particular the proximity of the North Circular and Meridian Way create significant noise and air quality impacts which are only slightly mitigated by existing buildings. Much of the site suffers from poor land quality from legacy uses (in particular hydrocarbon storage) and poor water quality from legacy industrial uses. There is limited green infrastructure connectivity across the space to link existing ecology. There are also odour issues from waste water treatment and solid waste storage, transfer and treatment adjacent to the site.

The site will also need to address major trends that will affect the environment, particularly those associated with climate change.

Opportunities

The site is surrounded by unique ecology. The western part of the site supports a number of rare species and the Lee Valley Regional Park is home to Sites of Special Scientific Interest in the north and south. Thames Water has invested in reducing the odour from the Deephams Sewage work taking Meridian Water out of its impact area.

The River Lee Navigation, River Lee, Pymmes Brook and Salmons Brook all provide potential green corridor options and will form a significant part of a sustainable drainage and resilience strategy. There is also expected to be a shift in transport to electric and lower emissions vehicles which will support improvements in air quality.

Action Areas

The focus of the framework for environmental value is in two areas. The first is in the approach to natural capital within the design code, phase masterplans, building and infrastructure design. The Developer Partner will integrate the ecology of Lee Valley Regional Park into the site. This will be through garden roofs, planting and green spaces. The blue infrastructure will be rejuvenated to service an active and healthy community and establish green corridors. Design will enhance air quality, minimise noise and odour to create a sense of urban wilderness (high density housing in a natural space).

The second is engaging the community to create new spaces and connections to the environment in meanwhile and in built form. The developer should establish community planting that increases in scale and is made permanent during transition and growth. The natural environment will also be more accessible, through initiatives such as; increased numbers of cycle paths (described in section 9d) or the introduction of the Activity Hub (described in section 9a).

The key Action Areas will be:

- **Natural capital plan** - Establishing

attractive and usable corridors across the site to facilitate healthy lifestyles.

- **Community engagement in environmental value** - Early stage engagement that transitions to permanent involvement in natural assets.

As the phasing of the development is built out the environment will be improved accordingly. A priority should be given to proving improved access to open space in the early stages to support the change in perceptions outlined in the lifestyles section.



Inspired by...
Elephant & Castle

A network of community gardeners and growing spaces led by three local residents that was set up in 2011, to make use of the opportunity to run a community garden (the Mobile Gardeners' Park) within Southwark Council's redevelopment zone. The organisation's aim is to turn 'neglected spaces into vibrant gardens' through allotments, pocket parks and similar.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

The approach to the natural environment will be established from Year 0. The key actions will be:

- Community engagement in environmental value** - There is potential to tie temporary projects into the greening of Edmonton. This would have a compound effect enabling community activity and supporting the improvement of the public realm. Greening in Edmonton would provide the first step towards creating the 'urban wilderness' lifestyle and a transition of Meridian Water to the open spaces to the west.
- Natural capital plan** - The value that is needed from the natural environment will be assessed and an effective strategy for delivering this value will be implemented. The focus will be on the ultimate return on investment but will also ensure that the natural environment is thought of as the first solution rather than the last.

Pioneer

During the Pioneer stage the ecology of the Lee Valley should be drawn into the site:

- Community engagement in environmental value** - The community will be key in managing the green space and healthy lifestyle for which Meridian Water will become known. Initiatives can engage the community such as growing clubs like 'Mobile Gardeners' at Elephant and Castle and the trees that will be used in the rest of the site could be grown to semi maturity in land allocated for later phases. Community cohesion could be supported by community allotments, allowing existing and new residents to come together. There is the potential to twin this activity with a community restaurant, where residents are offered 'dining discounts' in exchange for produce.
- Natural capital plan** - Green roofs and walls should be designed in from the outset and early planting of trees will create a level of maturity for later stages.

Transition

In transition the linking of green corridors should be designed and their use as resilient assets will be incorporated across the development:

- Natural capital plan** - Critical to the sense of space and public ownership of the 'urban wilderness' lifestyle is the transition to open space both temporally and spatially. At all stages in the development priority should be given to this access. Climate impacts will have a significant effect over a 40 year lifestyle and the use of blue/green infrastructure will be key in ensuring resilience. A landscape strategy will be a vital part of resilience on site and will incorporate an ecosystems goods and services approach.
- Community engagement in environmental value** - The planting can be transitioned to a more long term approach and urban wilderness planting may be encouraged.

