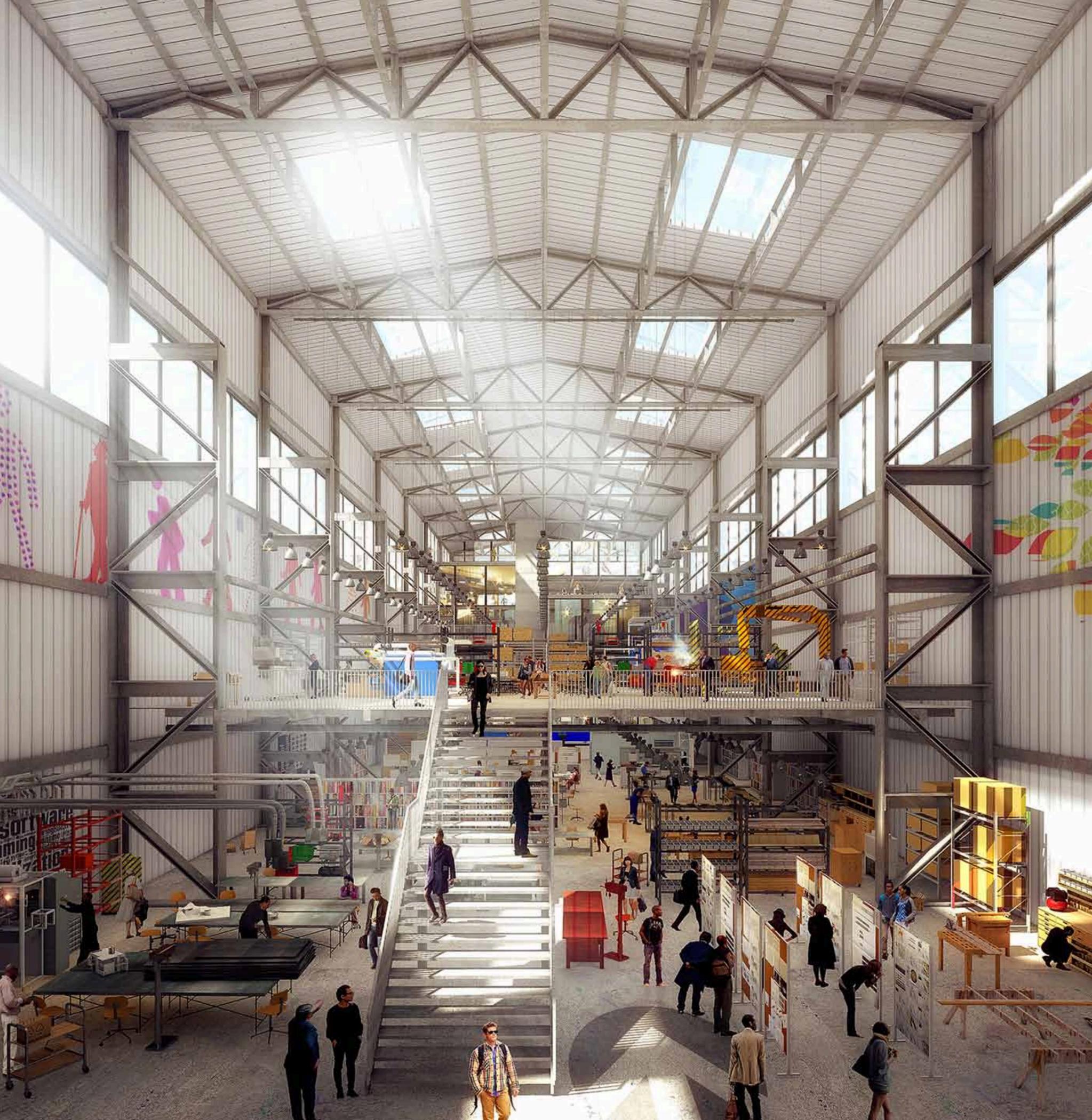


# EMPLOYMENT STRATEGY



meridian  
water





**meridian  
water**

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# 1 INTRODUCTION

- 1.1 The Meridian Water Employment Strategy sets out Enfield Council's approach to employment for the next 20-25 years. It is the Council's ambition that Meridian Water will deliver 6,000 new high-quality jobs in a successful new London district.
- 1.2 This document sets out the strategy and associated action plan to deliver that ambition, detailing the specific workstreams to ensure delivery of 6,000 permanent jobs in new employment space, 1,000 jobs through meanwhile employment uses, and 1,000 jobs through construction. Additionally, the strategy sets out how we intend to ensure local businesses benefit from the construction supply chain.
- 1.3 The strategy models different mixes of business occupiers for commercial space and the resulting jobs likely to be created, highlighting the skills profiles of occupiers, to inform the development of a Skills Strategy, and defining the space requirements to inform the area's future masterplanning work.
- 1.4 The document does not provide a detailed skills strategy, but details the next steps to delivering this, identifying key work streams that arise from the employment space strategy, meanwhile strategy, and from construction jobs.



Figure 1.1: CGI of Meridian Water

## 2 OUR EMPLOYMENT PRIORITIES

- 2.1 Meridian Water will drive a step change in the local economy away from low paid, low skilled and low-density jobs, towards higher paid and skilled jobs accessible to Enfield residents.
- 2.2 The vision for Meridian Water is to be a thriving new mixed use district, creating over 6,000 permanent, high-quality jobs, at London Living Wage or above and ensuring Enfield residents and businesses benefit from the planned investment.
- 2.3 In addition to the 6,000 permanent jobs there will be over 1,000 jobs generated through our meanwhile Employment Space programme, and 1,000 construction jobs per year sustained over 25 years, of which no less than 25% will be from local labour.
- 2.4 There will an estimated £3.9 billion of construction spending and we will enable Enfield employers to supply Meridian Water, benefiting from this investment.
- 2.5 A set of “overarching principles” embed aspiration in a practical framework to shape behaviours and strategic plans for jobs and employment space: High quality, ethical, sustainable, inclusive, public health orientated, as well as considering revenue generation from property assets.
- 2.6 Three placemaking principles will permeate all aspects of Meridian Water, including the delivery of employment space and the jobs within the scheme – mixing uses and animating streets, your place to make and create, park life at your doorstep.

### OUTCOMES OUTCOMES OUTCOMES OUTCOMES

 <b>OUTCOME 1</b> Create 6,000 permanent, high quality jobs paying London Living Wage or above, of which no less than 25% will be from local labour	 <b>OUTCOME 2</b> Deliver 1,000 new high-quality jobs through Meanwhile Employment Uses on land intended for redevelopment, where possible rehoming these businesses within the new development	 <b>OUTCOME 3</b> Enabling local Enfield employers to Supply Meridian Water, starting with its construction, with no less than 10% of all investment benefiting local employers	 <b>OUTCOME 4</b> Deliver 1,000 construction jobs, sustained over 25 years, of which no less than 25% <sup>1</sup> will be from local labour
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<sup>1</sup> This is the minimum percentage expected through Section 106 planning obligations

# EMPLOYMENT PROGRAMME PRIORITIES

### EMPLOYMENT SPACE STRATEGY

We will seek to secure a mix of employment uses that transforms the areas employment offer by generating 6,000 high quality, well paid, permanent jobs, accessible to local residents.

We will nurture makers and creators, becoming a permanent home to the sector, providing high quality and affordable creative workspace and will explore becoming a Creative Enterprise Zone.



### MEANWHILE EMPLOYMENT SPACE

We will secure tenants for strategic sites during the transition to development, that deliver social value and placemaking objectives, and create 1,000 high quality jobs, paying London Living Wage as a minimum.



### SUPPLY CHAIN

We will commission providers to support our contractors and local businesses to work together to optimise the percentage of investment through Enfield’s construction sector.



### CONSTRUCTION JOBS

We will secure the delivery of a construction skills programme, and the construction of a local Employment Skills Centre to ensure local residents benefit from the employment opportunities generated by Meridian Water.



### 3 CONTEXT

- 3.1 Meridian Water is a £6bn regeneration programme led by Enfield Council, delivering at least 10,000 homes and a target of at least 6,000 new permanent jobs in Enfield, north London.
- 3.2 At 85 hectares, Meridian Water is one of the largest areas of brownfield development opportunities in London, and this scale enables us to attract and grow businesses and influence the local economy. The scale of the proposed development makes it of significance, both locally and regionally.
- 3.3 We have taken an active role in bringing forward the development. We now own a significant proportion of the developable land within Meridian Water, we have invested in the land and infrastructure to make it ready for the development of new homes and employment space, retaining control of the land acquired.
- 3.4 Through Development Agreements, we will build new affordable housing and gain the employment space generated within the ground floor of mixed use developments, this, together with significant land ownership, enables us to play a curatorial role, determining occupation, and thus the nature of the new local economy.
- 3.5 The first Development Agreement has been signed with Vistry Partnerships, who are contracted to deliver between 725-1,000 new homes, new commercial space and community facilities.
- 3.6 To unlock the full development potential of the area, we are investing in area wide strategic infrastructure, and have secured £156 million of Housing Infrastructure Finance (HIF) Funding to complement our own investment.
- 3.7 This funding will be used to deliver of £40 million of rail infrastructure required to expand the frequency of train services, thus improving the areas connectivity, alongside £116 million on environmental works including roads, a bridge, a boulevard to connect the area together and utility infrastructure.
- 3.8 This investment will lead to a step change in the areas character, transitioning from a disconnected industrial base, alongside big box retail and distribution to a well-connected, fine urban grain with a mixture of residential and employment uses, and with it, a step change in the structure of the local economy and jobs market.
- 3.9 We are determined that the change in the local economy will not only benefit the wider London economy, but also change the local jobs market, offering employment opportunities that benefit our local residents.

