



# MEANWHILE

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Meridian Water

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# CONTENTS

<u>1</u>	Acknowledgments
<u>2</u>	1: Executive Summary
<u>3</u>	2: Highlights
<u>4</u>	3: Project & Partner
<u>5</u>	4: Context
<u>8</u>	5: Methodology
<u>9</u>	6: Literature Review
<u>17</u>	7: Analytical Framework
<u>19</u>	8: Key Findings & Analysis
<u>26</u>	9: Policy & Recommendations
<u>30</u>	10: Conclusion
<u>46</u>	References
<u>53</u>	Teamwork

## APPENDICES

<u>31</u>	AppA: Clustering, Creativity & Co-Working Spaces
<u>32</u>	AppB: Scope of Research
<u>33</u>	AppC: Measuring Meanwhile Potential
<u>34</u>	AppD: Valuation Tools
<u>35</u>	AppE: Deriving a Place-Based Framework
<u>36</u>	AppF: Key Case Studies
<u>39</u>	AppG: Interview Findings
<u>42</u>	AppH: Participation & Digitisation
<u>44</u>	AppI: Indicators





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# 1

# EXECUTIVE SUMMARY

This study presents an overview of what meanwhile activity contributes to placemaking for permanent residential developments, whilst addressing the potential uplift in value for developers and landowners and considering how this value could be measured.

The research has been conducted in the context of Meridian Water, a mixed-use, multi-year regeneration project. Given the scope of the project, this report starts with outlining the context to provide a foundational understanding of environmental factors. Subsequently, as the theory, evolution and value of meanwhile activity is discussed, the evidence suggests that there is the potential to facilitate placemaking through its resilient and flexible nature. Building on a broad number of case studies and semi-structured interviews with 16 experts, the key benefits of meanwhile are identified and appraised.

We find the key lasting benefits of meanwhile activity are a positive shift in perceptions, economic development and the creation of community. Our research also suggests that the assumptions for successful meanwhile activity lie in:

- Addressing a local issue directly
- Engaging the community
- Clustering
- Integrating local heritage
- Taking a long-term outlook
- Communicating an overarching narrative

Tailored policy and recommendations centre on engaging the community in the process of meanwhile activity, while supporting actors through suitable policies and flexibility. Providing social infrastructure, as suggested, could help creativity to flourish, while focusing on ways to localise and share the benefits more widely will facilitate economic growth. To derive value from meanwhile activity, we propose adopting a Meanwhile Evaluation Checklist to review projects. As this is grounded within a framework of long term placemaking, using this measurement tool to monitor and evaluate projects should contribute to Meridian Water's wider goals.

Finally, our conclusion suggests that there is great opportunity given the evolving nature of the meanwhile industry alongside shifting attitudes towards community and wellbeing. The flexibility, community engagement and local focus embedded in meanwhile activity suggests that it could be a tool for inclusive growth. While the council's strong values and tacit knowledge could facilitate the matching and making needed. Ultimately, meanwhile activity appears to enhance the placemaking potential, generating an uplift for developers and landowners which will eventually be materialised through rising land value; thus also benefiting the wider future developments.

# 2 HIGHLIGHTS

- 1 We identified applicable lessons through an in-depth review of the literature and ex-post case analysis.
- 2 Conducting 16 interviews with a range of stakeholders helped us to understand key outcomes.
- 3 Meanwhile's characteristics make it conducive to inclusive economic growth.
- 4 Meanwhile activity facilitates placemaking objectives when focused on local needs.
- 5 Benefits can be measured in the medium-term through tailored social value measures.

# 3 THE PARTNER

The partner for this project is Meridian Water, the council-led developer of a large project set in Enfield, North London. The aim of this development scheme is to build 10,000 homes and create 6,000 jobs over the next 25 years. They also aim to make a large contribution to Enfield Council's Climate Action Plan, with the goal of making the Council and borough carbon neutral by 2030 and 2040, respectively. With the council overseeing the master planners, the Meridian Water team have expressed a strong focus on social values with a desire to create new jobs for the 'maker' economy and pursue further capacity-building opportunities through traineeships, apprenticeships, and school programs.

*“Going forward we will be in control and we will be the custodians of the place Meridian Water will become; investing council money and resources to ensure that local people are the principal beneficiaries of the new homes and jobs that will be created.” - Cllr Nesil Caliskan, leader of Enfield Council.*

## THE PROJECT

The research question: **What does meanwhile activity deliver in terms of placemaking, and other long-lasting benefits, for future permanent residential developments? Does meanwhile activity generate an uplift in value for developers and landowners, and if so, can it be measured?**

Given that the site is still relatively uninhabited, the aim of this research is to investigate the potential for meanwhile activity in creating place-specific, long-term benefits for both the future community and the developers. Considering the scope and timespan of the project, there is great potential to utilise the existing resources including environment and human capital for placemaking at the site. Central to our framework is placemaking, which facilitates inclusive and sustainable development through (1) better quality of life, (2) greater local business ownership and (3) greater social inclusion and community interconnectedness. This report will aim to address the benefits of employing meanwhile activity over different timespans, and in different contexts with various stakeholders, while considering how to measure the value of temporary projects.

# 4 CONTEXT

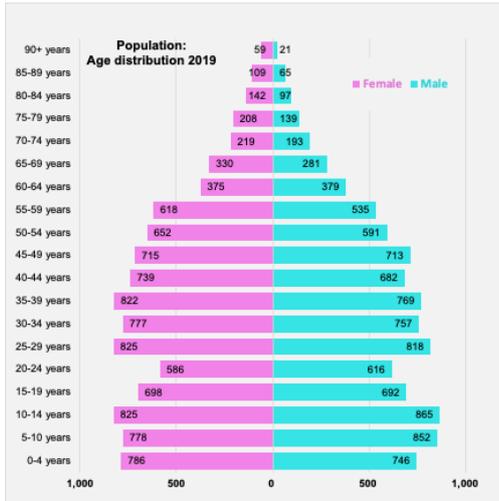
**London** is both England's most affluent region and its most unequal<sup>1</sup>; a centre for growth that leaves 28% of its residents living in relative poverty<sup>2</sup>. This growing gap between London's rich and poor is both informed by, and reflected in, the city's current approach to planning and development<sup>3</sup>.

The COVID-19 pandemic has led to a recent shift in values towards community-led initiatives and well-being, making a focus on place-specific approaches and sustainable growth particularly important<sup>4</sup>. There is added weight to the democratisation of public space, proximity to nature and the prioritisation of people over cars. The post-crisis period could also be a chance for rapid innovation, with individuals looking to make social and environmental contributions, as well as economic. There is potential for building a dynamic, resilient, and successful community by fostering a hub for creative and green enterprise, on the site, providing significant spillover impacts.

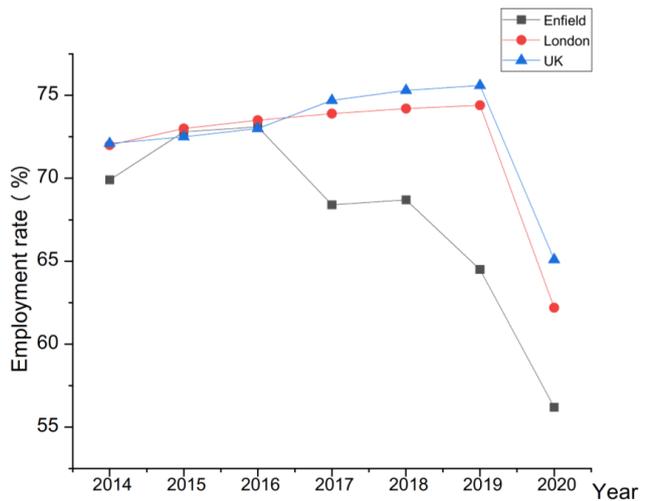
The Creative has been the largest growing sector in the UK since the 2008 crash, fuelling freelancers, especially in categories of technology and craft industries (small batch artisans, largely food & drink)<sup>4</sup>. However, the recent impacts of Brexit and the pandemic are yet to be understood in full. In London, micro-businesses (less than 10 employees) make up over 90% of all businesses and small businesses account for 7.4%<sup>5</sup>. Despite SMEs providing the greatest opportunities for employment, generating around half of GDP and accounting for 52% of jobs, smaller enterprises have seen the largest halt in trade during subsequent lockdowns, challenging their survival<sup>5</sup>. While providing space for small and social enterprises is needed for decent employment, providing adequate public spaces and markets can also function as incubator space, helping to foster new business ideas, create community, facilitate accessible opportunities and localise growth.