Growth and Prosperity

The community partnership delivery mechanism will help to shape the maintenance regime and ongoing environmental enhancement in Meridian Water. The active use of the green space will be established and schools will participate in activities on site:

- Natural capital plan** - The ongoing focus on green infrastructure should not mean additional costs. The use of wild planting and native species will reduce the cost of maintenance whilst enhancing the overall biodiversity and achieving 'urban wilderness'.

Enfield council has also produced a Meridian Water Environmental Sustainability Action Plan that is closely aligned to this theme.



Taking Practical Action: Opportunity Creation: Engagement, Education and Skills

A Vision of New Opportunities, Shared Knowledge Transfer and Individual Growth:
Meridian Water will provide a new hub and gateway point for support and learning, as well as opportunities for apprenticeships, placements, and new employment, reaching out beyond the site to neighbouring communities.

Challenge

The wards of Edmonton Green and Upper Edmonton are amongst the 10% most deprived in England. Skills levels are low, and there are particular barriers to employment faced by many local residents including poor English language skills and residents holding qualifications gained overseas that are not recognised in the UK. With a relatively young population living in this part of the borough, many with young families, childcare is also a particular challenge and lack of childcare facilities in some cases represents a barrier to employment.

Meridian Water will create new private sector employment and training opportunities on site, as well as having the potential to offer a gateway to new services and support such as higher education outreach, and employability support services. The critical challenge will be in ensuring that these services enable local communities to benefit from the significant economic opportunities that Meridian Water will offer.

Opportunities

Enfield performs strongly on education indicators, and local schools around the Meridian Water site achieve strong Ofsted scores and perform well against key educational attainment measures. This gives a very strong education and training foundation on which to build, particularly considering that school leavers over the coming decade will comprise a significant proportion of the local workforce at the time that many new jobs are created at Meridian Water.

The local area has a young local population base, with a relatively large number seeking employment, providing a significant opportunity for well-designed interventions to successfully match local people to new job and enterprise opportunities at Meridian Water, supported by the skills and employability development that they require.

Action Areas

To ensure opportunities for local communities are maximised, well-designed interventions are needed that make it easy for local people to apply for apprenticeship and job opportunities, as well as developing the training and employability skills they need.

The key Action Area will be:

- **Skills Roadmap** - Establishing a roadmap with key interventions that enable local residents to access the opportunities on site and in the surrounding area.

The Built Environment Training Centre is an essential cornerstone project under this theme. Construction activity and employment on site over the coming years is one of the known economic benefits that Meridian Water will provide, and the training centre will ensure that local people are best placed to access the training and employment opportunities that site development will create.

As part of a wider skills development plan, site stakeholders should also work alongside local schools, colleges and universities to ensure that young people are developing skills relevant to local sectors, and that young people can

engage with local businesses and business opportunities, throughout their education.

The development of an Employability Hub Scheme could provide a similar role across a wide range of sectors, supporting local people to understand the training and employment opportunities available across Meridian Water, supporting them to access opportunities and apply for positions, and offering support around training and employability skills.



Inspired by...
Newham Workplace

Newham Workplace is the most significant local employment and training initiative delivered in London in the last decade. Established in 2007 to respond to the upcoming opportunities created at Stratford City and the Olympic Park, Newham Workplace was funded in partnership between LB Newham, Westfield (through S106) and LDA/GLA.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

- **Skills roadmap** - A skills roadmap should be established that enables all stakeholders to understand the barriers to employment and skills uplift. It would help to influence the local school and further education curriculum to focus on emerging London opportunities. In particular the roadmap could map existing provision and gaps to hardest to reach communities.

Pioneer

During the Pioneer stage early interventions will introduce local people to the opportunities that will be available on the site. An example of the projects that may be considered at this stage are highlighted below.

- **Built Environment Training Centre** - An aspirational training centre that will provide the skills to access built environment jobs during the construction of Meridian Water (and beyond) and more broadly across the built environment sector. It will teach entrepreneurship and business skills so that leavers are able to start their own businesses. In pioneer this centre may be largely virtual with temporary accommodation as part of the early works.
- **Employment hub scheme** - A hub could provide basic skills training, adult learning opportunities and linking people into apprenticeship schemes, as well as exploring and seeking solutions to more specific employability barriers facing local residents. It could focus on enabling local residents to access the new jobs that are created on the site and work with new businesses as they join the community to meet their skills need.