### 4 THE OPPORTUNITY AREA

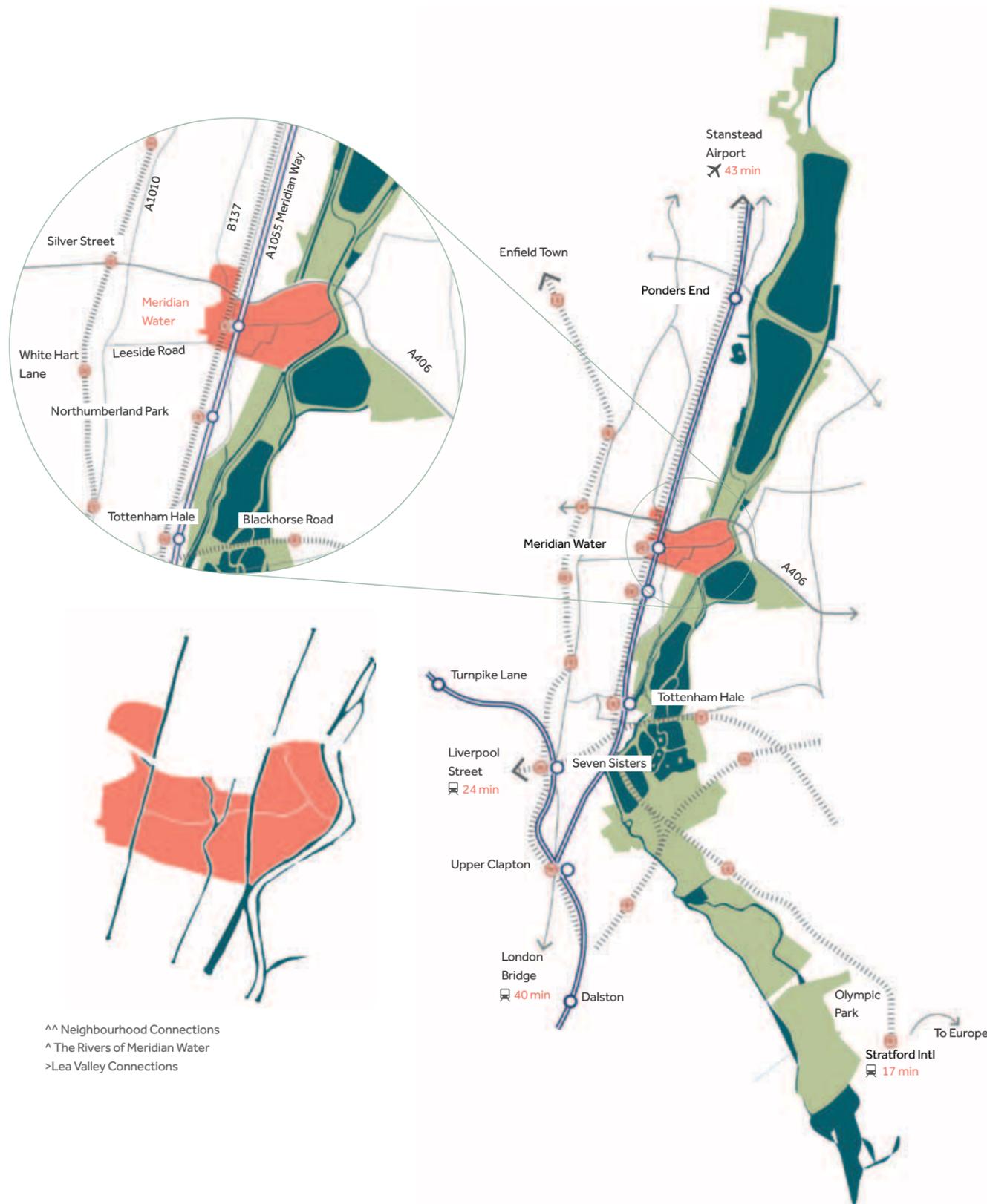
- 4.1 The area is currently a mix of employment-generating activities including transport and storage, wholesale, manufacturing, construction, utilities and retail.
- 4.2 There are currently no homes within the area to analyse residential employment, but the current employment profile of the adjacent working population is dominated by low skilled and low paid roles in transport, distribution, industrial processing and big box retail.
- 4.3 The area contains land designated as Strategic Industrial Land (SIL) and the future status of this land will determine the type and extent of redevelopment achievable. Through the Local Plan process the Council, in consultation with the GLA, intends to de-designate the SIL within the Meridian Water site to enable the delivery of the homes and jobs targets and replace it with land elsewhere in the borough. The Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) will determine any SIL redesignation, via the Planning Inspectorate.
- 4.4 This document models the potential re-designation and its impact on delivery of jobs.
- 4.5 The area includes a large Tesco and Ikea store, and landowners are expected to bring forward proposals for redevelopment, reconfiguring their sites to incorporate residential development.

The area also contains the Ravenside retail park, which has been acquired by Prologis an industrial space provider who intends to redevelop the site as intensified industrial workspace. This could positively contribute to local employment.



Figure 4.1: Boundary of Meridian Water Opportunity Area

Figure 4.2: Opportunity Area Location context



## 5 POLICY CONTEXT

- 5.1 The site sits within the **Upper Lee Valley Opportunity Area Planning Framework (OAPF) (2013)**, identified in the **London Plan** and sits within the **London, Stanstead, Cambridge Corridor (LSCC)**.
- 5.2 The new **London Plan (draft, 2019)** contains a growth target of 6.9 million jobs by 2041, requiring diversification of activity beyond the Central Activity Zone, key to this are London's Opportunity Areas.
- 5.3 Meridian Water sits alongside other regeneration areas within the **Upper Lee Valley Opportunity Area** including regeneration programmes to deliver growth at Tottenham Hale, Blackhorse Lane, Ponders End, along the A10/A1010 Corridor (Tottenham High Road and Northumberland Park), which in total are projected to deliver 20,100 new homes and 15,000 jobs by 2031. **The Upper Lee Valley OAPF** envisaged Meridian Water would contribute 3,000 jobs and 5,000 homes towards the overall targets for the wider Opportunity Area.
- 5.4 Meridian Water's higher targets of 10,000 homes and 6,000 jobs originates from Enfield Councils own ambitions, exceeding the current OAPF target. However, this higher figure requires re-designation of SIL lands to be deliverable. **The Draft London Plan (2019)** seeks to protect the loss of Industrial Space, through retaining Strategic Industrial Land (SIL), with any re-designation requiring re-provision to prevent any net loss of SIL.
- 5.5 The future status of current SIL lands within the boundary of Meridian Water therefore has a significant impact on the scale of development possible, with the likely timing of any re-designation creating a transitional period, where employment space needs to be SIL compliant and no residential development can proceed on SIL land.
- 5.6 **London Stansted Cambridge Corridor (LSCC)**, is a regional growth corridor that incorporates large parts of the Lee Valley as well as growth areas around Harlow, Stansted, Cambridge and Peterborough. Meridian Water is identified as one of the key Opportunity Areas within the Corridor.
- 5.7 The **LSCC Consortium Prospectus** sets out the potential to deliver 400,000 new jobs within London, Stansted, Cambridge corridor by 2036, of these, half are expected to come from tech, life sciences and knowledge jobs.
- 5.8 LSCC is positioning itself as the next global knowledge region: the corridor supports higher value sectors such as life sciences and digital and IT. Agriculture, food, drink, low carbon activities, manufacturing and precision engineering are also key sectors in the LSCC.
- 5.9 **Edmonton Leaside Area Action Plan** covers the south eastern corner of Enfield and includes the Meridian Water regeneration area, established employment estates, Lee Valley Regional Park, Picketts Lock and major infrastructure facilities such as the Edmonton Eco Park and Deephams Sewage Treatment Works. Evidence was collated within the study, which sets out the employment potential of Meridian Water.

5.10 **Enfield Economic Development Strategy 2020-2030** includes an objective of diversifying and intensifying employment uses in industrial areas to attract higher quality employment to the borough. Key actions to deliver Inward investment and support business include the Council utilising its property portfolio to increase the availability and diversity of workspace.

**The Meridian Water Sustainability Strategy** sets out the programmes approach to delivering environmental sustainability through the construction and occupation of the Meridian Water Development. The Strategy includes consideration of Meridian Water as a hub for the circular economy, which currently exists around Meridian Water, albeit through older industrial uses. The role of the circular economy is of particular relevance to the future development of the maker economy within meridian water, including higher skilled roles for product innovation and production of sustainable materials.

5.11 The **Public Services (Social Value) Act 2012** calls for all public sector commissioning to have regard to economic, social and environmental well-being in public services procurement to improve the social, economic and environmental well-being of the area.

5.12 The Meridian Water programme seeks to embed the delivery of Social Value to Enfield residents, with a focus on surrounding neighbourhoods within the Upper Edmonton Ward. Social Value procurement includes outputs related to the employment and training of local people and will help to deliver outcomes within this Strategy.



## 6 THE LOCAL ECONOMY

### SUMMARY

Meridian Water is in the Upper Edmonton ward, which has a number of challenges around deprivation including household income, part time employment and low skills.

Meridian Water presents an opportunity to reshape Enfield's economy, generating thousands of higher-quality jobs and driving prosperity in the local area.

Meridian Water has the key ingredients to deliver a step change in the local economy, including development scale, regeneration and placemaking, accessibility, local leadership and investment.

Evidence established in the Edmonton Leaside Area Action Plan (ELAAP) demonstrates that Meridian Water can achieve significant employment growth and with the right approaches to land use and design, 6,000 jobs or more could be achieved, but densities are based upon significant office and research footprints to deliver this target.

Transformational change at Meridian Water requires a shift in the economic base away from big box retail and distribution, toward higher value sectors with denser job yields, such as office/ serviced office and small studio spaces.

The profile of change in the borough demonstrates that Meridian Water is well placed to capitalise on significant growth around micro businesses, office and research activities and the public sector.



- 6.1 Transformational change at Meridian Water requires a shift in the economic base away from traditional industrial uses, diversifying into industrial sectors with denser employment uses.
- 6.2 The supply of land, premises and environment should be capable of attracting innovative and high value companies in London's dynamic sectors. The area should seek to attract digital and media, ecommerce, creative industries, pharmaceuticals and high value engineering.
- 6.3 **Edmonton Leaside Area Action Plan (ELAAP)**
- 6.4 Work was undertaken as part of the 2017 ELAAP to consider the potential demand for employment at Meridian Water and the number and type of employment opportunities that the redevelopment could support<sup>2</sup>.
- 6.5 The ELAAP evidence demonstrates that Meridian Water can achieve significant employment growth and with the right approaches to land use and design, 6,000 jobs or more could be achieved, based on estimations around a dominant office and research employment profile.
- 6.6 The London Borough of Enfield's capacity to accommodate economic growth is set out in the following forecasting projections. Significant growth is expected around office and research activities and administrative support, services and the public sector. The implication is that Meridian Water is well-placed to capitalise on the trends in the growth of the knowledge economy.

**Table 6.1:** Employment Forecast for London Borough of Enfield (2016-2036)

Activity Groups	2016 Jobs	2036 Jobs	Absolute Change	% Change
Office and Research Activities	13,200	17,200	4,000	30.3%
Industry and Utilities	37,100	35,400	-1,700	-4.6%
Retail and Leisure	21,900	24,000	2,100	9.6%
Administration Support Services, Education, Health and Public Sector	46,100	55,200	9,100	19.7%
<b>Total</b>	<b>118,400</b>	<b>131,800</b>	<b>13,400</b>	<b>11.3%</b>

Source: ELAAP

- 6.7 The evidence indicates that the scale of employment provided by these broad sectors is estimated for the Meridian Water site<sup>3</sup>:
  - 70% to 90% employment for higher value-added office and research activities
  - 10% of employment could be supported by administration support services, education, health and public sector activities

- Retail (A use class): 4% to 12% of all employment in the 3,000 jobs scenario or 2% to 6% for the 6,000 jobs scenario
- 0% industrial (B2 and B8 use classes), although such uses are not precluded

- 6.8 As the ELAAP evidence demonstrates, there is a shrinking role for industrial activity at Meridian Water and across the borough and there is little allocation made for industrial (B2 and B8 uses). This is a common trend across London – the provision of factories, industries and studio space is declining, under pressure from the loss of space through permitted development.
- 6.9 The area's existing low employment densities are not compatible with the employment growth aspirations for Meridian Water. To support a more diverse economic base with higher jobs density, Meridian Water must configure land uses more effectively. Within this, there will be a limited ongoing role for low intensive workshops and industrial spaces.
- 6.10 Based on a 6,000 jobs target at Meridian Water, indicative space requirements depend on how the existing SIL is handled. The ELAAP presents a number of potential options.