**Meridian Water** is situated in the Upper Edmonton ward of Enfield, an area which faces several challenges around deprivation, including low household income, a reliance on part-time employment (36%) and low skill capacity<sup>6</sup>.

- The 3 proximate Edmonton wards have the lowest incomes in the borough; in upper Edmonton, 23.8% of the households in the area live on £15,000 or less<sup>6</sup>.
- The claimant count was highest in the ward of Upper Edmonton (10.8% of working age population, July 2020<sup>6</sup>). F2 below also compares borough total employment pre-COVID.



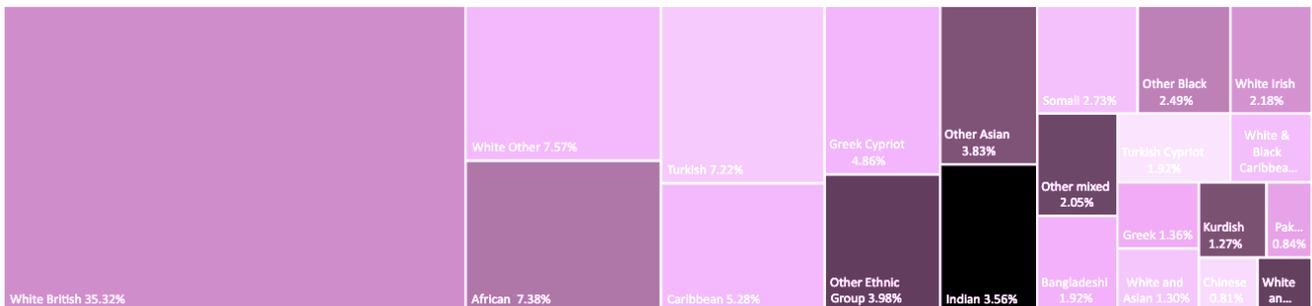
F1. Upper Edmonton Population Distribution<sup>6</sup>



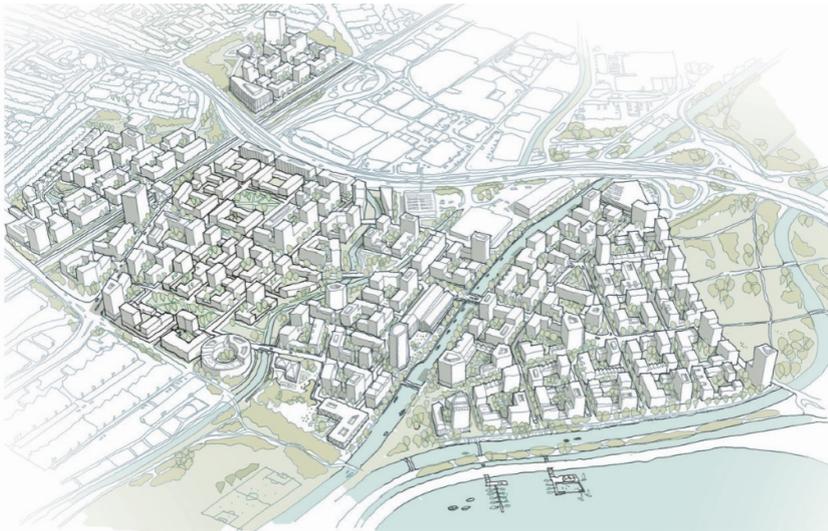
F2. Relative Employment Rate 2014-2020<sup>7</sup>

- It is also one of the fastest growing wards in London with a high proportion of the population within the 0-19 age range; the fastest growing age group is the over 65s – predicted to be up by 23% in the next 10 years<sup>6</sup>.
- The area is characterised by a high degree of cultural diversity.

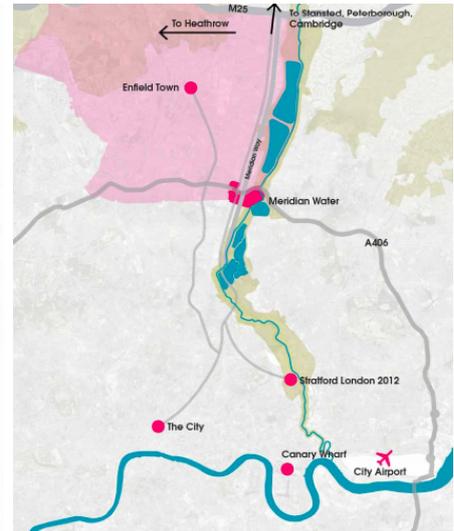
**F3 Enfield Ethnicity Estimates <sup>7</sup>**



- There is a high level of obesity with area of Upper Edmonton, ranked in London's bottom 10% for wellbeing, making access to social assets and higher incomes a focus of development<sup>6</sup>.
- The crime rate in the area, particularly youth crime, is above the borough average<sup>6</sup>.
- There are currently fewer cultural spaces, bars and restaurants per head than any other part of the borough<sup>8</sup>.



F4 Master Plan <sup>9</sup>



F5. Connectivity Map <sup>9</sup>

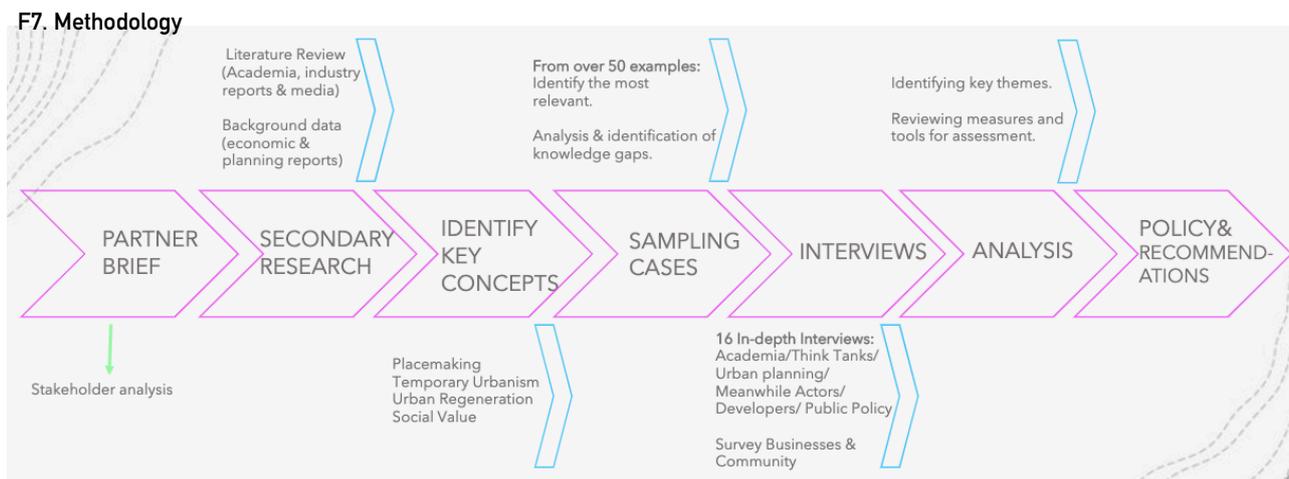
The site is located in Enfield, an outer London borough which sits between urban and suburban in character. The site for Meridian Water has many assets, being located alongside the River Lea, 40% of the borough is designated Green Belt <sup>7</sup>. As a previously undeveloped site, there has not been any residential displacement, creating a fresh slate for incoming communities. The new train station, Meridian Water, provides quick and convenient access to Liverpool Street Station and the site also sits alongside the North Circular, providing access for more car-friendly suburban neighbourhoods. By 2024, as part of a £156mn investment from the Housing Infrastructure Fund, the development is anticipating increased connectivity for the new station, hosting 6 - 8 trains per hour. The SWOT diagram below highlights key characteristics considered in relation to meanwhile use.

**F6. SWOT Analysis<sup>9</sup>**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Council as master developers &amp; the associated tacit knowledge</li> <li>Existing partnerships and management</li> <li>Sustainability focus and strong values</li> <li>Ability to take risks without entirely financial goals.</li> <li>Surrounding nature</li> <li>Central London proximity</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Bureaucracy and slower processes</li> <li>Current limited connectivity of the site</li> <li>Topography: limited existing community</li> <li>Industrial site image</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Changing values and approaches to flexibility (COVID-19)</li> <li>Large youth population</li> <li>Non-residential prior use = opportunity to build a legacy</li> <li>Culturally diverse community</li> <li>London as a 'creative city'</li> <li>London real estate market – secure developer value.</li> <li>Central London connectivity</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Economic downturn.</li> <li>Pandemic.</li> <li>Resistance from 'neighbours'.</li> <li>Objection to 'Meanwhile' as a temporary term</li> <li>An ageing population and the challenges to inclusivity</li> </ul>

# 5 METHODOLOGY

After analysing the partner brief, the economic and planning context of the project and potential stakeholders, an extensive literature review was carried out to identify key concepts.