- **Higher education capacity** - Relationships could be developed with education providers to map skills for Meridian Water. During Pioneer anchor businesses will be courted and their needs will be worked through with these providers. This could augment the highly skilled London workforce but also enable local residents to access these new jobs.

- **Pre-18 engagement** - Engagement with local schools and colleges could be considered to involve them in the development and to ensure that the local community is aware of the upcoming opportunities.

Transition

- **Employment hub scheme** - As new businesses relocate commitment could be secured to engage with employment brokerage and training programmes. The employment hub could support the relocation through easing the recruitment process for companies.

- **Higher education capacity** - Continue to build capacity and assess the need for on site education and training offer. There is the potential to enable pop up higher education facilities on site creating a stronger link to the new community,

changing perceptions and increasing awareness.

- **Built Environment Training Centre** - A more permanent home will be established and sponsors and partners will be brought into the project. A vertically integrated centre will provide not only training but access to workspace, secure lock up facilities, and where practical will partner with construction suppliers.

- **Pre-18 engagement** - Schools and college engagement can continue, providing work placement and apprenticeship opportunities.

Growth and Prosperity

- **Employment hub scheme** - The mechanisms that have been established to enable opportunities to be captured will be refreshed as part of the ongoing management of the area. The Built Environment Training Centre is likely to be a stand alone entity at this point.

- **Higher education capacity** - Degree level qualifications will be available through the roadmap in relevant disciplines from the Meridian Water site.



Taking Practical Action: Digital, Connectivity and Mobility

A Vision of an Evolution in Digital, Connectivity and Mobility: Meridian Water will be at the forefront of new technology and be a test bed for future city approaches.

Challenge

Currently Meridian Water is an area with low connectivity, in mobility and digital terms. Broadband rates are on average 80% lower than the rest of the borough and the surrounding communities are rated as some of the most digitally excluded areas of the borough by the Local Authority Association.

Public transport accessibility is also low across the site with the highest passenger transport accessibility level (PTAL) at 2 and large areas of the site with very limited access. Pedestrian and cycle routes are limited and do not sufficiently connect residents from Edmonton and Upper Edmonton to unique assets such as the nature of the Lee Valley Regional Park.

Opportunities

The area is well served by the North Circular and as such is advantageous for commercial activity dependent on road access. In 2017 a new station will increase rail capacity to the City of London, Stansted and Cambridge. Proposals for Crossrail 2 will see further capacity reach the site by the mid 2030s. New bus routes will also improve accessibility across the site.

Meridian Water will be built during a period of advancement in digital and transport technology. There are two key triggers that are likely to accelerate digital applications: development and implementation of 5G networks and Internet of Things systems architecture.

Meridian Water will need to track and capitalise on these developments to attract leading businesses and London's growth sectors. It will be able to integrate new technology into the scheme from the outset.

Action Areas

This new city neighbourhood will benefit significantly from new transport connections but to become a new hub it needs to be a destination. Digital connectivity and mobility on the site will be as important as mobility to and from the site. Residents and businesses will not only expect high speed connectivity but will expect digitally enhanced service provision, empowerment of the community and the embracement of new approaches and business models. The development should look to align with the emerging future cities concept and establish Meridian Water as an exemplar. This will support activities that mean Meridian Water is recognised globally and attracts investment.

The key Action Areas will be:

- **Digital Strategy** - Establishing a digital strategy that implements an innovation process and specifically supports the emerging needs of businesses and the community. This mechanism will support the identification and implementation of technology demonstrators that will attract growth sectors and improve the lifestyle offer.
- **Navigation and connected community** - Active transport should

be prioritised and innovation embraced. Movement corridors will be preferred to traditional streets and transport options must support the air quality objectives. This should encourage the provision of e-vehicle charging hubs, car share, electric autonomous last mile vehicles but most importantly, cycling and walking.



Inspired by... Internet of Things, Milton Keynes

The UK's first city-wide, open access Internet of Things (IoT) network was established in conjunction with Milton Keynes Council, BT, Open University and the Connected Digital Economy Catapult to explore how the IoT could be used in cities to develop new services. The project plans to develop sensors for pest control, and monitor cycle traffic and footfall across the city to build a better understanding of how people move around the urban environment.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

Meridian Water should set out an approach which enables technology advances to be captured. During Year 0 the following action areas will be addressed:

- Digital strategy** - The digitisation of Meridian Water should be managed through a long term approach. It could incorporate the council's desire to digitise its service and might ensure that the approach, systems and infrastructure are established. It could also focus the attention of the development on how emerging technology is incorporated and how it will attract growth sectors.