**Table 6.2:** Floorspace Requirement (sqm NIA) by Spatial Scenario

Activity Groups	Density (Floorspace to FTE Job)	1: 100% existing SIL Retention	2: Area Action Plan SIL Release	3: South of Causeway Route SIL Release
Higher value-added office and research activities	11	49,000-63,000	50,000-64,000	56,000-72,000
Admin support services, education, health and public sector	12	7,600	7,700	8,700
Retail	15	2,000-5,000	2,000-5,000	2,000-5,000

Source: ELAAP

- 6.11 These figures provide context on how the provision of employment space has been considered in the past and informs the assessment in section 11 which considers the space requirements associated with a range of use scenarios.

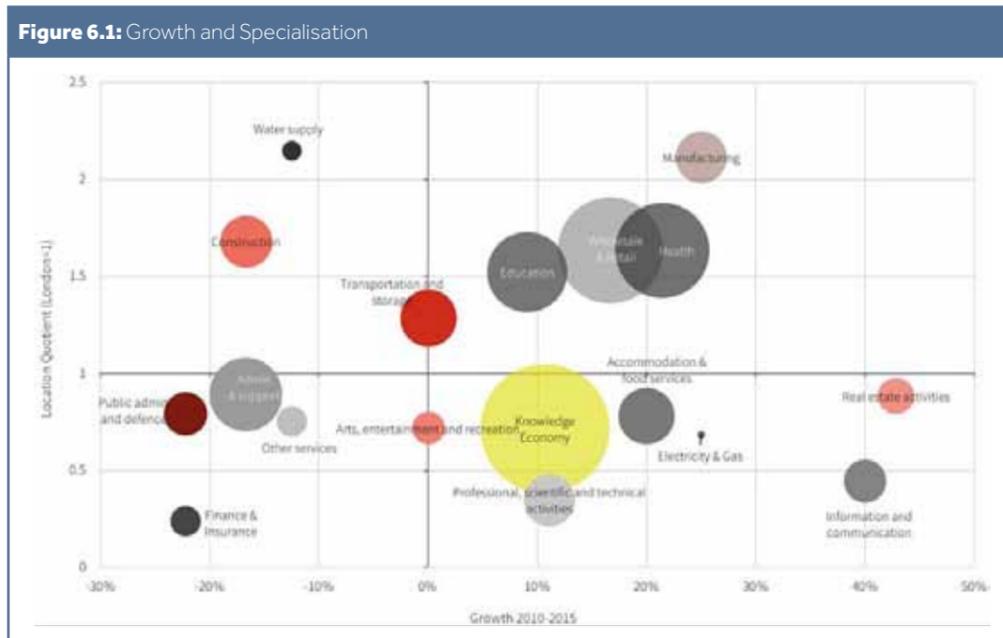
## LOCAL EMPLOYMENT PROFILE

- 6.12 Enfield has a long-established industrial base, focused on sectors servicing London – such as logistics, food & drink, and manufacturing. Across Enfield, workplace-based income is weak compared to London with 23.8 % of households in Upper Edmonton living on just £15,000 per year or less, there is a need for Meridian Water to attract investment to diversify the jobs profile to higher paying roles, accessible to local residents.

<sup>2</sup> Ibid (ELAAP)  
<sup>3</sup> Edmonton Leaside Area Action Plan (ELAAP) 2016

## ENFIELD ECONOMIC GROWTH

- 6.13 Within Enfield, recent economic growth has mainly been in lower value sectors. However, there has also been expansion in sectors more typically associated with higher value jobs such as ICT and professional, scientific and technical sectors. This is demonstrated by figure 4.14<sup>4</sup>. However, these business areas are still underrepresented in the borough and account for a relatively small proportion of employment.
- 6.14 Enfield has lost 26,000 square metres of office space to permitted development since 2013 and the borough lacks diversity of provision of small business space.



Source: Business Register and Employment Survey (2016)

- 6.15 Sectors in the high value knowledge economy are a target for Meridian Water, yet despite growing, the knowledge economy has a lower presence in Enfield compared to competitor areas<sup>5</sup>.
- The knowledge economy in Enfield supports 31,000 jobs, which corresponds to a 30% share of all jobs in Enfield.
  - This is lower than both the overall London share of knowledge economy jobs (44%) and the average level for London boroughs (38%).
  - Enfield is a relatively small contributor to London's knowledge economy, accounting for only 1.4% of all the knowledge economy jobs in London<sup>6</sup>.

<sup>4</sup> Specialisation is measured on the vertical axis, versus recent sector growth in employment measured on the horizontal axis. The size of each sector is represented by the size of the bubble.

<sup>5</sup> Hatch Regeneris (2019) 'Knowledge Economy and Inward Investment Review'

<sup>6</sup> It is however important to note that the majority of London's knowledge economy jobs are concentrated in just a handful of central London local authorities

- 6.16 Enfield Employment Space (Economic Development Strategy 2020-2030).

- Employment space is a limiting factor to growth, 31% of businesses report that their premises cannot support additional jobs<sup>7</sup>.
- Enfield has lost of 26,000 sqm of office floorspace through permitted development since 2013.
- There is a need to provide an additional 24,000 sqm of office floorspace up to 2036.
- To enable businesses to stay in the borough we need to ensure there is enhanced diversity of spaces in which they can locate<sup>8</sup>.

## LOCAL BASELINE

- 6.17 Meridian Water is located in the Ward of Upper Edmonton. The area has a number of challenges around deprivation, low skills and low paid employment. 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<sup>9</sup>.

- It is the second most deprived of Enfield's 21 wards and within the 10% most deprived wards in both London and England.
- It had the 3rd lowest median household income of the 21 wards in Enfield in 2018. Nearly one quarter (23.8%) of households have an income of less than £15,000 compared to a Borough average of 16.7%.

- 6.18 The ELAAP examined unemployment using Lower Super Output areas (LSOAs).

- Unemployment levels in the Edmonton Leaside are higher than the Borough average. The five LSOAs combined had an average unemployment rate of 7.9% versus the Borough average of 5.9%.
- The proportion of residents claiming Job Seekers Allowance (JSA) for more than 12 months out of all JSA claimants ranges from 13.3% to 42.1% in the Edmonton Leaside LSOAs, the Enfield average of 28.5% fits within the middle of this range.

- 6.19 At the local level, there are pressing skills challenges. There is a considerable variation in the levels of qualifications held by residents within the ELAAP area in comparison to Enfield averages.

- In Edmonton Leaside 30.6% of residents over the aged 16 or over hold no qualifications, well above the borough average of 23%.
- 19.8% of the working age population hold degree level against a borough average of 27.8%.

<sup>7</sup> Enfield Business Survey 2019

<sup>8</sup> Enfield Economic Development Strategy 2020-2030

<sup>9</sup> Ward Profile: Upper Edmonton (2018) Enfield Council



- 6.20 Employment in the Upper Edmonton area mirrors the borough-wide pattern of employment.
- Jobs are concentrated in three key sectors: wholesale & retail, manufacturing and logistics, which together account for over 60% of employment<sup>10</sup>.
  - There are relatively few people employed in the higher-skilled sectors, including professional, scientific and technical (2% compared to 14% in London), information and communications (1% compared to 8% in London) and finance and insurance (1% compared to 7% in London)<sup>10</sup>.
  - Upper Edmonton has an above average proportion of people in routine occupations, (23%), more than the borough average.
  - Amongst the economically active population, Upper Edmonton has the highest proportion of employees working part-time.
- 6.21 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.
- 6.22 However, there are signs of entrepreneurship in high value activity that could be catalysed through Meridian Water. 33% of Enfield's start-ups in the past two years were in the knowledge economy related sectors (real estate, professional services and support activities). Enfield's overall start-up rate is consistent with other outer London boroughs but lags behind inner London rates. There is an opportunity for Meridian Water to become a hot spot for new knowledge economy start-ups by offering well connected and flexible space<sup>10</sup>.

<sup>10</sup> Enfield Start Up Report (2018)

## 7 OVERARCHING PRINCIPLES

7.1 The development of a set of principles translates the aspiration for good jobs, resilient occupiers and an attractive environment into a practical framework which should be embedded in the way the council operate throughout the Meridian Water development.

7.2 It is expected that these overarching principles will be appropriately incorporated into masterplans and development briefs, development proposals, stakeholder strategies and investment programmes.

The expectation is that these principles will inform consideration of public service orientated provision and the selection of commercial occupiers, alongside the consideration of the revenue generated from property assets.

### HIGH QUALITY

7.3 Employment opportunities will be available across a range of industries providing positions that are both attractive to the wider London labour market and which are accessible to Enfield residents. Employment will provide a fair wage relative to skills and qualifications required, at least London Living Wage, job security, control, fair working hours, workplace safety, environment and opportunities to learn and progress. These opportunities will be available to all, irrespective of gender, ethnicity or class.

### ETHICAL

7.4 Meridian Water will seek to attract a diversity of ambition across a number of corporate goals i.e. generating profit, driving efficiency in quicker and better ways of doing things, improving society e.g. educating, informing, promote health and wellbeing, producing and selling goods and services, enhancing livelihoods, improving skills.

### SUSTAINABLE

7.5 Companies should be active in their awareness of the need to safeguard and improve the environment. Sustainable businesses that seek to have a positive effect on the global/local environment, community, society or economy should be prioritised.

### INCLUSIVE

7.6 Inclusive businesses generate a workforce that fosters diversity. Firms should seek to build underrepresented groups into their value chain as consumers, distributors, suppliers and as employees. Retail and Food and Beverage offers should include inclusive as well as aspirational offers.

### PUBLIC HEALTH ORIENTATED

7.7 Embedding design to support health and wellbeing from the beginning. Convenience retail should provide the new and existing community with healthy choices, support community cohesion and social interaction. There should be an active awareness of how new businesses will influence health and avoid the proliferation of fast food outlets, bookmakers and payday lenders etc.

## PLACEMAKING PILLARS

- 7.8 The commitment to generate an attractive environment in which businesses and new residents will aspire to locate in cuts across the overarching principles. The Meridian Water place vision sets out Three placemaking pillars<sup>11</sup>.

## MIXING USES AND ANIMATING STREETS

- 7.9 Meridian Water will have a rich mixture of business activities on the ground floor, infusing the streets with a sense of local activity and diversity of people throughout the day and into the evening.
- 7.10 Employment space will be provided alongside homes to create a real mixed-use environment. A rich cultural offer and evening economy, combined with light manufacturing, retail and offices will create a bustling new London District, somewhere to live, to work and to visit.
- 7.11 Consideration of the mix of uses informs the ratios of different types of employment space, examined through section 9 and Section 15 (appendix 1).

## YOUR PLACE TO MAKE AND CREATE

- 7.12 The site's history is one of industry and innovation. Meridian Water is an opportunity to bring back production and making in a 21st century context, building resilience and diversity of people into the mix of office and workspaces.
- 7.13 Meridian Water is positioned as London's new home for production, offering an ideal environment for strategic business occupiers as well as small scale businesses and start-ups. Attracting and nurturing companies that pay higher salaries will be central to creating a prosperous community.
- 7.14 Meridian Water will seek to build on an existing base of creative makers, and local manufacturers in the Lee Valley as well as attract strategic businesses from further afield to enrich the mix.
- 7.15 This Pillar has informed the provision of creative focused workspace including the provision of maker spaces and small studios, essential in providing a niche for creative makers within the commercial portfolio generated through the development.