To adequately analyse successful meanwhile activities and the potential long-term benefits, a wide variety of UK-specific and as well as international case studies were compiled from academic literature, reports and organisation sites (App:B). A smaller set of examples were identified for detailed study due to their key learnings, contribution to sustainable development and relatable topography, demographic and values for Meridian Water (App:F). In each case, social, economic, and environmental contributions were evaluated, as well as key success factors, to better understand the drivers and measures of success.

Identifying any remaining gaps in our research, we compiled questions for a series of semi-structured interviews. These were conducted with a broad range of actors within the meanwhile or regeneration fields who could provide insight on their experiences and approaches in the UK from community, private, and public perspectives.

Due to the barriers of national lockdowns, two surveys were created and shared online, with the intention to better understand the feeling of the locality: demands, local issues and perceptions of the area. While qualitative responses have worked to reinforce certain findings, as a statistically significant sample was not received, they have not been considered part of our findings.

Finally, our findings were analysed to identify key themes, potential benefits and assumptions for success, allowing for the creation of specific policy recommendations suitable to the Meridian Water context.

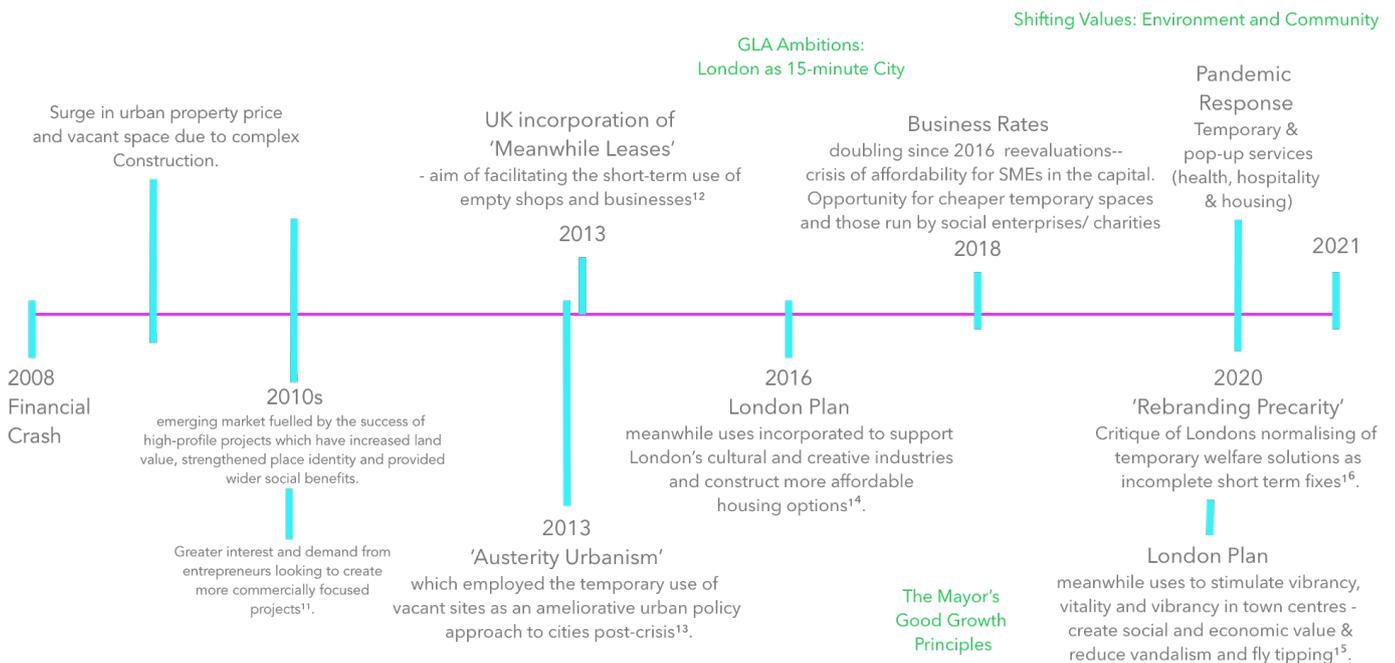
# 6 LITERATURE REVIEW

## 6.1 INTRODUCTION

*Meanwhile activity* is a relatively recent and therefore continuously evolving concept and practice within London regeneration (F.8), making an extensive literature review an important basis for our recommendations. Drawing on the main purposes and benefits of meanwhile activity, a brief overview of the conditions encouraging its proliferation in London and ways to measure the value of such projects will also be addressed - considering measurement of social and economic value, as well as land value uplift.

Meanwhile activity has been gaining popularity as an approach since the global financial crisis in 2008. Meanwhile use can be described as 'a situation where a site is utilised for a duration of time before it is turned into a more permanent end state, taking advantage of a window of opportunity' <sup>10</sup>(p.14). The duration of meanwhile projects varies from weeks to years, with some instalments becoming permanent structures in the community due to widespread success. The concept can include a wide range of installations from pop-up shops, to housing guardianships, workspaces, festivals, and exhibitions. GLA and ARUP<sup>10</sup> have suggested that the activation of meanwhile use can support the Mayor's Good Growth principles, by enhancing civic pride, driving economic growth, and delivering more inclusive and sustainable development.

## F8.Evolution of Meanwhile Use



# TEMPORARY USES:



F9. Camden Collective: Workspace & Incubator<sup>10</sup>



F11. PLACE/Ladywell: Housing<sup>18</sup>



F12. Pigalle Duperré: Basketball Court<sup>19</sup>



F13. Dumpster Pool NY: Swimming Pool<sup>20</sup>



F10. MK40 Tower: Art Installation/ Attraction<sup>17</sup>



F14. Skip Gardens: Moveable Urban Garden<sup>10</sup>



F15. Block Party @ Pop Brixton: Mixed Use - Food&Drink, Events, Workspace & Retail<sup>10</sup>

## 6.2 THE POTENTIAL OF MEANWHILE ACTIVITY

Meanwhile use is temporary in nature; however, the characteristics of flexibility, affordability and efficiency allow for immediate opportunities to test out new projects and provide employment which lead to the long-term benefits of placemaking through shifting perceptions and community resilience. New London Architecture <sup>21</sup> suggest meanwhile use can “embrace the city as a work in progress, enlivening spaces, places and high streets over a short-term period, while supporting long term ambition”. With two-thirds of planned projects never coming to fruition, vacant land plays a negative role in the community, however the growing profile of meanwhile space has encouraged demand and success of subsequent projects<sup>22</sup>.

### 6.2.1 Experimentation

The increased availability of more affordable and flexible leases has the potential to stimulate innovation, increasing the accessibility of entrepreneurial ventures, and allowing communities to engage in low-risk experimentation with different planning initiatives<sup>23</sup>. Meanwhile use is a form of planning that is not rooted in permanence or practicality, instead becoming a frontier for innovative and experimental practices<sup>24</sup>. This window of opportunity can facilitate lower risk, tested solutions, and sustainable decisions for the final development – with lower capital costs suggesting quicker returns for stakeholders<sup>25</sup>.

### 6.2.2 Placemaking

Meanwhile use is inextricably connected to urban theories embedded in collectivity, community participation, and placemaking. Placemaking can be defined as “the way all of us as human beings transform the places in which we find ourselves into places in which we live”<sup>26</sup>(p.1). A ‘sense of place’, which is the desired result of placemaking, is essential for wellbeing and feelings of safety, security and orientation, and a remedy against feelings of estrangement<sup>27</sup>. By nature, placemaking is often a bottom-up approach that empowers and engages people, identifies local leaders and mobilising resources; thus, relying on the assets and skills of a community, rather than solely on professionals<sup>28</sup>. Transforming vacant sites allows co-producers to re-shape their understanding of the city, transforming often pre-industrial spaces into shared community spaces<sup>29</sup>. Meanwhile activity, as often small scale, locally focused and flexible can facilitate this co-creation process.

### 6.2.3 Profile & Perceptions

The process of placemaking is tangential to the changing perceptions of a place, both of which are desired outcomes of meanwhile use. Meanwhile activity and the cultural enhancement it brings to public urban spaces drives attachment and can foster increased positive local attitudes towards a place<sup>42</sup>, often drawing increased attention to an otherwise vacant plot<sup>30</sup>. In addition to active street life, proactive

*“Remind the doubtful financial adviser how they remember the circus and not the office building, the Olympics and not the bank” - Rikje and Sadie, 2011*

authorities utilise meanwhile activity to look for social benefit, support change-makers and encourage future investment<sup>17</sup>. In the case of Granby Park, Dublin, the revitalisation of a long since derelict site, created a growing debate in the media and conversations between activists and academics looking to re-enact a new form of urbanism<sup>31</sup>.



