

ENFIELD COUNCIL

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

Appendix 5

Peter George

24 March 2021

Ref: PCU/CPOP/Q5300/3258664

Summary of Meridian Water Strategies

Published Strategies

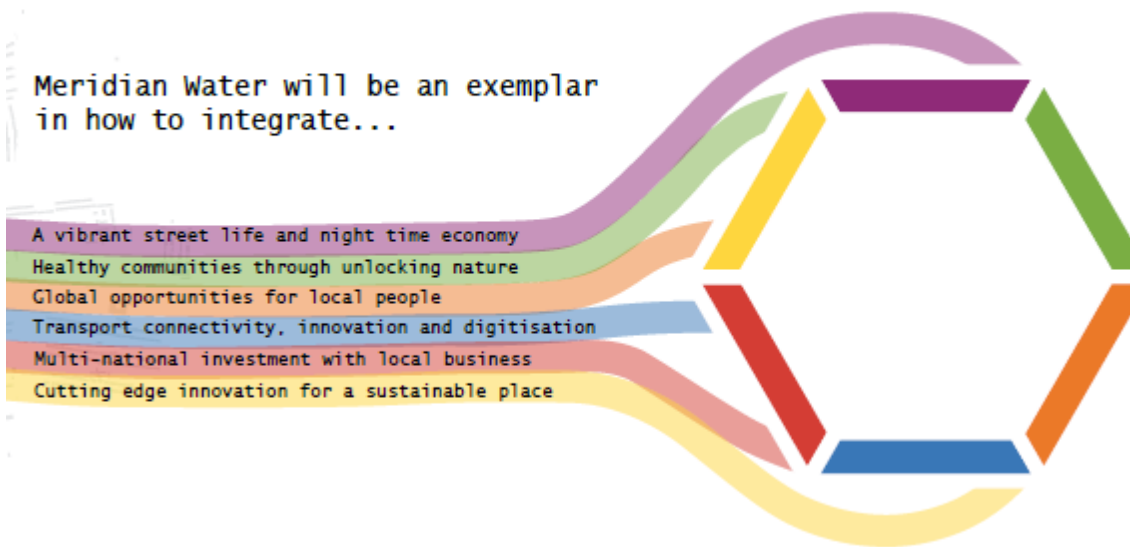
Meridian Water Regeneration Framework

The Meridian Water Regeneration Framework, titled “Investing in Enfield’s Future” was endorsed by the Council's Cabinet on 10 February 2016 and forms the interim strategic approach to achieving sustainable development and long term growth for Meridian Water. The Framework sets out the aims and aspirations for the future development of Meridian Water over a 40 year timespan.

Although some of the specific objectives and metrics in the Framework have since been superseded due to policy developments and other changes on the ground, this early document was very important for capturing the direction of travel and securing Council endorsement for Meridian Water as the most ambitious regeneration project in the borough.

The Framework identifies six themes or “action areas” where Meridian Water will be an exemplar. These are:

- i.Lifestyle: Community, Culture and Health
- ii.Environmental Value, Enhancement and Resilience,
- iii.Opportunity Creation: Engagement, Education and Skills
- iv.Digital Connectivity and mobility
- v.Business Growth, Jobs and the Future Economy
- vi.Sustainability Design Infrastructure, Resource and Energy.



Employment Strategy

In March 2020, the Council's Cabinet approved the Meridian Water Employment Strategy that sets the ambitious targets for the wider Meridian Water regeneration programme. These include:

- i. High quality permanent jobs paying the London Living Wage or above of which no less than 25% will be from local labour, as well as thousands of jobs generated through meanwhile opportunities and construction; and
- ii. Enabling local Enfield employers to supply Meridian Water, starting with construction, with no less than 10% of all investment benefitting local employers, with estimated £3.9 billion of construction spending providing opportunities for Enfield employers to supply Meridian Water, benefiting from this investment.
- iii. The Employment Strategy includes a set of principles that embed aspiration in a practical framework to shape strategic plans for employment space that will be delivered and operated by the local authority:
- iv. High Quality: employment opportunities across a range of industries attractive to the wider London labour market and accessible to Enfield residents, with a fair wage relative to skills and qualifications required, job security, control, fair working hours, workplace safety, environment and opportunities to learn and progress, available to all, irrespective of gender, ethnicity or class;