Pioneer

During the pioneer stage projects that will support the digital strategy and navigation and connected community approach will be initiated. These could include:

- Digital strategy** - During pioneer Meridian Water could be offered as a sharing economy demonstrator. This is to create awareness and generate footfall. A competition could be held that inspires businesses to take part and utilise the space for innovative sustainable services. The development could tap into LBE's already established digital awareness and inclusiveness programme. This would provide space for drop in activities and again create footfall. At this stage the development could also consider how it will prepare for 5G and Internet of Things technology.

- Navigation and connected community** - Linking with Cycle Enfield, Meridian Water could be held up as a cycle destination, with great cycle routes. This would provide a dual purpose to increase footfall and create access to healthy lifestyles. This connection with current activity would also help to link the project to the rest of the borough. From the outset cycle and car share could be integrated into the site. Where practical this should link with established clubs.

Transition

The digital strategy and navigation and connected community approaches will be embedded to keep Meridian Water at the forefront of future cities concepts and enable a sustainable, active and connected community. In transition further expected advances could lead to the following actions:

- Digital strategy** - Meridian Water could embrace Internet of Things - supporting the expansion of organisations creating growth in the IoT market (Enfield is home to innovative companies such as Metaswitch) and implementing IoT and cloud data access as a core principle in the provision of services. Early adoption would mean Meridian Water can be a testbed for new technology, attracting businesses in this space.

- Navigation and connected community** - Meridian Water should be offered as one of the first commercial applications of last mile autonomous vehicles. The iconic introduction of these vehicles in Milton Keynes and Greenwich has brought global interest. Meridian Water could be a shared space. Whether that be shared homes as hotel rooms, shared workspaces, night-time spaces as daytime meeting rooms, evening restaurants as

morning catering kitchens and travel will be shared e.g. taxis, cars, cycles or autonomous vehicles. Viewed in this way Meridian Water could create cumulative and combined opportunities to maximise the collaborative economy, thinking about space in this new way and offering services that uniquely suit the lifestyles that this offers. The use of established platforms will be encouraged but where there are gaps developers and private owners will be encouraged to come together to create a shared platform that can be used across the site.

Growth and Prosperity

The digital strategy and approach to navigation and connected community will need to be flexible to enable changes in technology to be assimilated into the site. The community partnership delivery mechanism should enable decisions to be made at all stages to the development that suit the current and emerging business and residents' needs.



Taking Practical Action: Business Growth, Jobs and the Future Economy

A Vision for Self Sustaining Business Growth and Shared Prosperity: Meridian Water will accommodate 3,000 high quality jobs on site, creating a new hub of higher value, knowledge-based economic activity in Enfield, and creating a new significant business location for London.

Challenge

Across Enfield, workplace based income is weak compared to London as a whole and the borough needs a new high quality business location. In the area around Meridian Water, employment has fallen in the last decade, enterprise levels are significantly lower than across London, and local wages remain much lower than the London average. Unemployment levels increased far more than across England during the economic downturn, reflecting a lack of economic resilience in the business base.

The current business base around Meridian Water is dominated by retail, logistics and lower value manufacturing. Whilst these sectors are important to the local economy and London as a whole, the area needs to diversify to attract and accommodate more of London’s growth sectors such as ICT / digital media, low carbon, life sciences, and professional services. As well as creating higher value jobs, this will help the local economy to be more resilient during any future economic downturn.

Opportunities

Meridian Water has significant potential as a business location. Accessibility to the site is strong given its location on the A406 North Circular, and the new train station opening on site. Property costs compared with other parts of London are lower, and the quality of life offer at the site will be comparatively strong, given the retail and leisure uses embedded in the Meridian Water scheme. The strategic location, close to central London, and within the London-Cambridge-Stansted innovation corridor, make the site well placed to develop local clusters within one or more key high-value sectors. The position within Enfield means that as well as the large population in neighbouring communities seeking employment, there is easy access to over 100,000 Enfield residents within 30 minutes travel time to the site. The new employment opportunities create significant opportunities to enhance income levels and quality of life for employees residing not just within the site but within surrounding communities and across the whole of Enfield.

Action Areas

Delivering 3,000 high quality, well paid jobs at Meridian Water is a key challenge, and will only be achieved through a range of approaches which secure all the elements required for a successful business location. Fundamental to the task is the creation of a high quality business environment, positive perceptions about the location and a strong retail and leisure offer close to businesses, as well as securing a mix of key sectors, and one or more anchor tenants that help to encourage a degree of clustering.