F16. Granby Park, Dublin by Upstart– Vacant site in the heart of the city revitalised by 500 volunteers for 4 weeks of art and performances <sup>32</sup>

#### 6.2.4 Resilience

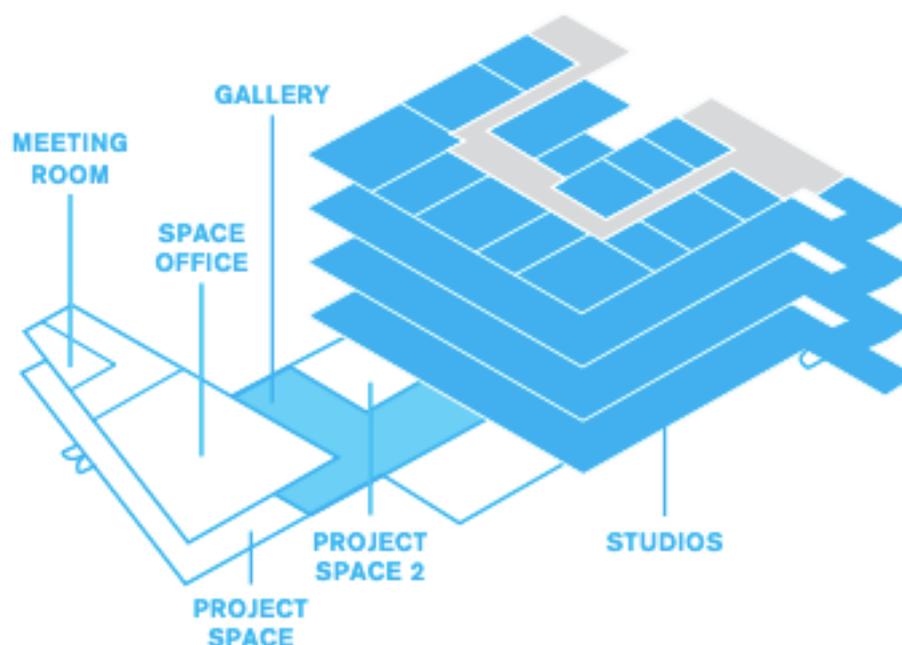
Meanwhile use spaces, through their public and temporary nature are amenable to change, thereby facilitating community resilience<sup>33</sup>. In a recent report by ARUP and the GLA<sup>10</sup> it was argued that meanwhile use could be mapped strategically onto identified shocks, tackling some of London's most pressing issues, from shaping interim spaces for long-term value, meeting a need that the market is unable to provide or addressing gaps for the community through food-growing or education. The London City Resilience Strategy 2020 made explicit mention of the potential for meanwhile use to build community resilience through social cohesion and economic relief, as evidenced by the increased use of meanwhile use during COVID-19<sup>34</sup>.

#### 6.2.4 Creative Placemaking

Increasingly, temporary activities utilised within urban regeneration has been influenced by debates around 'creative cities'<sup>35</sup> which centre on artists and creativity as vital economic tools and agents<sup>36</sup>. Markusen and Gadwa<sup>37</sup> discuss the potential and conditions for creative placemaking to animate public

spaces, improve business viability, improve public safety, and bring diverse people into the ecosystem. Creative Placemaking fosters economic development through the re-use of vacant space; recirculating incomes locally at a higher rate; creating jobs within culture and beyond; raising the entrepreneurial attainment of local artists and designers; encouraging training and attracting non-cultural businesses<sup>37</sup>. What ensures this virtuous cycle is a strong initiator, a level of distinctiveness that builds on local spaces and the strength of partnerships, from private to public and across industries.

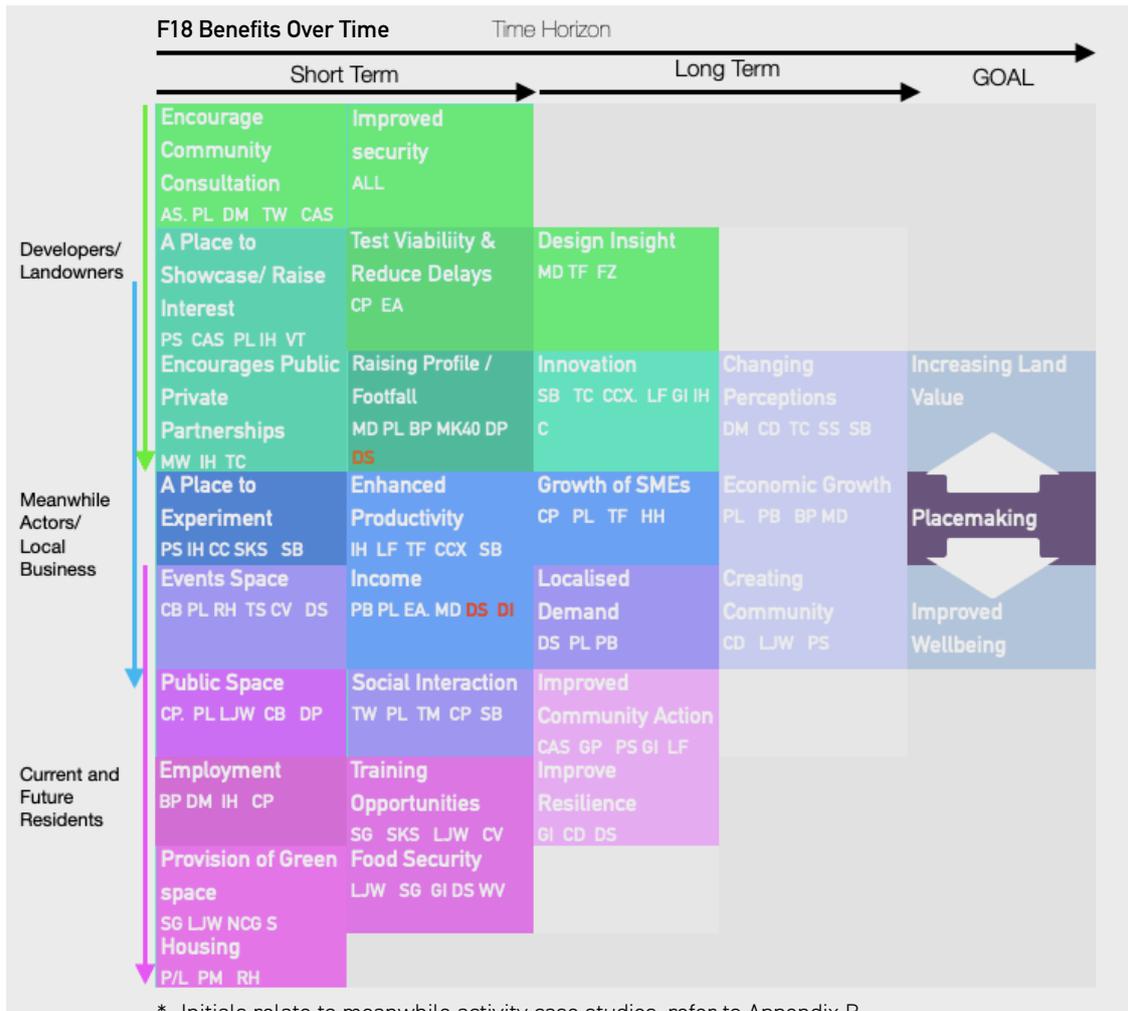
The changing labour market supports greater cross-fertilisation of skills and knowledge, mixing design and technology, facilitated through new means of communication<sup>38</sup>. Through clustering activities and the provision of workspaces, meanwhile use can facilitate the creation process (App:A). Akil Scafe-Smith<sup>39</sup>, an alumnus of the Public Practice scheme, attests to the networks of artists that have been formed through projects such as Platform Southwark and South Kilburn Studios, demonstrating how social connections continue to foster new projects. In a GLA<sup>41</sup> report on Artist Workspaces the focus was put on the potential to provide a hub and training opportunities for local businesses. The Triangle, Hackney, demonstrated how such spaces not only created a community, but contributed to attracting new investment to the area<sup>41</sup>. While permanent in nature, Second Floor Studios in Greenwich, a space for 455 artists' businesses, received The Civic Award for Economic Prosperity in 2014 due to its return on investment, and contribution to the social, economic and physical wellbeing of the borough.