## PARK LIFE ON YOUR DOORSTEP

- 7.16 Meridian Water will be a green, pleasant, place to live and work, with easy access throughout the scheme to nature, greenspace and waterways, with this permeating into the new urban grain.
- 7.17 The distinctive neighbourhoods, homes, shops and businesses will feel as if embedded into the park setting. The environment of Meridian Water aims to improve health and wellbeing, creating an attractive destination to live, working and visit.
- 7.18 This Pillar will be a key differentiating factor to prospective employers who place liveability high on their list of requirements, with the inclusion and access to Park Life underpinning the character of the area.

<sup>11</sup> Meridian Water Place Vision (2018)

# 8 EMPLOYMENT SPACE STRATEGY

## OUTCOME 1

**Create 6,000 permanent, high quality jobs** paying London Living Wage or above, of which no less than 25% will be from local labour.



## SUMMARY

Meridian Water will provide a range of employment space sizes to enable businesses to seed, grow and flourish within the regeneration area.

Meanwhile uses will have a significant role to play in activating future development sites and creating jobs. Meanwhile employment uses will be introduced to create a sense of place and activate the area, diversifying the employment base. (This is explored further in Section 10).

It is intended that two thirds of the ground floor uses in residential blocks will be employment space, aimed at independent small businesses and will include a mix of office, makers and creators, retail and food and beverage outlets. This approach will be modelled spatially and financially to inform the employment space strategy.

We will explore Creative Enterprise Zone status, including examining the provision of affordable small studio workspace within the commercial property portfolio.

Some standalone commercial developments may be required in order to reach to the 6,000 jobs target unless there is more provision on the ground floor of mixed use developments. There is an opportunity to attract a strategic occupier(s) to take this development forward. However, this may impact on the housing delivery.

In line with ELAAP evidence, scenarios estimate that employment is likely to be split 10% in "administration/support services, education, health and public services", a marginally higher 9% in the retail sector, 1% Leisure, leaving 80% of the jobs target in higher value-added commercial space.

Job estimates of 10% (600 jobs) for Administration/support services, education health and public sector requires further refinement. This will be informed by work on service provision of estate management services, public sector delivery and the nature of admin and support services likely to be generated from the employment space use.

This section explores the preferred indicative ratios of employment use, to generate 6,000 jobs, outlining high level space requirements, split by type of employment space.

Contextual information and discounted scenarios are included in Section 15 (appendix 1).

- 8.1 Delivering 6,000 high quality, well paid jobs at Meridian Water is an ambitious goal that will only be achieved through a range of approaches which secure all the elements required for a successful business location.
- 8.2 Meridian Water will provide a range of employment space sizes to enable businesses to seed, grow and flourish within the regeneration area.
- 8.3 Meanwhile uses will have a significant role to play in existing industrial buildings or on industrial land and as earlier occupiers. Temporary and meanwhile land uses are being introduced to create a sense of place, accelerate regeneration efforts, and play a role in the transformation of Meridian Water from the start of the project. This is explored further within Section 10, Meanwhile Employment Space.
- 8.4 The intention is that two thirds of the usable space on the ground floor space will be employment space, and ownership will be retained by the Council. However, these spatial allocations will be modelled further through updates to the masterplan, and impacts financially modelled to ensure they do not impact upon the financial model.
- 8.5 This ground floor employment space will be aimed at independent small businesses and will include office, coworking/serviced office, maker space, creative studio space, retail and food and beverage outlets.
- 8.6 Some employment space will be provided as standalone commercial provision, which will provide bigger floorplates for larger businesses to occupy and there is an opportunity to secure a strategic occupier(s) to bring forward this element of the programme. It is not intended ownership of these sites will be retained.
- 8.7 This section looks at the typology and utilisation of employment space generated by development and how they can deliver the employment outcomes.



Figure 8.1: CGI of Station Square, Meridian 1

## GROUND FLOOR EMPLOYMENT SPACE

- 8.8 We will seek to retain ownership of the ground floor units in mixed use developments, working with development partners throughout the procurement and development process. This equates to just over 60,900 square metres of employment space. How this space will be used will be crucial in delivering upon the placemaking objective of mixing uses and animating streets and of the delivery of the target of 6,000 new jobs.
- 8.9 These units will be aimed at a mix of smaller independent businesses, particularly borough start-ups, as well as established SME's looking to expand within the borough as well as established ventures from further afield.
- 8.10 The ambition is for these uses to include office, serviced office/coworking space, maker space, cultural and night-time economy uses, retail, food and beverage and leisure.

## FEATURES OF THE SPACE

- 8.11 A high-quality urban environment will be an important factor for the types of knowledge economy sectors and firms we want to attract to the area, coupled with a ground floor offer that matches demand from Enfield Businesses and further afield, including the following features:
- Flexible office space to grow or contract as per business need and short-term tenancies available
  - Excellent telecommunications infrastructure
  - A mix of co-located knowledge uses, creative/maker space and traditional business services
  - Shared on-site facilities, such as food and drink, tech and IT, business support, meeting rooms, exhibitions space
  - A strong retail and Food and Beverage offer
  - Space for face to face contact and interaction with other knowledge firms and workers
  - A continuum of space all across the Borough to accommodate multiple business typologies, from small units for start-up to large spaces for established firms
- 8.12 Ground floor units will be designed with future tenants in mind. This will include providing generous floor to ceiling heights, enhanced fit out above shell and core, good access, egress and a range of unit sizes, matching demand from within the Borough. The result will be workspace in keeping with the design led nature of Meridian Water and increase the attractiveness of space to the market, reducing void periods.
- 8.13 The architecture of Meridian Water will allow for interesting streets with creative businesses, with activity spilling out in to the public realm. Furthermore, courtyard space will create pockets of intimacy and lively mews type environments.
- 8.14 As Meridian Water develops, so will the demand for employment space; the commercial space in this area will need to develop overtime to cater to shifts in demand. Workspace specifications for the ground floor units will have in-built flexibility to maximise and react to these changes without significant cost.

## STANDALONE COMMERCIAL SPACE

- 8.15 The Meridian Water Masterplan 1A includes the provision of plots for occupation by commercial organisations. These plots, centred around the central and northern areas of Phase 2, will be appropriate for larger companies to relocate, and as such are intended to home larger B1a office uses. Space allocation for such standalone spaces will need to be developed further through masterplanning during the summer of 2020.
- 8.16 Sectors targeted include large office occupiers such as corporate headquarters and public sector organisations, although these sites could equally accommodate Further or Higher Education institutions.
- 8.17 The development opportunities can cater to a number of commercial uses and sectors and we will maintain flexibility of the dedicated employment offer to attract a range of businesses and organisations, responding to market demand.

## OPPORTUNITY FOR A STRATEGIC OCCUPIER

- 8.18 A key priority for us will be attracting strategic occupiers to relocate to the area, establishing a significant presence on site. The occupier would play a central role in generating a critical mass of employment on site, generating jobs and place-making benefits.
- 8.19 Objectives with regard to the choice of strategic occupier are as follows:
- A high-profile occupier that supports Meridian Water to become a 'destination' and new mixed-use district in London;
  - An organisation that offers skilled as well as entry level employment opportunities to local residents and capacity to attract other growth sectors;
  - An occupier that widens the commercial demand of Meridian Water and reinforces rental and capital value growth.
- 8.20 Potential occupiers include a higher education institution, advanced manufacturer, research park or creative/media organisation. Sectors such as life sciences, digital and IT play into strengths of the wider London, Stansted Cambridge Corridor.
- 8.21 These organisations would generate the most significant socio-economic benefits, creating high quality job opportunities. Particular consideration will be given the organisations approach to help deliver local upskilling, employment, and supply chain benefit to the Borough.
- 8.22 We will focus on attracting the types of firms that satisfy the objectives to have a major presence in Meridian Water and to create the types of high-quality jobs. Interest from across a range of sectors is expected and the Council will assess proposals and interests from business seeking a presence on a case by case basis. Flexibility will be crucial in ensuring the best quality partnership is secured, irrespective of sector.

# 9 USES OF EMPLOYMENT SPACE

## SUMMARY

This section explores the potential allocations of different types of employment uses across the commercial portfolio in order to deliver 6,000 jobs. This arrives at a “preferred indicative scenario” The purpose of which is to inform masterplanning the spatial and financial impacts which will occur over the summer of 2020.

The discounted scenarios (Appendix 1, Section 15) and the preferred scenario are based on the 6,000 jobs target for Meridian Water and a blend of ELAAP evidence around anticipated employment by sector and the emerging masterplan regarding commercial floorspace.

Profiling the jobs target across different types of employment spaces demonstrates the trade-off between the type of industrial makeup and their corresponding space requirements. It also establishes parallels between use class and sector, which has implications for the types of employment opportunities at Meridian Water.

The “Preferred Indicative Scenario” explored in this chapter introduces a broader profile of commercial space and requires 83,900 sqm to deliver 6,000 jobs, requiring standalone commercial space of some 23,000 square metres above the 60,900 currently planned within Masterplan 1A.

Given the standalone commercial would be in block form, it will be difficult to deliver without first securing an anchor tenant(s)/strategic occupier.

The standalone provision would most likely be B1 office space, and the timing of this additional space would need to segue with improved rail connectivity, telecommunications and public realm and be twin tracked with establishment of a retail and Food and Beverage offer. However, this could be provided as intensified industrial provision on multiple levels.

There will be greater scope for start ups/Small to Medium Enterprises (SME’s) to take space in co-working and small office studios. Employment space includes provision for makers and creators in B1c use class.

We will explore Creative Enterprise Zone Status, including affordable workspace provision of small studio spaces to help promote the area to the sector.

The diversity in the business base is likely to be a more attractive environment for higher value, higher quality professional services firms whose staff place a premium on the quality of the environment and broader cultural and retail offer.

The jobs profile is likely to be more varied, reflecting diversity in the business base. While office uses are likely to provide professional services and associate, sales and technical positions, skilled trades and creative sectors will be supported in light industrial space, maker space and studio space.

There will be stronger links between planned space and meanwhile occupiers and greater scope to explore employment and supply chain connections between occupiers and Enfield residents.

## PREFERRED INDICATIVE OPTION

- 9.1 The option outlined is an indicative mix of employment uses, and the impact of this scenario will be masterplanned to understand the full spatial and financial implications.
- 9.2 This option includes 38% office accommodation, however 17% is serviced office/coworking, enabling better take up by micro and SME businesses, requiring smaller units, therefore catering more to the growth needs of the borough. There is a significant allocation of Small Studio Space (23%), which could either be designated for makers/creators, or be suitable for use as small offices, potentially delivered in tandem with co-working/serviced office models.
- 9.3 The diversity of employment uses comes at a cost, with space for Standalone commercial development required being 27,235 square metres, impacting upon the masterplan space, potentially negatively impacting upon delivery of homes, unless residential densities increased.