v. Ethical: diverse ambitions across corporate goals including promotion of health and wellbeing, improving skills, enhancing livelihoods whilst generating profit and driving efficiency;

vi. Sustainable: awareness of the need to safeguard and improve the environment, with a positive effect on both global and local environment, community, society and economy being prioritised;

vii. Inclusive

viii. Public health oriented

The Employment Strategy also sets out how employment opportunities will drive a step change in the local economy away from low paid low skilled and low-density jobs towards higher paid skilled jobs accessible to Enfield residents, in particular:

i. a new Employment Skills Centre to upskill local people for careers in Enfield's burgeoning construction sector;

ii. construction skills strategy with Construction Trades profiling to support the ongoing upskilling of the local community;

iii. engaging with tenants to explore the development of a Local Employment and Skills Charter, which sets out the broad principles that all parties will adhere to, in order to optimise local benefit;

iv. developing Construction Jobs and Skills Charter, in partnership with contractors and development partners;

v. using planning applications to ensure the inclusion of local labour within developers' construction programmes.

Outcomes:

- **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
- **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
- **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
- **Outcome 4) Deliver 1,000 construction jobs**, sustained over 25 years, of which no less than 25%¹ will be from local labour

Environmental Sustainability Strategy

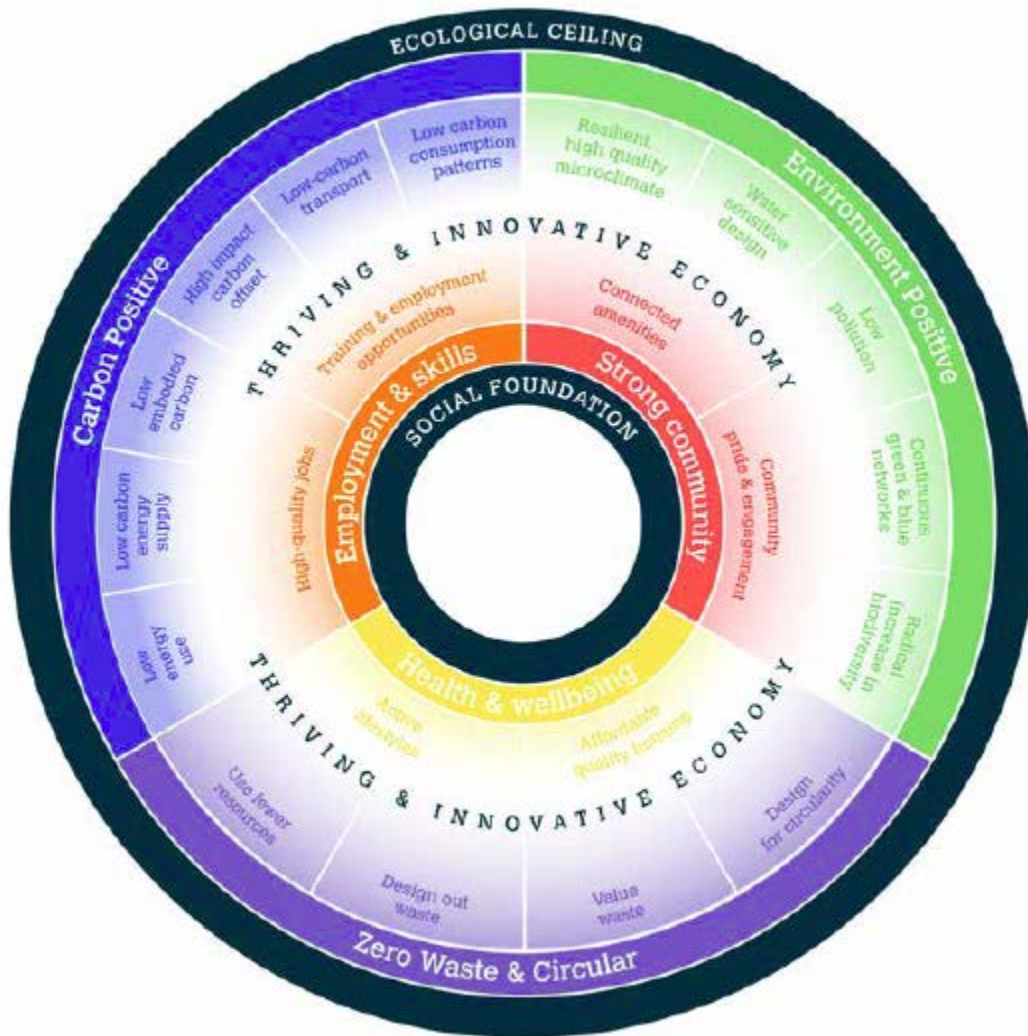
The Meridian Water Environmental Sustainability Strategy was approved by the Council's Cabinet on 14 October 2020. This document sets out a vision and framework for how Meridian Water can achieve its ambition to become an exemplar sustainable development.

