

# Meridian Water

## Environmental Sustainability Strategy

### Appendix C

### Implementation Action Plan

The intention is to create a system that aligns the environmental performance with the financial model. We want to create an implementation mechanism that is transparent, flexible and easy to evaluate.

## Note:

This documents the workstreams to implement the vision and requirements of the environmental sustainability strategy

This follows on from Appendix A of the strategy that focusses on the vision, objectives and requirements.

Appendix B and C of the strategy focusses on the implementation and process to achieve Appendix A. This is in progress, but here we set out the steps needed, and the format of the implementation programme.

# Implementation Action Plan

	Action	Who	Resource implications
	<b>Project support and monitoring</b>		
	<p>Implementing and embedding the strategy into all projects, procurement, contracts and processes etc.</p> <ul style="list-style-type: none"> <li>• Briefing all projects at first stages, stage reviews and gateways</li> <li>• Supporting the creation of environmental passports for each project</li> <li>• Feed in project performance into the site wide federated model and into the strategic reporting and project wide KPIs</li> <li>• Implement Pilot projects</li> <li>• Support each project in their creation of project specific Environment Management Plans</li> <li>• Developing pilot projects to support the scaling of progressive performance</li> </ul>	MW team	<p>Enacted through project teams, with support from sustainability facilitator</p> <p>Delivery team additional resource 0.15 FTE</p>
	<b>Short and long-term masterplan and urban design</b>		
	<p>Finish the Meridian Water masterplan version 2 and embody the complete Environmental Sustainability Strategy from a spatial perspective. Develop federated model to accommodate inputs and outputs of all environmental, social and financial workstreams</p> <ul style="list-style-type: none"> <li>• Incorporate sustainable infrastructure (water, comms, energy, mobility)</li> <li>• Relate to both the meanwhile operation as well as the long term masterplan.</li> <li>• Alignment of financially viable, socially just, environmentally future proof objectives.</li> <li>• Costing of sustainable measures built in.</li> <li>• Ensure the 'environment positive' approach is supported in the urban design, planning and architecture.</li> </ul>	MW team with Jacobs, KS, Mae, Periscope, Useful Projects	Consultant management within Sustainability Facilitator
	<b>Sustainable economics</b>		