**Table 9.1:** Preferred Employment Profile

Employment Space Typology (Use Class)	Typical Employment Density (sqm)	Jobs		Floorspace	
		Proportion	%	Sqm	%
Office (B1a)	12	1,555	26%	18,660	21%
Serviced office (B1a)	10	1,500	25%	15,000	17%
Small studio space (B1a/c )	15	1,350	23%	20,250	23%
Industrial maker space (B1c)	40	200	3%	8,000	9%
Light Industrial (B1c)	47	100	2%	4,700	5%
Admin support and public sector (B1a)	12	600	10%	7,200	8%
Retail and food & beverage (A1, A3)	15	635	11%	9,525	11%
Leisure (D2)	65	60	1%	3,900	4%
<b>Total</b>		<b>6,000</b>	<b>100%</b>	<b>87,235</b>	<b>100%</b>

- 9.4 The total floorspace requirement in this scenario is 27,325 sqm above the current estimates of ground floor employment space. This presents an opportunity to explore options around a strategic occupier(s) to provide the totality of the office use, and a sizeable proportion of the serviced office, concentrating office within a defined heart, in close proximity to the retail and Food & Beverage offers.
- 9.5 The ground floor B1 space will be built and configured in such a way as to allow flexibility to move between different occupiers' requirements. The design criteria for high ceilings, good egress and flexible frontage, will allow the space to suit a wide range of employment generating uses. Planning for space with specifications that can support office, studio, light industrial and makerspace uses generates a resilient approach to future sector and occupancy changes.

- 9.6 This scenario also presents the most diverse sector, employment and skills profile. Office space is likely to attract the professional services sector e.g. professional services, finance, IT, telecoms, media etc. This generates jobs in a range of occupations, like managers, directors, technical occupations, administrative and secretarial roles, sales and customer services occupations. Firms taking a large floorplate here are likely to be established corporates, but the serviced office space will also allow younger, smaller and potentially more local outfits to locate in Meridian Water.
- 9.7 Studio and maker spaces are based around light industrial configuration that can be geared towards tools and machinery or a more desk based set up, depending on user requirements. These spaces are likely to be appropriate for the creative sector, with companies in the design, engineering, digital media, fashion, film and media fields. Employment opportunities are likely to include technical occupations, managers, administrative occupations and sales and customer services roles, amongst others. Most occupations in this major group will have an associated high-level vocational qualification, often involving a substantial period of full-time training or further study, and therefore require an approach to training and industry placements to deliver local jobs within these higher skilled sectors.
- 9.8 There is a low percentage of light industrial use, but a sizeable allocation of small studio space, enabling occupation of manufacturing processes, for example printing, fashion/textiles, wood, metal, leather, furnishings etc. Employment opportunities presented are likely to be skilled trades, with a good deal of experience and understanding of the materials used and products produced, commensurate with a significant period of training via a work-based training programme e.g. apprenticeships.



- 9.9 We will explore Creative Enterprise Zone (CEZ) status. CEZ's are a new (2018) Mayoral initiative to designate areas of London where artists and creative businesses can find permanent affordable space to work; are supported to start-up and grow; and where local people are helped to learn creative sector skills and find new jobs. Within this work we will investigate the provision of affordable workspace studios, whereby small studio space would be developed with rents kept to an affordable rate in perpetuity to support small creative led businesses.
- 9.10 Businesses and employment opportunities in light industrial space, maker space and studios are likely to be closely aligned to the meanwhile uses which are progressing early in the development. For maker spaces a range of tenure and membership options will allow for a diverse business environment – attracting new and scaling local firms as well as companies from further afield.
- 9.11 The more highly diverse offer which supports an authentic community of professionals, makers, creators and entrepreneurs is likely to be a more attractive environment for higher value, higher quality professional services firms whose staff place a premium on a high quality of environment and broader cultural and services offer. However, the higher paying/higher skilled environment requires skills programmes delivering specialist skills, together with industry work placements to help deliver more local jobs.

## ACTIONS

- Model preferred indicative option through masterplanning, including implications to the financial model
- Commission retail needs analysis
- Produce ground floor employment space strategy for Meridian 1 and 2
- Explore Creative Enterprise Zone Status and affordable workspace strategy for makers and creators
- Develop a detailed labour forecast for admin support Services, public sector and estate management
- Produce a skills strategy for meanwhile and employment space employment uses
- Develop approach to marketing of key plots to strategic occupiers, including marketing collateral
- Develop commercial telecommunications strategy to support commercial uses

# 10 MEANWHILE EMPLOYMENT SPACE

## OUTCOME 2

**Deliver 1,000 new high-quality jobs through Meanwhile Employment Uses** on land intended for redevelopment, where possible rehoming these businesses within the new development.



- 10.1 Meanwhile employment space refers to the creation of employment space on land and existing buildings, that are intended to be redeveloped. In some cases this redevelopment may not occur for up to 25 years.
- 10.2 The sheer scale of redevelopment also means the phasing of development is over a 25 year development arc, and it is therefore critical that the land assets acquired by the programme deliver placemaking objectives and jobs far sooner than the development arc would enable.
- 10.3 We are seizing the opportunity to drive forward the economy of Meridian Water now, allowing businesses to invest significantly in these meanwhile sites to deliver new employment space.
- 10.4 The meanwhile sites proposed have a number of functions:
  - To create new employment space that supports higher density, higher quality employment
  - To animate spaces, and enable public access to sites that would otherwise be restricted
  - To create new higher quality jobs, diversifying the employment offer in the area sooner, and delivering local benefit, including jobs, for residents in surrounding areas
  - To bring visitors into the area, raising the profile of Meridian Water and delivering placemaking objectives around leisure and cultural uses
  - Keeping council owned sites secure, and generating income during a period of transition
  - Provide a niche for business start-ups, enabling them to get a foothold in Meridian Water and to establish and hopefully flourish
  - To support the transition of the local economy from the current dominance of B2 and B8 industrial uses, towards cleaner B1c uses, including support for business relocation or adaptation where appropriate
- 10.5 The scale of the Council's control of vacant land and existing industrial buildings offers a significant opportunity for the council to start to deliver on the employment vision from the outset by creating the right conditions for existing and new enterprises to be established, nurtured and grown. It is envisaged that many of the pioneering businesses will eventually become important employers in the permanent development.
- 10.6 An important rationale for Meanwhile uses is to create new economic activity and new higher quality jobs during the transition from industrial area to a development incorporating a mix of residential and employment space uses.
- 10.7 We will engage with our existing and potential future tenants to record and regularly report on the jobs and skills development activities of our commercial occupiers, including exploring the development of a Local Employment and Skills Charter, which sets out the broad principles our occupiers will adhere to, in order to optimise the delivery of jobs and training opportunities for Enfield Residents.
- 10.8 We have established a strategic partnership with Building BloQs, a Social Enterprise Maker Space provider, and we are working to expand their existing makerspace hub to provide affordable workspace across five major departments – engineering, computer numerical control, wood, metal and fashion. This expanded capacity will be able to support 1,000 SME's, with access to light industrial equipment, new skills training facilities and café and a shop. (See figure 10.1 marked Meridian Works)

- 10.9 Working in partnership with Broadwick Live, a global events business, we have converted four large empty industrial sheds into one of Europe's largest clubbing and events venues, "The Drumsheds" hosting Field Day Festival in June 2019-2021. The Drumsheds is now regularly hosting gigs and festivals as well as operating as dance and film studios. The Drumsheds has put Enfield on the map as an event destination, helping pave the way for Enfield Council to achieve its wider placemaking objectives for the site.
- 10.10 With our development partners Vistry, we are also developing Meanwhile proposals for Meridian One. Proposals include establishing a tree nursery.
- 10.11 We are progressing procurement for preferred providers to deliver a range of other employment uses, including a mixed-use creative hub on the northern teardrop site, featuring workshop and studio space, food and beverage and event space with the potential to include a market. We expect to commence construction in 2021.
- 10.12 Teardrop North site, a key gateway destination adjacent to the new Meridian Water station, has the potential to be the first site of significant new employment activity in Meridian Water providing spaces for makers, creatives and entrepreneurs, with flexible space allowing businesses to grow and expand within the space over the duration of the project.
- 10.13 We are also progressing the development of a Film Studios and theatre venue on Stonehill Industrial Estate, which is expected to be operational in the summer of 2020.
- 10.14 This aligns with a policy of empty sites for filming. Working with UK Film Office, opportunities are identified for filming including music videos, TV and film scenes where land and buildings are empty and unused. This activity supports the local economy as well as building synergies with a developing creative/media sector.



- 10.15 The meanwhile opportunities also include other transient or short-term projects particularly aimed at activating public areas or drawing people to new parts of the site. This could include canal side barges, pop up events on the station public realm, and working with partner stakeholders, for example Tesco and Ikea to animate the spaces in front of their stores.
- 10.16 We will be commissioning the production of a Meanwhile Masterplan, that will investigate the potential for additional employment spaces on land assets owned by the Council. The Meanwhile Masterplan will examine opportunities that arise through a detailed examination of construction phasing and physical access across the area and will provide a route map with achievable milestones that will enable the transformation of economy activity from the current mix of uses towards the new sectors set out in this strategy. This will include architectural proposals for new meanwhile buildings to support employment as well as design ideas for the transformation of existing buildings and underused spaces and amenities.

**Figure 10.1: Meanwhile Activity**



## ACTIONS

- Secure tenants for Teardrop North creative hub
- Secure tenant for Stonehill Estate
- Explore the development of a local employment and skills charter to be agreed by our Meanwhile employment space projects
- Complete expansion of Building BloQs to new enlarged facility at the VOSA site
- Commission Meanwhile Masterplan, highlighting opportunities for additional meanwhile employment space

# 11 CONSTRUCTION SUPPLY CHAIN

## OUTCOME 3

**Enabling local Enfield employers to Supply Meridian Water,** starting with its construction, with no less than 10% of all investment benefiting local employers.



## SUMMARY

The development will generate £3.9 billion of investment, with the target being to secure 10% or £390 million of contracts through local employers.

This is regionally significant development with substantial benefit to the local economies of Enfield and adjacent boroughs.

All major capital works contracts will have obligations to optimise the use of the local supply chain.

The value of the contracts will help Enfield Businesses to grow, supporting additional employment within the borough.

- 11.1 The total construction sum to be invested through the scheme equates to more than £3.9 billion<sup>12</sup> sustained over 25 years. This provides a unique opportunity to achieve significant investment in our existing business base, and to attract construction and ancillary businesses to relocate in Enfield.
- 11.2 All construction contracts within Meridian Water require tendering organisations to work with our local businesses to develop their supply chain for projects, enabling some of this investment to be retained by borough employers. There are 2,330<sup>13</sup> registered construction companies within the borough, who will need to be engaged with to realise this ambition.
- 11.3 This benefit to the local economy will not only be felt by the construction trade but will also benefit other sectors based within the borough who can help us and our contractors to build Meridian Water, such as catering companies, human resources, security and transport businesses.
- 11.4 We will work collaboratively with our existing businesses and our development partners and contractors to aim to achieve a minimum of 10% of all contracts being delivered by local firms.

## ACTIONS

- Mapping of the Enfield supply chain to inform the targeting of businesses
- Work with development partners and contractors to define contract packages and supply chain tendering, including supply chain targets within contract obligations
- Commission Enfield wide business engagement and supply chain programme, including "Meet the buyer" events and pre tendering support
- Recommission "Build Enfield" supply chain support services



## 12 CONSTRUCTION JOBS

### OUTCOME 4

**Deliver 1,000 construction jobs**, sustained over 25 years, of which no less than 25%<sup>12</sup> will be from local labour.



### SUMMARY

Over 1,000 construction jobs will be sustained every year over a 25-year period.