F17. The Triangle, Hackney: Combining public space & creative workspaces<sup>41</sup>

### 6.3 BENEFITS OVER TIME

From co-working spaces to cinemas and community gardens, a broad range of temporary projects have been reviewed which could be utilised on the site. From the initial provision of amenities, creating a space of experimentation, production and interaction, to integration with the local economy, the variety of outcomes reflects the scope of initiatives. The below diagram summarises the potential of various uses to contribute towards placemaking, while highlighting benchmark examples to be explored further (see App:B for full list of cases).



\* Initials relate to meanwhile activity case studies, refer to Appendix B for full title, location and references.

### 6.4 CHALLENGES

There are, however, challenges that come with the temporary nature of meanwhile projects. Short time frames limit improvement, integration with the community and returns on investment, with the irregular nature making factors such as footfall and viability assumptions harder to predict. Further challenges to consider:

- The burden of non-charitable business rates and significant transaction costs limit the chance for private operators, especially if in competition with large companies or chains<sup>41</sup>.
- With many intangible outcomes and little consistency among measurement of values from meanwhile projects, subjective ideas of success make planning and funding applications more challenging<sup>11</sup>.
- Risk of opposition when projects are developed without sufficient community engagement, where expectations or needs are not considered, or the project involves displacement of existing communities<sup>39</sup>.
- Community resistance to the dismantling of the meanwhile use projects due to widespread success or attachment. Bosetti and Colthorpe<sup>23</sup> suggest that the mayor drafts a 'Good Practice Code of Exit' to deal with issues of actors not wanting to move on.

## 6.5 LAND VALUE UPLIFT

Despite the suggestion meanwhile activity can contribute to financial returns for developers and landowners through placemaking<sup>10</sup>, we found minimal attempt to quantify the related land value uplift. Nevertheless, the effects of vacant land on property values have been analysed. Although maintaining vacant land may enable 'lower development costs', it can also result in diminished revenue, ongoing costs (tax liabilities, maintenance), liabilities from environmental impacts and increased crime rates, lowering surrounding property and economic value<sup>25</sup>. This lower value can lead to an increase in property taxes from authorities looking to make neighbourhood improvements<sup>43</sup>. In economically precarious times, meanwhile use can provide a chance for landowners and developers to raise value through the chance to market the site, alter perceptions or gain political capital with planning authorities<sup>25 35</sup>. It has also been noted the related maintenance of a site can raise property values and hence tax receipts<sup>44</sup>.

## 6.6 MEASURING VALUE

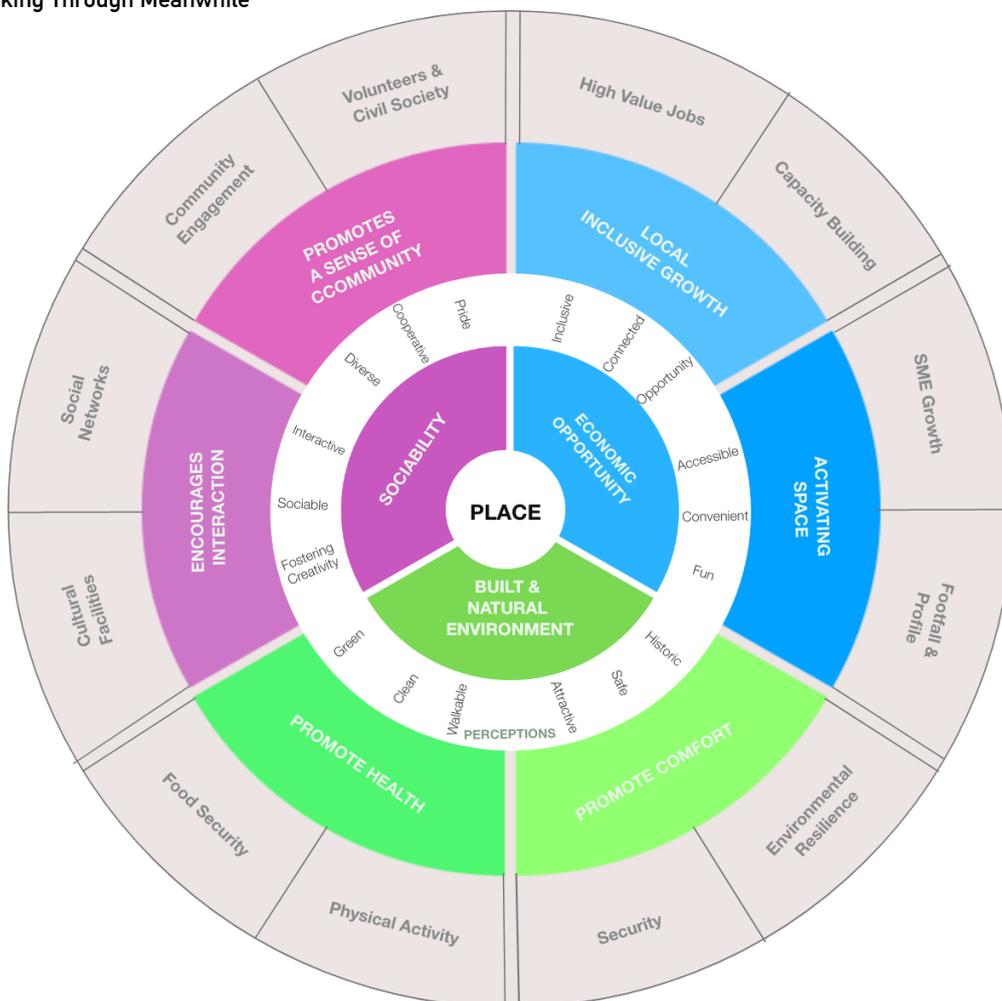
Exploring further ways to evaluate projects our review of the existing literature found little consistency in the assessment of meanwhile projects, with a range of measures used to appraise often subjective success, from job creation to media attention and the number of new associated projects (App:C). While Coffield et al.<sup>45</sup> suggests that long-term value of artist-led meanwhile spaces could be captured through the Community Land Trust Model or a 'gentrification tax', such tools demand a structured evaluation. Given the degree of social value often associated with meanwhile activity, discussions should be widened beyond the financial, considering the evolving scope of non-monetary measures<sup>46</sup>. Likewise, Mazzucato<sup>47</sup> suggests the choice of measurement will influence the economy we want to build. Tools which capture the wider benefits to society, and in so their contribution to placemaking, could provide more immediate and useful indicators, while facilitating the development of a place for sustainable financial returns. ARUP and GLA<sup>10</sup> also assert the importance of choosing the correct metrics to measure financial return, perception shift,

and the social value for the local community. Exploring the ways in which social value can be captured our research has considered a broad range of tools from Social Impact Assessments, to Social Return on Investment and the Good Public Space Index, helping us to decipher which measures could be applied to the aims of the project (App:D)

# 7 ANALYTICAL FRAMEWORK

Following our initial understanding of the question and project, as well as our review of the literature, the analytical framework has been designed to guide our assessment of the placemaking potential of meanwhile activity. With strong sustainability values, Meridian Water, throughout their selection of projects, have taken holistic approach; considering the environmental, social and economic potential. Having expressed the key components of placemaking within their project to involve the incorporation of the built and natural environment, access to economic opportunities and the creation of community through design, the framework illustrated in the circular diagram below (F.18) relates these key attributes to the potential of meanwhile activity. From the 3-core attributes, the following ring considers perceptions associated with placemaking; the 6 sections following show the ways in which meanwhile activity can contribute inclusive and sustainable development, while the external ring expands these into measurable. This combines public space guidelines with our findings around meanwhile benefits and values of inclusive growth (App:E).

**F19 Placemaking Through Meanwhile**



The term inclusive growth encapsulated sustainable growth which expands economic opportunities while broadening access, recognising also the contribution of non-income wellbeing to human development<sup>48</sup>. The emphasis being on economic growth that provides more jobs to disadvantaged groups<sup>49</sup>. It is evidenced that meanwhile activity generates economic value for localities by enabling unused (or under used) vacant land or property to be made productive again by attracting people onto site, supporting entrepreneurship and growing employment. Additionally, temporary projects can generate social and environmental value by creating inclusive public spaces, encouraging interaction and relationship building; all whilst ameliorating the built environment, promoting sustainable small-scale practices and providing space for green projects. Given the incorporation of meanwhile use within resilience strategies, it is believed that there is potential for such activities to address local needs and through their flexible nature, and through their focus on social values to facilitate inclusive growth. Therefore benefiting future permanent residents, the wider community and landowners, where capitalisation would eventually capture placemaking value through final development values.