The key Action Areas will be:

- **Enabling 3,000 new jobs** - Development of business clusters and development London’s largest open access workspace for professional makers.
- **Construction opportunities** - Supporting local individuals and businesses to maximise the benefits generated by the construction activity on site.
- **Retail development** - Evolving strategies to manage attraction of **anchor tenants** and relocation support.
- **Supporting businesses** - Enabling close engagement with the business community.

In the early phases of development, it is likely that many residents will commute to other London hubs for employment. In the longer term growth, however, harnessing their potential alongside greater enterprise within the current population, will bring about the transformational change required in Meridian Water.

Inspired by... Kings Cross

When Kings Cross Central Partnership was established, significant consultation with businesses across London was undertaken. This included talking to the types of companies who might locate in the area (whether they had the intention to move or not). A business forum was also established as an interface between developers and companies.

The partnership and developers recognised the importance of the ‘long game’ setting solid foundations for growth and investment. Kings Cross is now arguably London’s most rapidly growing business location. The attraction of Google, alongside the Francis Crick Institute, The Guardian, UAL, and LB Camden has created significant employment and a hub of commercial activity.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

- **Enabling 3,000 jobs** - Soft market testing with potential occupier companies and sectors should be started early. Plans could be developed for zoning employment offer to ensure the right space is available at the right time. Any gaps within the offer which are currently barriers to inward investment should be confirmed (Energy, Accessibility, Connectivity) and prioritised. Meridian Water should be part of the London and LSCC economic conversation, to increase its profile in chamber of commerce across London. Development team should seek out high level opportunities to speak at conferences and events.
- **Retail development** - Early stage retail strategy could be established.
- **Supporting businesses** - Local businesses should be engaged with and the changes discussed.
- **Construction opportunities** -The developer should articulate their approach to supporting local supply chains and employment.

Pioneer

- **Enabling 3,000 jobs** - During the pioneer stage new spaces and interventions will change perceptions of the Meridian Water as business location. The development could:
 - Articulate the business development proposition for delivering 3,000 jobs.
 - Support new models of **flexible workspace**, capitalising upon existing strengths as well as supporting diversification. It will apply to the London Regeneration Fund application (with Building BloQs), to support the growth of creative workspace activities that encourage the growth of micro-entrepreneurship and job creation.
 - Establish the first phase of a **business partnership** which can grow as the area develops.
 - Identify sites that will enable clustering of key growth sectors.
- **Retail development** - Pop up space could be encouraged to support new jobs and retail opportunities. It could enable new businesses to establish that can transition to permanent retail offers.

- **Supporting businesses** - Business engagement will continue and relocation activities could potentially be established as phases are beginning to be built out.

- **Construction opportunities** - A manufacturing and construction support programme could be set up to support local businesses to provide the capacity for development. Alongside this the developer could establish meet the buyer supply chain events.

Transition

- **Enabling 3,000 jobs** - Successful pioneer businesses could be transitioned in this stage. The clustering could be increased and the workspace could be created that will provide space for growth sectors. The early stage partnering and business development could translate into businesses locating to the site with at least one key anchor tenants established. A business forum could be set up, to support transition and continued growth in the area.
- **Retail development** - A retail strategy could focus on creating a vibrant city neighbourhood supporting innovative local businesses and retail offer. The council may retain ownership of significant parts

of the retail offer to be able to support this activity. Alongside this, finance and cooperative options should be developed to enable these businesses to get over sometimes difficult early stage cash flow issues. A unique digital offer will be a key part of the shared marketing of these businesses and their needs should be addressed in creating footfall.

- **Managing commercial sector change** - Relocation will need to be factored in for some businesses on site and options will need to be discussed as early as possible.

- **Construction opportunities** - The supply chain will be increasing in size and opportunities should continue to be made available to local suppliers.

Growth and Prosperity

- The business and employment growth will be embedded, capitalising upon successes, delivering additional, appropriate, flexible workspaces and establishing clusters of new industries. These businesses will be linked directly to specialisms in smart technologies and built environment.



Taking Practical Action: Sustainable Design, Infrastructure, Resources and Energy

A Vision of a New High-Quality, Sustainably Serviced Urban Quarter:
Meridian Water will provide infrastructure and buildings that enhance the society, economy and environment. It will employ whole life value techniques to embrace the circular economy reducing the long term cost and environmental impact.