	<p><b>Affordable green place</b> – enact cost reduction and value increase strategies to give the highest likelihood that the outcomes of the Environmental Sustainability Strategy can be achieved for all projects within financial constraints</p> <p><b>Cost reduction</b></p> <ul style="list-style-type: none"> <li>• Economies of scale and procurement</li> <li>• Supply chain marshalling</li> <li>• Balanced value engineering to all areas</li> </ul> <p><b>Budget increase</b></p> <ul style="list-style-type: none"> <li>• Grant funding</li> <li>• Stimulus packages</li> <li>• Climate levy</li> </ul> <p><b>Revenue increase</b></p> <ul style="list-style-type: none"> <li>• In-borough renewable energy company</li> <li>• Increase in regeneration premium</li> </ul> <p><b>Alternative models</b></p> <ul style="list-style-type: none"> <li>• Longer term development / investment models</li> <li>• Green finance / climate bonds</li> <li>• Alignment with proactive development / investment partners.</li> </ul> <p><b>Co-benefits</b></p> <ul style="list-style-type: none"> <li>• Health and welfare</li> <li>• Employment and skills</li> <li>• Community building</li> <li>• Resilient places</li> <li>• Reputational and Commercial risk</li> </ul> <p><b>Context scenarios</b></p> <ul style="list-style-type: none"> <li>• Establish roadmap of likely context of issues that will affect us and lobby for eg. Building regulations</li> <li>• Establish roadmap of context scenarios that we can influence eg council wide procurements</li> </ul> <p><b>Integration with masterplan cost plan</b></p> <ul style="list-style-type: none"> <li>• Coordination and alignment with urban design and masterplan cost plan</li> <li>• Integration with federated model inputs and outputs</li> </ul>	<p>MW team, Useful Projects and Jacobs</p>	<p>Delivery team additional resource 0.15 FTE</p> <p>Sustainability Coordinator - 0.25 FTE to apply for grants etc.</p> <p>Resource ability and knowledge in Commercial team. 0.3 FTE</p> <p>Resource calculations in socio-economic team. 0.2 FTE</p> <p>Consultant management within Sustainability Facilitator role</p>
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	<b>Carbon and energy modelling</b>		
	Modelling, assessing and reviewing decarbonisation strategies <ul style="list-style-type: none"> <li>• Create implementation strategy for net zero neighbourhood by 2040</li> <li>• Develop forward thinking energy strategy</li> <li>• Feed into federated model</li> <li>• Develop energy resilience strategy</li> </ul>	MW team, Useful Projects and Jacobs	Consultant management within Sustainability Facilitator role
	<b>Engagement, education, behaviours programme</b>		
	Develop and support the inclusion of Environmental Sustainability as part of the community engagement process. <ul style="list-style-type: none"> <li>• Work with local communities, and stakeholders, to better understand priorities, barriers</li> <li>• Better understand opportunities for community led businesses</li> <li>• Creating feedback loops, sustainability incentives, ways of overcoming barriers to behaviour change.</li> </ul>	MW team, UKGBC,	Sustainability facilitator supported by coordinator, and in conjunction with the MW Socio-Economic team (0.1 FTE)
	<b>Renewable energy in-borough supplier</b>		
	Initiate a local renewable energy supplier partnership PV, review options with: <ul style="list-style-type: none"> <li>• Photovoltaics on rooftops and farmland</li> <li>• Part of the local in-borough offset scheme</li> <li>• Create Local green energy tariff.</li> <li>• Investment from offset fund</li> <li>• work with a power purchase agreement provider / ESCO.</li> <li>• Liaison with UKPN networks.</li> <li>• Battery storage</li> </ul>	MW / LBE	Working with the LBE energy team
	<b>Industry wide innovation forums</b>		
	Set up an 'foreground programme' to increase industry wide engagement and innovation, with organisations already involved in MW and external input from organisations who are 'at the forefront of sustainable development worldwide'.	MW team (with UKGBC)	Sustainability facilitator (existing resource)

	<ul style="list-style-type: none"> <li>• Including investment, economics, developer, construction, technology, industry and design sectors.</li> <li>• Initially online conferences, forums, discussion.</li> <li>• Aims to have global and national level reach, working with similar developments and councils around the UK and beyond.</li> </ul>		
	<b>Circular economy projects</b>		
	<p>Create waste, recycling and circular economy implementation strategy and support projects such as</p> <ul style="list-style-type: none"> <li>• Land for soil, materials and resource storage to enable re-use and recycling</li> <li>• Demolition audits, materials passports and buildings database</li> <li>• Recycling incentives project – Create strategy for residents can be rewarded for increased recycling.</li> <li>• Lifting domestic recycling rates and waste reduction</li> <li>• Circular economy meanwhile buildings kit</li> <li>• Investigation community construction factory with Building Bloqs,</li> </ul>	MW team and Jacobs	Consultant management within Sustainability Facilitator
	<b>Inclusive digital strategy</b>		
	<p>Create Smart strategy</p> <ul style="list-style-type: none"> <li>• Feedback loops, nudging behaviour, digital accessibility, care apps, impact currency.</li> <li>• Community apps, and community created digital tools</li> <li>• Support local businesses, skills and jobs in digital sector</li> </ul>	MW team and Jacobs	Sustainability facilitator
	<b>Sustainable delivery</b>		
	<p>Develop the transition to a delivery system that has sustainable outcomes at its heart.</p> <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Supply chains and economies of scale (MW, Enfield, GLA, UK)</li> <li>• Construction system and Modern Methods of Construction (MMC) and Precision manufactured housing (PMH), including the potential for local housing factory – including investigation into ways to increase performance from offsite manufacture, while increasing jobs in the local area.</li> </ul>	MW team	Consultant management and working with the MW delivery team