The jobs created will be at a range of salary bands, including well paid and accessible entry level positions to higher paid and highly skilled professional roles.

25% or 250 local jobs are expected to benefit Enfield residents, or residents of adjacent boroughs, sustained over 25 years.

The duration and geography of employment enables significant delivery of work-based apprenticeships that benefit local people.

Build Enfield, the vehicle for these job opportunities will be developed to support local people into work over a 25-year period.

A construction skills strategy with Construction Trades profiling will be delivered to support the ongoing upskilling of the local community to ensure local benefit.

A new Employment Skills Centre will be built to upskill local people for careers in Enfield's burgeoning construction sector.

We will develop a Construction Employment and Skills Charter with our development partners, setting out the principles of the approach to the delivery of local jobs and skills through construction.

<sup>12</sup> 25% local labour is the target sought through Section 106 planning obligations on new developments

- 12.1 The estimated total value of the investment in construction activity will be over £3.9 billion, delivered over a sustained period of some 25 years, and we are determined that the benefit of this investment should be felt by the communities of Enfield.
- 12.2 Initial calculations suggest over 1,000 construction jobs will be created every year through the construction investment, and we will ensure all development agreements and construction contracts will deliver local jobs. However, this profile will need to be developed further in detail with development partners and contractors.
- 12.3 As the duration of construction activity is over 25 years, this enables the development of longer-term training programmes, such as apprenticeships, where trainees can receive the experience required to qualify in skilled trades through the development over a number of years.
- 12.4 Through the first Developer Agreement with our partners Vistry, there is a commitment to achieve at least 20% of local labour on site, although it is hoped this figure will rise through delivery.
- 12.5 Additional work will be progressed, in partnership with Development Partners and Contractors to provide a detailed profile of construction jobs by trade, identifying key sectors where training opportunities exist within the programme targeted at local residents, leading to a pool of skilled labour, able to apply for the roles as they emerge, and highlighting opportunities for longer term apprenticeship roles.
- 12.6 In addition, when contracting construction contracts the Meridian Water programme assesses tenders based on not only their cost, but also the social value delivered, which includes the jobs that will be created for local people and the type and number of training and apprenticeship places delivered, making their delivery a contractual obligation.
- 12.7 We will develop a **Construction Jobs and Skills Charter**, in partnership with our contractors and development partners, which sets out the broad principles that all parties will adhere to, in order to optimise local benefit through the delivery of jobs and training opportunities for Enfield residents.
- 12.8 **'Build Enfield'**<sup>13</sup> is a borough wide programme that has been established to help local residents into construction jobs. We use planning obligations to ensure the inclusion of local labour within developers' construction programmes that have to be set out in a detailed Employment and Skills Plan.



<sup>13</sup> See: <https://new.enfield.gov.uk/buildenfield/>

- 12.9 Support has been commissioned to provide a job brokerage service, that actively targets those unemployed within the borough, with an initial focus on 18-24-year olds that have been unemployed for six months, or over 50s that have been unemployed for over a year.
- 12.10 The scheme is led and delivered by CONEL, and partner organisations, directing potential employees into training programmes, matching these trainees with contractors. Training programmes include short day courses, such as building site accreditation through to full trade apprenticeships.
- 12.11 We will build the capacity and concept of Build Enfield as a programme of support to help the residents of Enfield access employment opportunities, not only within Meridian Water, but the whole borough, and seek to extend the delivery beyond initial funding which ends in November 2020.
- 12.12 We will work closely with our partners at Job Centre Plus to develop a programme of support and advice across the borough's three job centres, which will develop work with JCP's outreach workers, with specialisms focusing on groups most at risk of worklessness through their complex needs specialists. These include Care Leavers, Young People not in education employment or training (NEETS), young mums, gangs and long term unemployed over 50s.
- 12.13 We will develop a detailed picture of the demand for specific trades and associated qualifications required through dialogue with our development partners, contractors and learning providers, to develop a construction trades skills strategy, identifying the funding and delivery partners and programme to train the next generation of construction professionals.
- 12.14 This work will identify key opportunities within construction programmes to enable the timely supply of local people with the required skills and experience so that local people can benefit from the jobs generated by the development. This work will include identifying opportunities for entry level employment.
- 12.15 We will seek to secure funding from the Mayors Construction Academy, CITB and other sources to continue and expand the provision of Build Enfield's delivery beyond November 2020 including resourcing of an **Employment Skills Training Centre** on site at Meridian Water.

## ACTIONS

- Deliver a construction trades skills strategy in partnership with Vistry and Housing Infrastructure Fund (HIF) contractors, including a Construction Employment and Skills Charter
- Complete Business, Skills and Employment Plans for Meridian Phase 1 and Infrastructure Works (HIF) in partnership with developers, contractors and learning providers
- Develop the concept and delivery of a bespoke Employment Skills Centre, to complement existing borough provision of construction training, delivered in Meridian Water
- Develop and commission Information Advice and Guidance, jobs brokerage and "Build Enfield" services in collaboration with other Enfield development schemes

# 13 DELIVERY PLAN

## SUMMARY

Meridian Water is a long-term, large scale regeneration opportunity that will progress through several phases of development. At each stage, the activities of the Council will need to adapt to support the creation of jobs and ensure their sustainability.

### YOUNG NEIGHBOURHOOD (YEARS 0-8)

Significant construction jobs, arising from strategic infrastructure, Meridian Phases 1 and 2, 1,000+ jobs generated every year, sustained for the whole period. Meanwhile employment uses activate strategic sites and generate less dense employment uses in light industrial and hospitality focused sectors. The first limited retail offer emerges in Meridian One alongside meanwhile occupation of retail units. Later, at Meridian Two, the first office offer emerges alongside creative studios spaces and an extended riverside F&B offer. The first strategic occupier is secured, developing standalone office/educational use around central core. Priorities are to upskill local people into construction pathways, hospitality, retail, estate management and public sector employment.

### TRADITIONAL OFFER (YEARS 9-16)

The area offer starts to mature, assisted by improved rail connectivity, telecoms infrastructure and high-quality public realm the area attracts large strategic office occupier(s) and supports broader office uses in ground floor employment space. Toward the end of the period, phased redevelopment of meanwhile uses begins, leading to more dense ground floor uses, a broader retail offer and a growing office workforce. Construction jobs continue to be significant.

Priorities will be to consolidate community, leisure and cultural offer, attract further strategic occupiers to generate a critical mass of employment and placemaking benefits and the development of a central core clustering key sectors together including office, retail and food and beverage offers. Work will include upskilling local residents to benefit from higher level positions as well as entry level positions in support services. There will be relocations of successful meanwhile tenants into permanent space, working to ensure that there are models of flexible workspace that encourage the growth of micro-entrepreneurship and drive job creation.

### MATURE BUSINESS ENVIRONMENT (YEARS 17-24)

Meridian Water is an established offer, meanwhile occupiers are phased out, some higher density uses are relocated in permanent homes within the new development. Higher density office accommodation is less risky with an established office offer. Makers and creators are retained in affordable premises assigned for creative businesses. Construction jobs tail off toward the end of the period.

## FIRST PERIOD – YOUNG NEIGHBOURHOOD (YEARS 0-8)

- 13.1 Significant construction jobs, arising from Strategic Infrastructure, Meridian Phases 1 and 2, with 1,000+ jobs generated every year, sustained for the whole period.
- 13.2 Meanwhile Employment uses activate strategic sites and generate less dense employment uses in light industrial and hospitality focused sectors creating 1,000 jobs. This includes the Teardop workspace and Event Space and Building BloQs new maker hub alongside other art, creative and event-based occupiers.
- 13.3 First limited retail offer emerges in Meridian One generating retail employment and homing new shops expanded from existing operations within the borough alongside targeted anchor tenants attracted from further afield.
- 13.4 Meridian Two completes, with a mixture of small office and creative studios, alongside a coworking/serviced office operator focused on SME's This is complemented by a riverside Food & Beverage offer.
- 13.5 First Strategic Occupier secured, developing standalone office/educational use around central core bringing in 500 plus workers.

## CHARACTERISTICS

- 13.6 Meridian Water is currently in its first phase of development and has already started to build momentum. From the outset, a key challenge at Meridian Water is to establish an approach to development which creates a sense of place. It is important that residents and businesses who invest in the early phases of development feel a sense of momentum as the pioneers of a new neighbourhood in London with a distinct identity. During the early stages of development, new spaces and interventions will change perceptions of Meridian Water as a new type of business location.
- 13.7 Several key milestones have been reached:
- The first Development Agreement has been signed for Meridian One with Vistry Partnerships, with construction commencing in late 2020 and, delivering 725 homes and retail space on land at Willoughby Lane.
  - In 2017, Meridian Angel Primary School was completed. This school now has nearly 200 pupils drawn from the local community.
  - The new Meridian Water station opened on schedule in the summer of 2019 – taking four million passengers per year directly south to Stratford, with onward connections to Liverpool Street, City Airport and Heathrow and north to Stansted and Cambridge.
  - Enfield Borough Council was awarded £156 million from the Government's Housing Infrastructure Fund to support the development of vital infrastructure improvements to the new railway station and on East-West accessibility, including roads, bridges and public realm improvements.

## SECOND PERIOD – TRADITIONAL OFFER (YEARS 9-16)

- 13.8 The areas offer to the commercial market starts to mature, ground floor uses are diverse with a mixed local economy of creative maker spaces and small and medium sized offices, the destination of choice for borough start-ups.
- 13.9 Assisted by improved rail connectivity, telecoms infrastructure and high-quality public realm the area attracts large Strategic Office Occupier(s) enabling office only development to proceed within a central core.
- 13.10 Toward the end of the period, phased redevelopment of Meanwhile uses begins, leading to more dense ground floor uses, a broader retail and F&B offer and a growing office workforce and residential population.
- 13.11 Construction Jobs continue to be significant, employing 1,000+ jobs, supporting the ongoing programme of apprenticeships for skilled construction trades.

## EMPLOYMENT PROFILE

- 13.12 Construction employment will be prevalent in the first two periods as housebuilding continues and employment space fit out is completed. This construction activity and employment on site over the coming years is one of the known economic benefits that Meridian Water will provide, and the Employment Skills Centre should continue to ensure that local people are best placed to access the training and employment opportunities that site development will create.
- 13.13 The occupier profile will progress from to a much broader range of creative industry professionals with highly skilled makers and creative entrepreneurs, ranging in size from micro businesses hosted in coworking spaces to small studios with 5-10 employees right up to larger footprint office spaces for larger SME's.
- 13.14 Employment in retail, food and beverage industries will increase, with independent retail/food and beverage operators and a vibrant small and medium enterprise profile sought. The attractive waterside location will generate a competitive edge relative to other locations.
- 13.15 Strategic occupiers will play a key role in generating a critical mass of employment on site, creating jobs and attracted by the improved connectivity and successful placemaking. Potential occupiers include a higher education institution, a large public sector employer, or an office HQ. The bulk of job creation will be driven by this/these employer(s).

### THIRD PERIOD – MATURE BUSINESS ENVIRONMENT (YEARS 17-24)

- 13.16 Water is an established offer with an established office market, as well as successful and popular retail and food and beverage offer, supported by residential, daytime working population and visitor economy.
- 13.17 A significant office population is complemented by an established community of makers and creators homed in high quality studios.
- 13.18 Higher yielding office leads to increased pressure to change from B1c maker to B1a office uses. The area retains a core of creative makers, homes in protected affordable premises.
- 13.19 Meanwhile occupiers relocate as development progresses with some higher density uses relocated in permanent homes within the new development.
- 13.20 Construction jobs tail off toward the end of the period.