Challenge

Enfield Council as with all local authorities is facing a squeeze on spending, affecting what it can spend on resources and services. Its largest single expenditure in 2014/15 was housing and council tax benefits at nearly £300m. With other significant costs for adult social care, council housing, community housing, environment, public health, education and regeneration, leisure and culture it needs to address public expenditure in new ways.

Private utility costs have fluctuated over the medium term but the longer term trend has been for basic utilities such as energy and water, and others such as internet connectivity, to increase. Households and businesses are looking for consistently low costs to minimise expenditure and ensure security. Increases in these costs have a larger impact on individuals with fixed or low income and increases their need for support.

The development will need to meet the changing policy direction for a sustainable built environment. As well as reducing cost the approach will deliver a low carbon alternative that companies of all sizes are looking for.

Opportunities

Meridian Water will be able to take advantage of locally available infrastructure to create a sustainable built environment. In particular it will take advantage of the Lee Valley Heat Network as a low cost source of heat and can (where practical) utilise heating and cooling from the rivers and brooks. The price point for solar technology is also reducing and new innovative solutions are available.

The introduction of a smart grid and lighting technology and waste tubes can also be evaluated to determine cost effective long term solutions. The ability to implement these innovations and minimise build costs is also becoming more apparent through the use of building information modelling and design for manufacture and assembly techniques.

Action Areas

The active decision to not have a fixed masterplan means that the site can adapt as new techniques, materials and technologies will develop over the phasing of the site. The design code will therefore be flexible to accommodate this approach for buildings. However, the provision of infrastructure will be established on the basis of the development as a whole. Passive provision and easy access will be considered to enable easy maintenance and upgrade, and decisions will be made considering whole life value.

The development will commit to the review of whole life value, demonstrating the cost of the design to the council, developer and the new community. Meridian Water will engage the community early to support community approaches that reduce the overall cost and improve the overall sustainability of the development. Effort will be made to create a more self-sufficient neighbourhood and the approach will be in keeping with the increasing sustainability requirements of the global business community.

The key Action Areas will be:

- **Whole value approach through high**

quality design - Ensuring that decisions consider the ongoing operational costs and also the costs of services to the local council.

- **Energy future** - Reducing energy usage and cost.
- **Waste management** - Improving the management of waste and reducing the



Inspired by...
The Big U Network, New York

The Big U will become a protective system around Manhattan, driven by the needs and concerns of its communities. Stretching from West 57th street south to The Battery and up to East 42th street, the Big U protects 10 continuous miles of low-lying geography that comprise an incredibly dense, vibrant, and vulnerable urban area. The proposed system not only shields the city against floods and storm water; it provides social and environmental benefits to the community, and an improved public realm.

In order to successfully deliver the Action Areas that will facilitate the change at Meridian Water, various projects will be required. A full list of proposed projects and standards (within their Action Areas) is provided in the Action Plan that accompanies this Framework. The interventions illustrated below are *indicative* to demonstrate how they could transition the area from Year 0 to Growth and Prosperity.

Delivering Action

Year 0

- **Whole value approach through high quality design** - The sustainable long term approach to design and infrastructure should be integrated into the early stages of the design process. Consideration could be given to wider implications of decisions and whole value design will be integrated into the viability model. This will ensure that decisions consider the cost to the site and also the costs to the LBE of providing services. The concept of digital government will be incorporated into planning, design and procurement. This will identify the use of Building Information Modelling (BIM) and city wide models.

Pioneer

As with Kings Cross the approach to infrastructure will come first and this will enable a dynamic approach to be taken over the life of the development within the framework of low maintenance, whole life value infrastructure. During Pioneer early innovations will be tested and fixed infrastructure will be assessed:

- **Whole value approach through high quality design** - During the Pioneer stage the whole value model could be developed to enable greater decision making across the site. Tools such as

BREEAM Communities could be used to ensure all aspects of sustainable design are considered across the development. A carbon model could also be established to look at savings that can be made and the potential risks to the development in the longer term.

- **Energy future** - Alongside establishing a design code for adopting zero carbon home standard by 2020, early engagement should be sought with suppliers of energy to minimise the overall cost and impact. The Lee Valley Heat Network alongside suppliers for open water heating and cooling could be engaged. It is expected that solar PV will be explored and that support will be given to local businesses. Smart lighting and smart grid technology may be adopted.