	<ul style="list-style-type: none"> <li>• Low, zero and carbon sequestering materials – particularly low carbon concrete</li> <li>• Local and low mileage supply and manufacture approach.</li> <li>• Reduction of cost premium of high performance design and construction, balanced value engineering approach.</li> <li>• Clarity of statement of intent at launch of project</li> </ul>		
	<b>Social sustainability co-benefits</b>		
	Develop the co-benefits of environmental sustainability with social impact <ul style="list-style-type: none"> <li>• Community co-production</li> <li>• Connected amenities</li> <li>• High quality jobs</li> <li>• Training and employment opportunities</li> <li>• Affordable quality housing</li> <li>• Active lifestyles</li> <li>• Health and welfare</li> </ul>	MW team	With socio-economic team
	<b>Biodiversity, landscape and water</b>		
	Nature and landscaping strategy including <ul style="list-style-type: none"> <li>• Meanwhile landscape kit</li> <li>• Biodiversity audit</li> <li>• Water use reduction</li> </ul>	MW team with parks and environmental services team	Sustainability facilitator
	<b>Sustainable transport</b>		
	Develop implementation strategies and projects to make sustainable transport choices, cheaper, healthier, safer and more desirable. <ul style="list-style-type: none"> <li>• Walking and Cycling</li> <li>• Convenient public transport running on renewable energy</li> <li>• EV (electric vehicle) car share</li> <li>• Behaviour nudges and incentives.</li> <li>• Outline of expected future shifts in context</li> <li>• Investigate Green community mobility company.</li> <li>• Reduction in parking spaces.</li> </ul>	MW, LBE, Jacobs and Useful Projects	Consultant management by sustainability facilitator, and working with the LBE transport team

	<ul style="list-style-type: none"> <li>Flexibility of use of any parking or mobility structures.</li> </ul>		
	<b>Holistic building design</b>		
	<p>Progress triple bottom line housing, meanwhile and non-residential architecture and design.</p> <ul style="list-style-type: none"> <li>Zero carbon, circular construction kit eg. 'rightsizer system'</li> <li>Incorporating design, construction, and business models</li> <li>Expore potential of local factory – onsite or London based.</li> </ul>	MW team, Assael, Bell Philips and Henley Halebrown	Sustainability facilitator with project management support
	<b>Monitoring and KPIs</b>		
	<p>Develop monitoring and KPI system</p> <ul style="list-style-type: none"> <li>Linking into Enfield Climate Action Plan and relating to council wide reporting.</li> <li>Contribute to the setting up and maintenance of the Meridian Water Objectives, KPIs and metrics evaluation system</li> <li>Contribute to the Annual Meridian Water performance review – to show how the implementation programme is meeting the MW KPIs, objectives and environmental sustainability goals</li> </ul>	MW team, Useful Projects and Jacobs	Sustainability facilitator sets up and coordinator maintains this – partly resourced by the LBE Knowledge and Insights team
	<b>Environmental Strategy workstream management</b>		
	<p>Enact, maintain, and evolve the Environmental Sustainability workstream</p> <ul style="list-style-type: none"> <li>Keep evolving the strategy regularly to take on board new innovations, revised context assumptions, project learnings and general feedback.</li> <li>Maintain a likely future roadmap of strategies, influenceable context and background context</li> <li>Create and maintain a strategic overview of progress, including the implementation programme</li> <li>Project management of the entire sustainability workstream.</li> <li>Develop and enhance the Federated model, with input from all aligned models (financial, social, carbon, transport), to become a digital twin for the project</li> <li>Finalise implementation strategy</li> <li>Create project specfic score card for helping support and monitor performance of each project.</li> </ul>	MW team, Useful Projects and Jacobs	Set up and managed by Sustainability Facilitator

	<ul style="list-style-type: none"> <li>• Begin Post-occupancy study – to create baseline</li> </ul>		
	<b>LBE processes and interdependencies</b>		
	<p>Liaise with all relevant London Borough of Enfield strategies and projects</p> <ul style="list-style-type: none"> <li>• Help set up and contribute to the Enfield Sustainable buildings board</li> <li>• Contribute to the Interdependency board and continue liaison with Energetik</li> <li>• Participate in ongoing interdependencies with other Enfield and MW strategies</li> <li>• Feed into the Local Area Plan</li> </ul>	LBE, LBE, Energetik	Within sustainability facilitator role