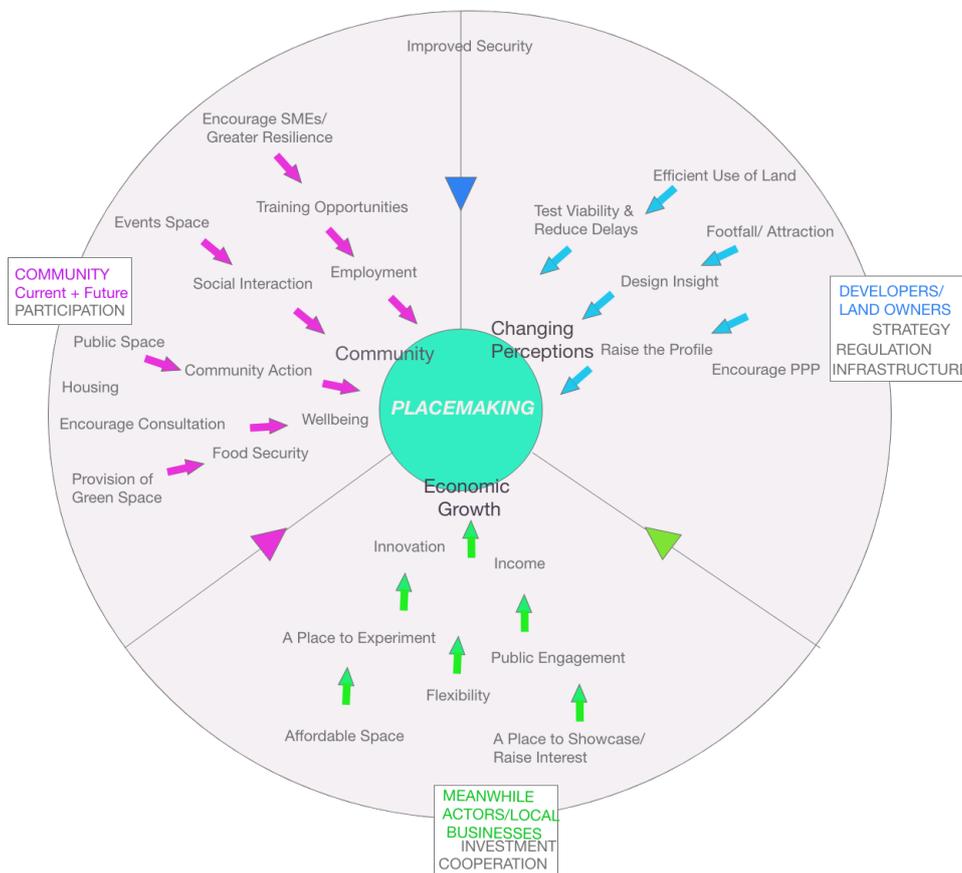
# 8 KEY FINDINGS & ANALYSIS

Here we will address some of the key findings, identifying themes that have arisen throughout our literature review, more detailed case analysis (see App:F) and interviews (see App:G for name, role and key themes). Considering the context of Meridian Water, we have identified key lasting benefits, assumptions for success and potential for measuring such outcomes.

## LASTING BENEFITS

Three key long-term benefits were found: a change in perceptions and activation of the space, inclusive economic growth, seen through local focused business growth, employment and capacity-building, and the creation of a community. The below diagram highlight who the initial benefits of meanwhile are attributed to as well as how these feed into the ultimate end goal of placemaking, which provides an uplift for all through greater well-being and rising land value. Through the provision of space and attraction of people, there is greater social interaction and the chance to engage the public which can lead to innovation between actors, design insights for developers and a greater sense of community among residents.

**F20 Meanwhile Stakeholders & Benefits**



## 8.1.1 Inclusive Economic Opportunity *Local Community*

Contributing to placemaking, economic growth can be considered as the product of physical capital, the added infrastructure that meanwhile provides, innovation, encouraged by a chance to experiment and human capital, bringing in labour to the workforce and building on their skills.

### 8.1.1.1 Space for SMEs

While sites such as Peckham Levels and Pop Brixton draw large numbers of visitors from around London, this also provides opportunities for local start-ups and small retail tenants to reach new audiences, with 14 businesses from Pop Brixton moving on to set up elsewhere. International House's BuyGiveWork initiative, hands out free space for every office purchased, providing opportunities for new enterprises and through a commitment to London Living Wage, boosts the local economy through increased wage competition.

### 8.1.1.2 Cross-Fertilisation & Collaboration

Mixing organisation, public space, events and training also allows for cross-fertilisation through learning and collaboration. Understanding the legacy this can create, Graham Stark spoke of meanwhile activity as a 'serendipity generator'. In the case of Imperial's White City campus, a meanwhile square served as a place for bright, science-oriented minds to exchange ideas across disciplines. The CEO of Camden Collective also explained the importance of matching the businesses housed in the co-working space to foster a 'co-supportive' space which fosters organic collaboration between makers of different but complementary crafts. This cross-fertilisation of skills is an important impact of meanwhile use projects to generate further innovative and facilitate capacity-building.

### 8.1.1.3 Capacity Building & Employment

Yinka Johnson, of Meanwhile Space CIC and James Wheale, founder of Nomadic Community Gardens, described how ex-post evaluation of meanwhile projects can involve a follow-up with traders and tenants to track employment sustainability. The ripple effect of local employment is an important long-term impact of meanwhile use as it allows for the development of relationships and stakeholders within the community which last beyond the duration of the meanwhile use project. The opportunity for capacity-building within meanwhile activity was highlighted by many of our interviewees. Many uses integrated in-kind community commitments, to provide workshops or education for locals, which would also contribute to shifting perceptions and creating community. Karen Jelenje of the placemaking agency 'Activate the City!' explained how vacant spaces can provide a canvas for young people to experiment with different ways to shape their community. James Wheale also emphasised the potential of meanwhile use to build skills in the community in an organic way. Cody Dock, once a large vacant plot, through an agreement to in-kind contributions from its artist and social enterprise tenants provided workshops, trained young people, and held exhibitions in the area.

## 8.1.2 Creating a Community

When speaking about the 'legacy' of a meanwhile use project, James Wheale highlighted the importance of the space hosting the meanwhile project as a 'safe space where [people] can grow relationships'. Peter

Bishop highlighted the cascading effect developing trust, pride, and capacity-building in meanwhile use projects. Something as simple as planting trees in a community can create connections between the development and community, spurring future engagement. With the diversity of participants coming to be a marker of its success, Skip Gardens, a moveable urban green space, has created a lasting community. The project has focused on social inclusion, building healthy lifestyles and self confidence in young people. Loughborough Junction Community Farm's local focus and public engagement also paid off, with the temporary stay being extended long term to include purpose-built workspaces. While Cody Dock has also been integrated into the long-term development with a dedicated community committed to maintaining the site and often providing pro-bono services facilitating longevity.

### 8.1.3 Changing Perceptions *Developers and Landowners*

A change in perceptions, facilitated through space activation, was identified as a key lasting benefit for developers and landowners looking towards future permanent developments. Graham Stark discussed the urban regeneration value which results from heightened security and safety. In terms of commercial value, Stark also highlighted how the quicker rate of return provided by meanwhile use, greater footfall and the subsequent security help start the placemaking process. Simeon Aldred mirrored this view, suggesting meanwhile can create more cohesive places, faster. Nick Searl, a Managing Partner of Argent working on the King's Cross development, also emphasised the value for developers in creating purposeful and well-funded meanwhile activities to garner interest and alter perceptions. Peckham Levels, through active programming has provided lasting positive experiences among locals and tourists, generating further footfall at the site. The Depot Mayfield, through large scale live events such as PRIDE and the Warehouse project, combined with workspaces and community projects has had a similar effect, resulting in the transition of an unknown site to a hub of creativity and entertainment. In an interview with Meanwhile Space CIC, it was found that Loughborough Junction Arches in Lambeth, London, through a meanwhile strategy, saw a fall in antisocial behaviour, creating a sense of safety and a place now known for fostering local creative industries through initiatives such music studios for young people. Graham Stark explained how meanwhile use activates a site draw energy into the space, creating a ripple effect as a weekend destination hub. In relation to the King's Cross development, a shift in perceptions was seen as a result of meanwhile strategy focused on family-oriented, transforming a site previously associated with antisocial behaviour.

## 8.2 ASSUMPTIONS FOR SUCCESSFUL MEANWHILE ACTIVITY

Our research has also uncovered a number of prerequisites to placemaking through meanwhile activities. These 6 conditions we suggest have shown to support the outcomes of successful projects.