- **Waste management** - A circular economy approach to waste management across the site could be taken. Targets for reuse and recycling will be set during construction and operation but the approach can go further to engage the wider business community. Local businesses and community should be engaged in the circular economy. Waste could be minimised through the introduction of bring back schemes and sharing economy could be encouraged. Waste collection costs should be

minimised where practical by looking at innovative solutions such as Envac. On-site composting should be part of community growing.

Transition

The innovation process will be key to delivering long term value and new approaches will be adopted as they become viable during this phase. The following will be tested:

- **Whole value approach through high quality design** - Design will be considered in the context of re-purposing building. A level of flexibility should be considered to increase density at a later date. The types of housing will also be considered to be able to change the property type depending on demand.

- **Energy future** - There will be an installation of the best practical solutions and a commitment to continual improvement.

- **Circular economy** - This could become an integral part of the business offer and innovative waste solutions continue to be adopted.

Growth and Prosperity

By the growth stage the infrastructure will be in place. Easy access will make upgrade and maintenance cost effective and new solutions will be considered.

Enfield council has also produced a Meridian Water Environmental Sustainability Action Plan that is closely aligned to this theme.

9a

Action Plan

The accompanying detailed Action Plan articulates specific projects and standards that address the Action Areas. The final list of projects / standards will be agreed between the Developer Partner and Council in 2016.

The table below identifies the key headline Action Areas from the detailed action plan by challenge, theme and timescale. These actions will be updated at least every 2 years. The outcome of these actions will be monitored against performance measures identified in section 9b.

Timescale	Theme		Action Areas	Challenge the Action Area is Responding to
Yr 0	Lifestyle		Governance	Changing perceptions
Yr 0 / Pioneer	Lifestyle		Changing perceptions	Changing perceptions
Pioneer	Lifestyle		Whole life approach	Cost of public authority spend per person
Pioneer	Lifestyle		Creating a daytime buzz	Changing perceptions
Pioneer	Lifestyle		Creating a night-time buzz	Changing perceptions
Pioneer	Environment		Natural capital plan	Changing perceptions Open space Public health
Pioneer	Environment		Community engagement in Environmental Value	Changing perceptions Open space Health
Pioneer	Opportunity Creation		Skills roadmap	Low skills level



Timescale	Theme		Action Areas	Challenge the Action Area is Responding to
Yr 0 / Pioneer / Transition	Digital, connectivity and Mobility		Digital strategy	Digital inclusion High-value sectors
Yr 0 / Pioneer / Transition	Digital, connectivity and Mobility		Navigation and connected community	Public health Accessibility Poor air quality
Pioneer	Business Growth		Supporting businesses	High-value sectors Household incomes
Pioneer	Business Growth		Vision for 3,000 jobs	High-value sectors
	Business Growth		Enabling 3,000 jobs	High-value sectors Household incomes
	Business Growth		Retail development	Household incomes Changing perceptions
Pioneer	Business Growth		Construction opportunities	Low skills level
Yr 0 / Pioneer	Sustainable Design, Infrastructure and Energy		Whole value approach through high quality design	Lower cost of utilities Changing perceptions Carbon footprint per person Lower public service cost
Pioneer / Transition	Sustainable Design, Infrastructure and Energy		Energy future	Insufficient energy provision Lighting
Pioneer	Sustainable Design, Infrastructure and Energy		Waste management	Declining value of employment Carbon footprint per person Lower public service cost



Action Plan: Measuring Performance

As part of a commitment to act as an exemplar and influencer, the LB Enfield, developer and community led delivery model will report against key performance measures on a yearly basis, throughout the development. This will enable other projects to follow the outcomes of actions and implement similar methods. The key performance measures for the development under each theme are provided below with an indication of how this data may be collected or who it may be provided from. ***The performance matrix will be developed in partnership to ensure shared outcomes and commitment to delivery.***

Lifestyle: Community, Culture and Health

- Changing perceptions and increasing footfall (survey based)
- Number of eateries, bars and cultural venues
- Health levels
- Number of new homes built (developer data)
- Number of affordable homes delivered (developer data)
- Community connectivity (number of community events held and attendance numbers)