### CHARACTERISTICS

- 13.21 During this phase of Meridian Water’s existence, the area will have established itself as a new London neighbourhood and attractive business location. The successes and learnings from earlier phases of development will produce an environment that is distinctive and unique. The business and employment growth will be embedded, capitalising upon successes, delivering additional, appropriate, flexible workspaces and establishing clusters of new industries.
- 13.22 Meanwhile uses will have been completely phased out and the employment space will be occupied by one or more strategic occupiers with supply chain links across the site and into communities of Edmonton and Enfield. Across the scheme, there will be a vibrant SME community with innovative spaces for new businesses to seed and grow into follow-on space.
- 13.23 The day and night time economy will be established, sharing commonalities with boroughs of Haringey and Waltham Forest and attracting people to live, work and enjoy the leisure offer. Local residents across the Borough will have benefited from access to new prosperity, jobs and new amenities created by the site.
- 13.24 Meridian Water will accommodate 6,000 high quality jobs on site, creating a new hub of higher value, knowledge based economic activity in Enfield and a business location in London. There will be roles within the larger occupiers, supply chain and across the community of smaller businesses operating in shared workspace and incubators across the site.

## 14 ACTION PLAN AND PROGRAMME

PRIORITY AREA	ACTIONS	DATE
 <p><b>OUTCOME 1</b> Create 6,000 permanent, high quality jobs</p>	Commission retail needs analysis for Meridian 1	May 20
	Explore Creative Enterprise Zone Status and affordable workspace strategy for makers and creators	May 20
	Produce ground floor employment space strategy for Meridian 1 and 2	June 20
	Develop a detailed labour forecast for admin support Services, public sector and estate management	June 20
	Produce a skills strategy for meanwhile and permanent employment space uses	Sept 20
	Develop approach to marketing of key plots to strategic occupiers, including marketing collateral	Oct 20
	Develop commercial telecommunications strategy to support commercial uses	Oct 20
	Model the preferred indicative option including implications to the financial model	Dec 20
 <p><b>OUTCOME 2</b> Deliver 1,000 new high-quality through Meanwhile Employment Uses</p>	Secure tenants for Teardrop North creative hub	June 20
	Secure tenant for Stonehill Estate	June 20
	Explore the development of a local employment and skills charter to be agreed by our Meanwhile employment space projects	June 20
	Commission meanwhile masterplan, highlighting opportunities for additional meanwhile employment space	June 20
 <p><b>OUTCOME 3</b> Enabling local Enfield employers to Supply Meridian Water</p>	Complete expansion of Building BloQs to new enlarged facility at the VOSA site	Feb 21
	Enfield supply chain to inform the targeting of businesses	May 20
	Work with development partners and contractors to define contract packages and supply chain tendering, including supply chain targets within contract obligations	Oct 20
 <p><b>OUTCOME 4</b> Deliver 1,000 construction jobs</p>	Commission Enfield wide business engagement and supply programme, including "Meet the buyer" events and pre tendering support	Oct 20
	Recommission "Build Enfield" supply chain support services	Oct 20
	Deliver a construction trades skills strategy in partnership with Vistry, Housing Infrastructure Fund (HIF) contractors, including a Construction Employment and Skills Charter	Sept 20
	Complete Business, Skills and Employment Plans for Meridian Phase 1 and Infrastructure Works (HIF) in partnership with developers, contractors and learning providers	Sept 20
	Develop and commission Information Advice and Guidance, jobs brokerage and "Build Enfield" services in collaboration with other Enfield development schemes	Oct 20
	Develop the concept and delivery of a bespoke Employment Skills Centre in Meridian Water	March 21

# 15 APPENDIX 1: SCENARIO DEVELOPMENT

- 15.1 While the pattern and type of occupation will change over time, it is important that desired profile of commercial users is established against programme outcomes for the delivery of 6,000 high quality jobs and measured against our placemaking objectives of animating our streets and being a home for makers and creators.
- 15.2 The sectors that these jobs are generated in and the implications for space could play out in a number of different ways, driven to a large extent by dynamics in the London economy when the space comes online.
- 15.3 This section explores how three different employment configurations, all generating 6,000 jobs, generate different spatial requirements.
- 15.4 The ELAAP highlighted a broad sectoral breakdown for the Meridian Water site:
- 70% to 90% employment for higher value-added office and research activities
  - 10% of employment is expected to come from administration support services, education, health and public sector activities
  - Retail (A use class): 4% to 12% of all employment in the 3,000 jobs scenario or 2% to 6% for the 6,000 jobs scenario
  - 0% industrial (B2 and B8 use classes), although such uses are not precluded
- 15.5 In the 6,000 jobs target, we can expect 10% of employment to be in the administration support services, education, health and public services, 9% in the retail sector, and 1% leisure. This leaves 80% of the jobs target to be delivered in higher value-added space.
- 15.6 The 10% employment within the administration, support services, health and public services requires further investigation to define more clearly the extent of the jobs emanating from each heading. Early work modelling the number of employees for the three primary and one secondary schools envisaged points to 309 full time equivalent roles, more than half the job roles allocated for this heading. This work will be developed further through the Action Plan, leading to a detailed public sector and estate management employment profile, with projections for support services informed by the development of the employment space strategy.
- 15.7 A range of employment spaces are likely to be explored, each with different space requirements per job. While office locations and coworking space tend to generate high density employment profiles, light industry, maker spaces tend to be more space hungry for the same level of employment, but are an important part of the mix of uses in creating a home for creators and makers.
- 15.8 Use class corresponds to industry. Therefore, profiling the 80% of jobs across different types of employment space demonstrates the trade-off between the type of industrial makeup and space requirements.
- 15.9 Meridian Water aims to provide 6,000 permanent jobs on site, in addition to the numerous construction job opportunities that will arise during development.

- 15.10 Jobs generated on site should be "high quality", reflecting the ambition for Meridian Water to offer better opportunities to those who live and do business in Enfield. And there is a principle that these jobs should be in a variety of industries, generating a diverse employment offer and promoting the longer-term resilience of Meridian Water.
- 15.11 The sector mix and nature of employment at Meridian Water will be strongly influenced by the provision of employment space. Key considerations around the choice of space include:
- **Employment** – The level of employment that is sought and types of jobs
  - **Sector Profile** – The types of industries and the nature of activity that Enfield aspires to accommodate at Meridian Water
  - **Business Environment** – The range of employment space use classes, configurations and tenures required to support a diverse business community.
  - **Atmosphere** – Different employers will have specific floorplate requirements which influence where they can locate, the feel of the area and the density of employment.
  - **Opportunities for local residents** – The degree of accessibility of new employment opportunities for existing communities.

## SCENARIO DEVELOPMENT

- 15.12 Different types of space generate different densities of employment and therefore the overall mixture of employment space has implications for realising the jobs target. The starting point for developing scenarios has been done using a blend of ELAAP evidence around the anticipated sector breakdown for employment at Meridian Water and emerging masterplan evidence.
- 15.13 As set out in Section 6, the ELAAP highlighted a broad sectoral breakdown for employment at Meridian Water, based on the target for 6,000 jobs. Adjusting the ELAAP projected proportions of use to match emerging floorspace plans generates the following split of employment:
- Core employment: 80% employment
  - Supporting employment:
    - 10% employment in administration support services, education, health and public sector activities
    - 9% employment in retail, food and drink
    - 1% employment in leisure

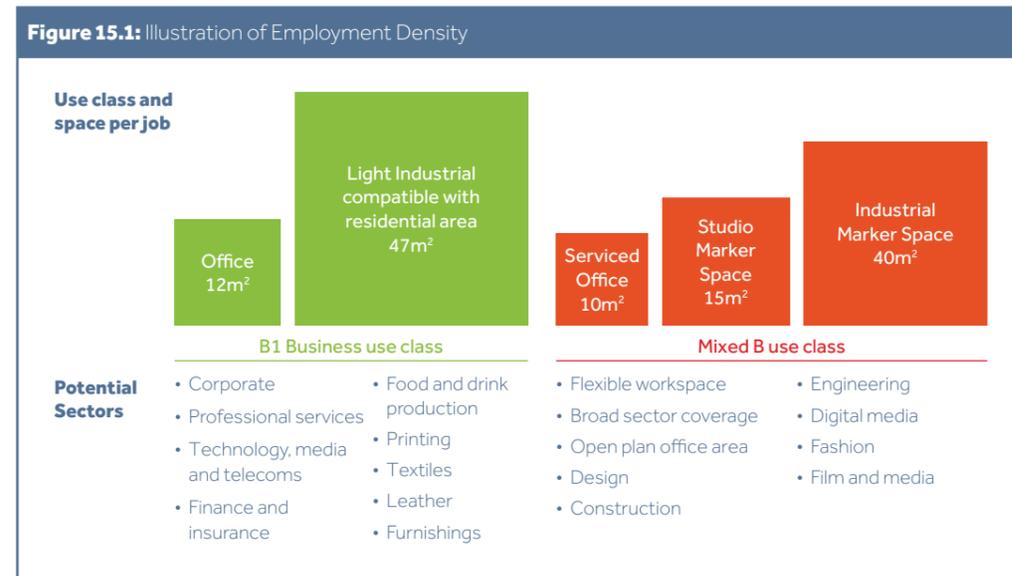
## ASSUMPTIONS

- 15.14 Assumptions of 10% employment in admin support services, education, health and public sector will be further developed, and aligned with the masterplan, to include more accurate projects for each sector based on the number of schools, GP surgeries and the development of approaches to estate management, which cumulatively is likely to exceed the 10% figure.
- 15.15 The 9% employment in retail, food and drink is based upon a marginally higher proportion of employment space allocation than the 6% set out in ELAAP, this increase is required in order to deliver placemaking objectives, and needs testing through a retail needs assessment, that examines the viability of offers for Meridian 1 (Station area) and adjacent to Meridian 2 (Central core).

15.16 Assumptions of Scenarios

- The scenarios use development assumptions of employment space from the 1A Masterplan for Meridian Water, which will be subject to updating in the summer of 2020, informed by this strategy.
- That the development will generate circa 60,900<sup>14</sup> square metres as ground floor employment space, and some standalone commercial provision within Meridian 2.
- That the space allocated to the Meridian Works project will not progress for 12 years and has yet to be defined through masterplanning and so has not been factored into assumptions of industrial space and employment generated from development. This could create additional employment space than has been set out in the scenarios.
- That the Industrial Maker Space/Small Studio space will be at the denser end of the spectrum at circa one job per 12 square metres.
- That lands owned by Ikea and Tesco do not generate additional employment space.

15.17 Core employment will locate in B use class commercial space, but within this, there are wide variations in what the space could look like. Differences in employment density between general office, small business workspace, makerspaces and studio space, reflect "norms" in terms of how people occupy the workplace in different industries. Figure 11.1 provides a visual representation of space requirements.