### 8.2.1 Addressing Local Issues

Interviewees described the importance of developing projects around local demands, whether providing a public service or community offer which the market is slow to deliver, supporting the environment or wellbeing. For example, the lack of affordable workspaces for International House Brixton, high unemployment and a lack of creative businesses for South Kilburn Studios or The Workshops' choice of education charity and social enterprise tenants who were committed to engaging the public within a deprived area. Part of identifying needs demand early consultation, exemplars being LJ Works

and Peckham Levels whose steering groups have kept the projects relevant and sustainable. From the perspective of developers, Graham Stark noted how Imperial College's White City campus success could be attributed to its response to local needs, with innovators renting out space in the campus, providing services to the elderly population within the surrounding community.

*“I think that’s a measure of a successful project...when the project itself reflects the identity and the needs and interests of the people it represents as opposed to something that’s like a package or product”.*

*— James Wheale, Founder of the Nomadic Community Garden*

## 8.2.2 Community Engagement

Interviewees including Camden Collective's Simon Pikeathley and Nicolas Bosetti highlighted how early engagement can reduce the chance of planning conflict around Section 106 and beyond this, can improve future management. James Wheale discussed how engagement can facilitate the creation of long-term communities which are locally meaningful and empowering. Karen Jelenje also described how the "trial-by-error" nature of meanwhile use should be utilised and embraced to facilitate wider, more diverse community engagement with the project. An interviewee from the Architectural Association described efforts conducted by Newham Council in utilising socially distanced engagement practices during COVID-19. This was done by staggering visits which allowed the community to engage and provide feedback through walks, rather than through video calls, getting people into the space while measures remain in place. Beyond getting new people together, social capital has been built through numerous initiatives. Examples include, in-lieu commitments such as South Kilburn Studios tenant's commitment to weekly workshops, start-up incubator FIELD Brighton's community events, as well as Camden Collectives commitment to placemaking initiatives such as Camden Creates Festival. Through these findings, it can be concluded that creative community engagement is beneficial not only in attracting the local community, but those outside the community. Creative community engagement is essential to allow developers to capitalise on the experimental nature of meanwhile use to test out ideas while creating a community and destination for organic connections.

*“I think it’s about trying to test different things and seeing how people interact with it because ... the traditional way of engaging people...doesn’t necessarily work because you don’t get that diverse number of people” — Karen Jelenje, Founder of Activate the City!*

## 8.2.3 Creative Clustering

Platform Southwark's success was facilitated through grouping creative organisations at different stages. International House in Brixton, an 11 story co-working space, similarly combines established businesses with sole creatives and public ground floor space. Mixed-use sites such as Peckham Levels, which has everything from retail to food markets and workspaces, has enlivened the space and encouraged collaborations. The Depot in Manchester as a 24-acre disused site, has begun to build a community; with the developers setting-up offices on the mixed-use site there is a direct interaction with business start-ups and the community which also facilitates design insight informing

the longer-term project. While start up incubator the Field, which used a competitive process to identify innovative tenants, saw 6 of the businesses form a corporation together following the meanwhile activity.

#### 8.2.4 Integrating Heritage

Alongside current needs, the findings from the interviews demonstrate the importance of integrating local heritage to create a meaningful identity. A representative from Poplar Harca, the developer working on the Aberfeldy Village's meanwhile scheme, attributed the success of the project so far on the integration of the Bangladeshi heritage and the history of textiles in the area. Meanwhile Space CIC also discussed the importance of engagement in informing the local history and creating sustainable roots, as in the case of Elephant Arcade. Relating heritage to discourses of value, a member of Resolve Collective described the social, financial, and environmental value of integrating the heritage of a space for a sustainable impact. These findings have demonstrated the importance in integrating local heritage of a site to the meanwhile use project to facilitate local engagement, outside engagement by creating an authentic destination, and value for the developer in creating a unique identity for the future development.

#### 8.2.5 Long-Term Vision

While meanwhile may be innately temporary, a longer-term vision helps ensure long-term support. The creation of a legacy is what encourages the engagement of the community in activities from management to lobbying<sup>50</sup>. Skip Gardens, operated by the charity Global Generation, through a focus on social values has developed strong partnerships and a commitment to building capacities in young people. The same can be said for business incubator and workspace, Camden Collective, who also acts on moveable sites. This perspective could also be seen in the commitment from developers U+I to help tenants move on, in the case of The Workshop or strong sustainability values, in the case of the Cody Dock. Simeon Aldred suggested truly temporary projects are "destination marketing" rather than placemaking. A focus on maintaining relationships with tenants and local stakeholders are essential to securing the long-term benefits of temporary use, especially when the infrastructure which once embodied the destination is transitioned into the wider development.

#### 8.2.6 Overarching Narrative

A common theme across professions was the power of creating an overarching narrative connecting meanwhile use to the greater development. Peter Bishop, academic and urban designer, stressed the importance of storytelling in helping locals envision what their community could look like, with meanwhile spurring imagination by way of its experimental and flexible nature. James Wheale also honed in on the power of narrative in the development of the "identity" of a space, a vital aspect of placemaking. From the developer perspective, Graham Stark discussed the importance creating a compelling narrative that attracts people to an area and benefits the wider development. This narrative can be developed through a communication strategy which makes explicit mention of the purpose and intention behind the meanwhile use and communicates the desired long-term benefits of the meanwhile project in the area and for the people working and living there.

*“I’d say the most important thing about...meanwhile use is ...the story...meanwhile use gets threaded into that bigger story [of the development]”*

*— Graham Stark, London-based Developer*

### 8.3 MEASURING VALUE

Based on the literature and the testimonies of interviewed developers, uplift in land value and property values is to be expected from sites hosting meanwhile use projects; however, there are many intangible benefits which contribute to such shifts. Many actors have expressed the difficulty of assessing the impact of projects which produce unquantifiable or intangible long-term outcomes, as well as that of separating the impact of temporary and permanent use projects from the wider development. When speaking with the GLA, developers and planners, we found a lack of recording and evaluation of projects despite good practice. Developers and actors have posed ideas for appraising land value and discussed with us some tools commonly used for capturing the social value of projects (App:D). However, they often fail to capture the broader outcomes of meanwhile activity. This gap in the findings has led us to develop a set of indicators - found in the following section - in an effort to synthesise the efforts from other meanwhile use and public space projects, facilitating the quantification of impacts.

### 8.4 LIMITATIONS

Here we consider some of the limitations to our study and what impacts these have for our policy recommendations, as well as suggestions as to the gaps and opportunities to explore further.

- We faced resistance from a variety of groups including academics, commercial actors and the local public (surveys) around the term 'Meanwhile', which often garnered negative connotations around impermanence. This reinforces the need for suitable communication across all stakeholders for successful operations.
- The range of uses in scope, space and intention has made it hard to generalise and evaluate benefits among varying projects. Our intention of maintaining a broad definition of meanwhile has been in recognition of the potential, overtime, of the site to inhibit many uses. However, assessment remains highly context specific and temporal issues must also be considered when comparing examples. As meanwhile activity expands, there is opportunity to share results between actors and councils, learning from further benchmark examples.
- Socially constructed, intangible benefits that require counterfactual evidence to substantiate<sup>23</sup> are often seen to be the advantage of meanwhile activity. While the outcomes may be intangible our findings

suggest key components can be captured in the medium term.

- Our research has suggested significant spillover impacts which may be even harder to capture. While we expect this value of placemaking will be demonstrated through economic growth, another key issue has been accurately identifying the distributional effects.
- Difficulties have also come in assessing value in the face of a large heterogeneous community, but we believe that given the right temporary uses the benefits can be broadly received.
- Our methodology was limited by our ability to collect survey data. We expect that greater responses could have facilitated a better understanding of current perceptions and potential for different types of meanwhile activity. While we recommend continued engagement to capture and respond to the sentiment, careful considerations should also be given to who Meridian Water plan to attract as future residents.
- Furthermore, our interviewees, given our focus on actors and developers engaging in meanwhile, inhibited a greater understanding of opposition to such activities. However, we expect that with greater integration into the industry and with more time we would be able to build on these considerations.

# 9 POLICY & RECOMMENDATIONS

## 9.1 A PLACE TO EXPERIMENT

Placemaking requires improving the connection of people to place, through improving opportunities, emotional connections, and well-being. However, these potential outcomes of meanwhile use often depend on a degree of grassroots action, for which the council should focus on creating the conditions<sup>35</sup>. Tonkiss<sup>13</sup> called this a 'positive model of planning', while Scafe-Smith<sup>39</sup> frames it as providing questions, not answers; using smaller scale projects to reveal needs or highlight opportunities, possibly providing proof of concept for longer term development. It is essential that the developers take advantage of the experimental opportunity, creating a test-bed of ideas for what draws people onto the site, especially considering the current vacancy. This could include running competitions which collect the most creative ideas, subsequently handing over some flexibility and freedom to experiment within the community - spurring innovation and local engagement. Our findings also suggest the importance of clustering organisations with similar aims at different stages of development, while linking educational institutions with existing organisations can also spur innovation.