Environmental Value, Enhancement and Resilience

- The proportion of the site that is within the World Health Organisation's noise limits of 55 decibels
- Relative access to nature for residents and Natural Capital per head measures
- The proportion of the site that is within the Air Quality Strategy objective of less than 40 µg m⁻³ for NO₂ and PM₁₀ (µg m⁻³)
- Public realm improvements (square footage of pedestrianised areas, road traffic incidents, £ invested in public realm improvements)
- Reduction in environmental crime and other anti-social behaviour incidents (incident reports, participation levels in environmental maintenance programmes)
- Vacancy rates for new homes/workspaces (local government data)

Opportunity Creation: Engagement, Education and Skills

- % of working age people with no qualifications
- Household income estimates
- Total number of young people not in education, employment or training (NEET)
- % of working age people who are unemployed
- Number of jobs created/safeguarded (developer/local government/employer data)
- Number of construction jobs created (developer/local government/employer data)
- Number of apprenticeships starts and completions (employability support scheme/ employer/education data)
- Number of adults receiving educational support (employability support scheme data)
- Increase in skills, including soft skills (local government/employer/education/ survey data)

Digital, Mobility and Connectivity

- Level of digital Inclusion
- Average download speeds (provider data)
- Public Transport Accessibility Levels
- Journey time savings (TfL data)

Business Growth, Jobs and the Future Economy

- Number of knowledge-based industry jobs based in the area
- % of working age population who are self-employed
- Number of new enterprises supported to start-up (training hub/business support/ employer data)
- Number of SMEs assisted and associated increase in turnover (training hub/business support/employer data)
- Number of SMEs accessing financing as a result of business support (business support/ employer data)
- Improved commercial and business space provision (square footage of workspace/ commercial space provision)
- Increased inward investment (local government data/inward investment team/ developer data)
- Increase in business rates (local government data)
- Increase in value of commercial/business floor space (rental value trends, valuation data)
- Increase in business turnover (survey based)

Sustainable Infrastructure, Resources and Energy

- Carbon footprint per person
- The cost of private utilities (basic, mobile and internet) per person (£)
- The cost of local authority public services spend per person (£)
- Water efficiency improvements and flood safety measures (square footage of sustainable urban drainage (SUDs) and number of water efficiency installations)
- Energy efficiency measures (£ invested in energy efficient measures, energy cost indications from providers and Lee Valley Heat Network)
- Waste reduction, reuse and recycling improvements (number of recycling facilities provided on site, waste reduction costs)
- Greener, cleaner streets (£ invested in foliage planting and aesthetic improvements, number of trees planted etc.)
- Reduction in air pollutants in immediate area (air quality survey)



Meridian Water: Investing in Enfield's Future



Sources for the challenges

Challenge	Source
Changing perceptions and increasing footfall	http://data.london.gov.uk/dataset/tourism-trips-borough
Number of eateries, bars and cultural venues	Alcohol, Entertainment and Late Night Refreshment Licensing, DCMS (2014)
Poor health levels: 6.8% of residence state they are in 'bad' or 'very bad' health (%)	Health levels, Office of National Statistics (ONS) 2011
The proportion of the site that is within the World Health Organisation's noise limits of 55 decibels	World Health Organisation's noise limits
Relative access to nature for residents	GLA - http://data.london.gov.uk/dataset/london-ward-well-being-scores
The proportion of the site that is within the Air Quality Strategy objective of less than 40 µg m-3 for NO2 and PM10 (µg m-3)	London Atmosphere Emissions Inventor (2015-2020)
% of working age people with no qualifications	Qualifications and students, ONS, Nomis (14 October 2015)
Household income estimates	http://data.london.gov.uk/dataset/household-income-estimates-small-areas
Total number of young people not in education, employment or training (NEET)	NEET statistics: Department for Education (2015)
Level of digital Inclusion	Local Government Association (2014)
Average download speeds 20% of London average	Ofcom (2015)
Public Transport Accessibility Levels	TfL - https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?scenario=2021%20(Forecast)&Type=PTAL
% of working age people who are unemployed	Jobseeker's Allowance with rates and proportions, ONS (14 October 2015)
Number of knowledge-based industry jobs based in the area	Business register and employment survey, ONS (14 October 2015)
% of working age population who are self-employed	Economic activity by sex, ONS (14 October 2015)
Carbon footprint per person	Carbon Dioxide Emissions, DECC (June 2015)
The cost of private utilities (average total bills for energy, home insurance and car insurance) per person	http://www.comparethemarket.com/media-centre/news/London-postcode-lottery-on-bills-revealed-as-cost-of-living-pressures-grow/
The cost of local authority public services spend per person	2014 round population projections GLA, DCLG (2015)