Source: HCA Employment Density Guide

15.18 Different types of space reflect different user requirements. While offices and coworking spaces tend to generate high density employment profiles, with people working in close proximity to one another and limited requirements for equipment; light industry, maker spaces and studio spaces tend to be more space hungry. This reflects requirements of users for equipment, storage space and more product-based trades. An overview of spaces considered in the scenarios is as follows<sup>15, 16</sup>:

14 60,900 Square Metres of employment uses outlined in Masterplan 1A  
 15 HCA (2015) Employment Density Guide  
 16 GLA, Supporting places of work: incubators, accelerators and co-working spaces

**PROFILE ONE – HIGHER DENSITY EMPLOYMENT**

15.19 The full allocation of higher value jobs are located in office and research, which produces an overall employment space requirement of 72,180 sqm to generate the 6,000 jobs target.

**Table 15.1:** Higher Density Employment

Employment Space Typology (Use Class)	Typical Employment Density (sqm)	Jobs		Floorspace	
		Proportion	%	Sqm	%
Office (B1a)	12	2,340	39%	28,080	39%
Serviced office (B1a)	10	2,400	40%	24,000	33%
Small studio maker space (B1c)	15	60	1%	900	1%
Industrial maker space (B1c)	40	-	0%	-	0%
Light industrial (B1c)	47	-	0%	-	0%
Admin support and public sector (B1a)	12	600	10%	7,200	10%
Retail and food & beverage (A1, A3)	15	540	9%	8,100	11%
Leisure (D2)	65	60	1%	3,900	5%
<b>Total</b>		<b>6,000</b>	<b>100%</b>	<b>72,180</b>	<b>100%</b>

15.20 Office employment in this scenario makes up 79% of the roles available and the scale of the required floorspace would necessitate some standalone office development of circa 12,000 square metres. This approach is not consistent with the placemaking objectives around "animating streets" and "your place to make and create" creating more of a monoculture of office accommodation, with limited animation of streets.

15.21 This scenario proposes that nearly all 6,000 jobs will be in office or serviced office locations. The implication is that these jobs will be in the services sector e.g. professional services, finance, IT, telecoms, media etc. Opportunities are likely to span a range of professional occupations, like managers, directors, technical occupations, administrative and secretarial roles, sales and customer services occupations.

15.22 To varying degrees, jobs in these areas will require a degree, equivalent qualification or have an associated high-level vocational qualification, requiring a substantial period of full-time training or study. Additionally, in this scenario with high quantities of office space, take up by business support services is also potentially likely, which will further impact on delivering high quality jobs to local people.

15.23 The reliance on highly skilled staff by these sectors would create difficulties in providing local jobs to people who do not have any qualifications or have qualifications to GNVQ levels 1-3. The option provides very limited entry level positions, making it difficult to obtain jobs for target groups within the borough with poor average income or more likely to suffer from worklessness, such as young people not in education employment or training (NEETS), or older residents who have been unemployed for a year or more.

15.24 There are also limited opportunities for gradual progression for residents currently employed in low skilled routine occupations, with low average income, living in poverty.

### PROFILE THREE – LOWER DENSITY EMPLOYMENT

15.25 This profile generates 6,000 jobs through predominantly light industrial and maker space provision. The role of office and serviced office is much diminished in this scenario, resulting in employment space requirement of 130,200 sqm to reach the jobs target.

Employment Space Typology (Use Class)	Typical Employment Density (sqm)	Jobs		Floorspace	
		Proportion	%	Sqm	%
Office (B1a)	12	900	15%	10,800	8%
Serviced office (B1a)	10	900	15%	9,000	7%
Small studio maker space (B1c)	15	1,320	22%	19,800	15%
Industrial maker space (B1c)	40	1,080	18%	43,200	33%
Light industrial compatible with a residential area (B1c)	47	600	10%	28,200	22%
Admin support and public sector (B1a)	12	600	10%	7,200	6%
Retail and food & beverage (A1, A3)	15	540	9%	8,100	6%
Leisure (D2)	65	60	1%	3,900	3%
<b>Total</b>		<b>6,000</b>	<b>100%</b>	<b>130,200</b>	<b>100%</b>

15.26 The significant provision of industrial and maker space through this scenario is likely to support the creative sector, and accommodate other industrial manufacturing processes for example, printing, textiles (wood, metal), leather and furnishings. Indicative roles are likely to be in skilled trades which require work-based training programmes.

15.27 Light manufacturing will continue to play an important role in Enfield's economy, however dedicating around 50% of Meridian Water's commercial floorspace to industrial/maker space floorspace contradicts borough wide dynamics<sup>17</sup>. Additionally, the limited provision of office space is unlikely to be significant enough to generate a critical mass of these types of uses.

15.28 This scenario is non-deliverable based on existing floorspace plans and aspirations to generate a mix of employment and 10,000 homes. The space requirement of this scenario is over twice the 60,000 sqm projected for ground floor uses, which presents a significant trade-off against other uses on site, particularly residential.

15.29 Industrial space is likely to be located on SIL land, which then negates the opportunity to generate co-location and mixing of uses, as well as the aspiration to transform the industrial nature of the area.

### MESSAGES

15.30 The three profiles demonstrate different approaches to satisfying the 6,000 jobs target. The appropriateness of each of the options should be considered through the lens of the desired (TEXT MISSING?)

15.31 The High-Density Scenario has the lowest floorspace requirement but generates a mono-culture in terms of employment provision. The space is likely to be appropriate for a select number of professional services type industries and established companies. There may be limited scope for makers and creators to operate in the environment and for the meanwhile users to move into appropriate space.

15.32 Job opportunities are likely to be high value added, like managerial, professional services, sales and technical occupations. Some of these roles will be accessible to Enfield residents, particularly those who are highly skilled and seeking employment within the borough, but it will be more challenging to provide accessible pathways and generate social value within this scenario.

15.33 The Preferred Scenario introduces a broader profile of commercial space, including shared office space, maker space, light industrial and studio space, which is more compatible with a desire to create a diverse business and sector base. There will be greater scope for local businesses to take space in coworking environments and for start-ups to develop new business ideas. Commercial space would cater for makers and creators and there will be opportunities for meanwhile users to find the permanent types of space they need. This diversity in the business base and community of employees is likely to be a more attractive environment for higher value, higher quality professional services firms whose staff place a premium on a high quality of environment and broader cultural and services offer.

15.34 The jobs profile is likely to be more varied, reflecting diversity in the business base. While office uses are likely to provide professional services and associate, sales and technical positions, skilled trades and creative sectors will be supported in light industrial space. There will be more opportunities to explore employment and procurement links between occupiers and Enfield residents.

The Low-Density scenario has the highest floorspace requirement. Allowance is made for a wide variety of light industrial uses in maker space, large industrial floorplates and smaller studio space. This scenario is non-deliverable based on existing floorspace plans and aspirations for Meridian to offer high value employment opportunities in a diverse business environment.

<sup>17</sup> See ELAAP evidence in section XX

## 16 APPENDIX 2: COMMERCIAL DESCRIPTORS

16.1 This section provides descriptions of the types of commercial use with descriptions including the likely employment yields.

### GENERAL OFFICE (B1A)

16.2 Typical office densities vary between 8 sqm per employee to 13 sqm per employee. Employment density is closely aligned to the type of activity undertaken within the property rather than location of type of building. Different categories of space include:

- **Corporate sub-sector** – Typically used by energy, engineering, food, manufacturing, property and retail. It includes a proportion of space for client meetings and functions, reception space and breakout space which is not directly employment generating.
- **Professional services sub-sector** – Includes lawyers, accountants, management consultants and property companies. Varying approach to flexible working practices and space for client meetings.
- **Public sector** – Covers central government, local authorities and the third sector. Tends to drive lower densities, allowing for offices, meeting spaces and public space in some cases.
- **Technology, media and telecoms** – Incorporates tech, media and telecoms businesses. Varying approaches to flexible working and creative space.
- **Financial and insurance sub-sector** – Covers banks, building societies and insurance companies with high employment density across trading floors and more open plan floorspace with fewer requirements for breakout space.

### LIGHT INDUSTRIAL (B1C)

16.3 Light industrial spaces tend to have lower employment densities – around 47 sqm per employee. They are used for the assembly, disassembly, fabricating, finishing, manufacturing, packaging, repairing or processing types of materials. Light industrial space can include spaces for printing, film processing, vehicle repairs, building maintenance, work with textiles e.g. metal, millwork.

16.4 The space is designed to accommodate a structured working environment with a reliance of machinery and technology. The activity is able to locate next to residential sites as it does not generate any detriment to the amenity of that area by reason of noise, vibration, smell, fumes, smoke, soot, ash, dust or grit.

### SMALL BUSINESS WORKSPACE (MIXED B CLASS)

16.5 The sector covers spaces that seek to provide a base for small and start-up businesses. The sector is diverse and there are common characteristics and overlapping features across uses. Spaces include incubator space, studios, maker spaces, co-working spaces and managed workspace.

16.6 A high-quality urban environment will be key to attracting the types of knowledge economy sectors and firms Meridian Water aspires to accommodate in a combination of office, co-working/ serviced workspace and small studios. Features of the space will include:

- Flexible terms enabling a low-cost entry, and ability to scale up or down
- A mix of co-located knowledge uses, creative/maker space and traditional business services, delivered in sector clusters
- Shared on-site facilities, such as kitchen, meeting rooms, exhibitions space

16.7 A continuum of space to accommodate multiple business typologies, from desks small studios, and larger units.

### STUDIO SPACE

16.8 Studio densities typically vary between 20-40 sqm per job, reflecting that uses can be between B1c and B8 use classes. Studio workspaces tend to be artist spaces that can be operated as standalone, individually occupied units within a range of settings or as part of a more managed collection of spaces. Traditionally these are similar to light industrial units in their specification.

### SMALL STUDIO SPACE

16.9 Studio densities typically vary between 12-15 sqm per job of B1c use class. Small Studio workspaces tend to be artist or maker spaces but can include small office units, typically of 5-10 employees, individually occupied units or as part of a more managed collection of spaces, often with some shared facilities.

### MAKER SPACES

16.10 Maker spaces can vary between 15-40 sqm per employee, ranging from B8, B1c to B2 depending on membership model. These often provide a single shared space for working which provides a range of tools and machinery to reduce costs for small firms and start-ups. Maker spaces run on a membership model which involves businesses renting time in the space and using large equipment.

### CO-WORKING SPACES

16.11 Co-working spaces typically support densities between 10-15 sqm per employee, accommodating employment at B1a. Coworking spaces tend to consist of large open plan office space, with meeting rooms and conference facilities.

16.12 The spaces tend to offer affordable rates, often rented at a cost per desk, inclusive of all utility costs creating an attractive offer to start ups, offering a low cost entry for micro businesses, with easy in-out contractual conditions. The renting of space is set up to attract users who require ad hoc and short-term access to workstations and supporting facilities such as meeting rooms. The format of space is primarily open plan and of an informal setting, aimed at facilitating an interactive and creative networking environment to form a sense of community among users. It should be noted that a combination of small studio space and co-worker space is often combined, enabling easy movement to new larger workspaces without requiring a change of landlord.

### MANAGED WORKSPACE

16.13 Managed space can vary between 12-47 sqm per employee, covering B1a, b, c. This reflects ability for the space to accommodate a range of spaces, from small office suites to workshop and light industrial space. Within the context of the scenarios modelling we have assumed managed workspace to be the same as the high density coworking spaces.