The strategy is embedded in the philosophy of Kat Raworth's "Doughnut Economics" which proposes that prosperity is only achieved when fundamental social needs are met without exceeding the ceiling of ecological limits and where the thriving and innovative economy is the means of redistributing social and environmental value. This inherent interconnectivity of environmental, social and economic sustainability underlines the relevance and importance of the strategy for all the different elements of the project and the lifecycle of the scheme from design, procurement and construction through to post construction management, maintenance, disassembly and replacement.

The strategy is comprehensive in its scope. It commences with a section on environmental vision for the scheme, then develops further detail on environmental objectives and requirements. There is an important section of social value and co-benefits of integrating the environmental strategy with social and financial strategies. This is followed by a section on implementing the vision. Finally there is a section of precedents.

At the core of the strategy are three goals that address the three most significant global environmental challenges of climate changes, mass extinction of species and resource depletion:

- i. Carbon Positive – Meridian Water will be carbon neutral by 2030 and strive for carbon positive over the whole life of the development. This will be achieved by minimising embodied carbon in construction, using sustainably sourced materials and fostering active travel and healthy low carbon lifestyles.
- ii. Environment Positive – Meridian Water will see the restoration of the natural environment and promotion of biodiversity through continuous green and blue networks linking Meridian Water to the LVRP.
- iii. Zero Waste and Circular – Meridian Water aims to eliminate waste through the adoption of circular design principles, sharing networks and eco-innovation.



Strategies in Development

Social Value Strategy

The Social Value Strategy will deliver a framework for delivery of social value outcomes; additionality focussed on the local community who are the primary beneficiaries of the regeneration development at Meridian Water. Elements of the strategy will include a data baseline setting out key indicators for the existing local community, enabling both indices we can continue monitor changes against and for targeted project interventions.

The principles will address: key stakeholders; community feedback; the baseline and our approach to delivery at MW.

The strategy will then set out the process and the key projects and interventions (some of which are already underway – education, training and skills, targeted local employment and the circular economy for example).

This strategy will form the third part of the Employment and Economic, Sustainability and Social Value triangle, the tri focussed approach to embedding and delivering positive social benefits for local people from Meridian Water.

Commercial Space Vision

The Council is preparing its vision on commercial space to set out its approach to the provision of a sustainable mix of new Employment Space, ensuring this provision will support the creation of new employment, targeted at the residents of Enfield. Provision will be of high-quality workspace, retail, food and beverage and light industrial occupiers, delivered on the ground floor of new residential development, and as standalone commercial led developments. The provision will be specifically marketed to Entrepreneurs, Start-up, and established business seeking to expand, who are located within the Borough of Enfield, before being marketed to a wider geography. The commercial space approach is key to the vision of delivering the Meridian Water Placemaking Pillar (Mixing uses, Animating streets) creating a vibrant mix of employment spaces that are attractive to the right mix of occupiers, to optimise the economic and placemaking benefits, making Meridian Water a vibrant and safe environment for new and existing residents and visitors.

Estate Management Strategy

This will provide a workable economically, socially and environmentally sound Estate Management Strategy for the running of the Meridian Water estate. It will consider the phased approach to development, mixed tenures, and opportunities for citizen stewardship. The strategy will produce a draft Service Charge budget (and appropriate schedules) which secures an increasing pipeline of income and considers additional revenue generating options in the face of limited occupancy during the early phases.