## 9.2 POLICY & REGULATION

While there is a need to cooperate across all actors, our research suggests projects work best when local authorities are the key decision makers, in part due to their social values, the opportunity to converse between local organisations and developers, and use tacit knowledge in matching resources and actors<sup>10</sup>. There is an opportunity for Enfield Council to incorporate temporary use policies into local plans such as in Brent, Croydon, and Camden. This would help in facilitating the expedition of permissions, where possible, structuring leases to enable funding access and establishing the provision of key infrastructure and guidance. As well as business rate relief to SMEs, creative or social enterprises, Coffield et al<sup>45</sup> suggests Social Value Bonds between landlords and tenants could create a system where rent goes down where there is a contribution to social capital in the area - as a chance to encourage sustainable growth. However, this depends on a suitable system for capturing contributions which could consider indicators from s9.6. Alternatively, tenancy agreement could include community service in lieu of rent, which could also stimulate the 'maker' demographic Meridian Water seeks to attract.

There should also be the creation and communication of a clear exit strategy, which considers the chance for sustainable up-cycling of resources<sup>39</sup>. To avoid damaging trust at the end of a project, Nomadic community gardens used notice boards, while with The Field this meant a commitment from developers to helping at the next step.

## 9.3 COMMUNITY ENGAGEMENT & COMMUNICATION

Agreeing aims and utilising a strong communication strategy is key to managing expectations. Creating an engagement strategy with equitable protocols will facilitate greater buy in from the community, helping to address future issues of management and maintenance through inspiring volunteerism and pride in growing the project. This has been done well through the creation of steering groups at Peckham Levels, International House, and LJ Works. Holding regular events and advertising to diverse groups are all key success factors for meanwhile activity<sup>11</sup>.

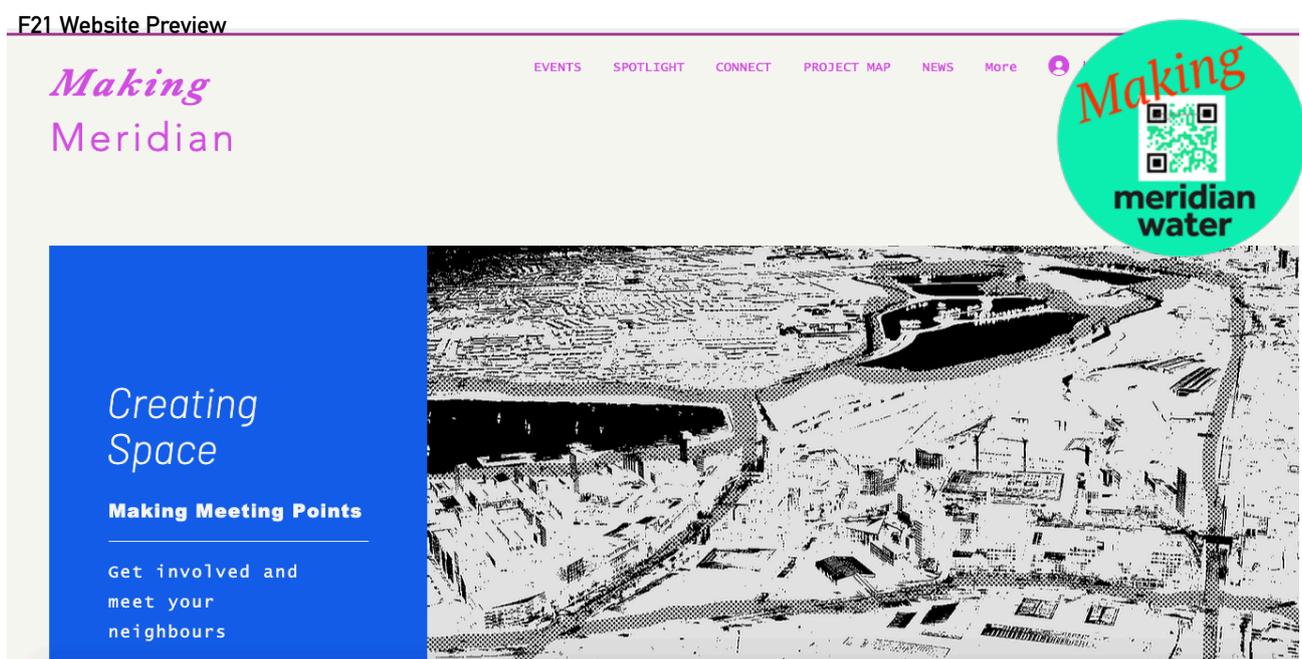
When speaking to other community organisations engaging meanwhile use, we have found that it is often difficult to develop trust between the Council and the community it represents, especially through traditional engagement methods such as town halls. Through partnering with organisation actively pursuing creative community engagement projects, such as the Resolve Collective, focus could be placed on activities that get people onto site and give them some ownership over development.

## 9.4 A SOCIAL NETWORK

The Meridian Water site is both challenging and exciting, a large space with natural features and new connectivity, but currently lying mostly vacant. To activate meanwhile activity, integrate spatially separate communities and alter perceptions of the site, there needs to be an attempt to build a community early.

MAKING MERIDIAN could form the seed, a new social network focused on meanwhile activity at Meridian Water. Building on ideas from The Croydon Meanwhile Toolkit, Barking and Dagenham's Everyone Every Day project and our research around innovative participation practitioners, the website could provide information about events, local businesses, an open-source map for plotting new projects, resources to hand and a spotlight on artist collaborations and creative enterprises. The aim: to foster interaction, cooperation and creativity. (App:H).

[Prototype LINK](#)



## 9.5 COMMUNITY WEALTH BUILDING

One of the benefits of temporary urbanism is the chance to experiment, address local needs and move quickly, but to maximise the localised benefits, attempts must be made to maintain a local supply chain. Community Wealth Building involves progressive procurement that can help to develop supply chains of businesses more likely to support local employment and real wealth locally – developing SMEs, sole traders, social enterprises, and community businesses<sup>52</sup>. Considering value beyond costs when contracting can lead to better environmental, social, and decent employment credentials, while anchor institutions help to recirculate wealth and supply locally, an example seen in Newham Council's recent CWB initiative<sup>53</sup>. Examples of Meanwhile use projects that have encouraged localised wealth and spending can be seen through Pop Brixton's encouragement of local hiring and spending among tenants and Camden Collective fostering of local small businesses, sourcing materials and services from others within the space. For longer-term residential developments, it is important that the site developers a self-sufficiency; avoiding a reliance on solely touristic attractions will increase resilience to future crisis.

## 9.6 MEASURING VALUE

We recommend using a Meanwhile Evaluation Checklist, which can serve as a guideline for assessing the holistic impacts of future projects based on our framework of placemaking potential. It has been guided by an understanding of local community needs and lasting benefits (App:I). While indicators will need to adapt depending on the activity, time periods should also be chosen related to the length of the project and feasibility; with some indicators providing instant feedback (digital data/footfall) others may require new

**F.22 Meanwhile Evaluation Checklist**

Economic Opportunity		Sociability		Built & Natural Environment	
Goal	Metric	Goal	Metric	Goal	Metric
LOCAL INCLUSIVE GROWTH	Number of High value jobs	PROMOTE A SENSE OF COMMUNITY	New Community Organisations, activities & No. of Volunteers	PROMOTE HEALTH	Access to GreenSpace (Space xDistance)
Increased employment		Provide social infrastructure.		Creating more public green space	
Capacity building	Number of Training, Education programs and Apprenticeships	Identify local needs.	Community Engagement (Consultations & Initiatives)	Encourage physical activity	Food security (Access to fresh food- price x availability)
Localised spending		Improve wellbeing.		Improve local markets & local growing	
ACTIVATING SPACE	Creative Enterprise growth (SME Growth, New registered businesses, Freelancers)	ENCOURAGE INTERACTION	Number of Cultural & Entertainment Events	PROMOTE COMFORT	Waste Output (Per meanwhile activity)
Create a place to experiment & Showcase		Encourage social capital and networks		Encourage environmental resilience	
Encouraging innovation and creative businesses	Station Footfall	Create attraction and sociability	Digital Data (Engagement, mentions, impressions)	Create sustainable structures.	Crime Rate
Attract people and activities to the area.		Foster creativity		Decrease vacancy and improve security.	
Changing Perceptions: In-person surveys, captured at transport hubs or through community groups could provide a more inclusive sample of changing views of the site.					

systems to collect data. However, we suggest incorporating feedback requirements into tenant

agreements, as well as setting benchmarks and adding to baseline data in order to see what works<sup>90</sup>. In accordance with the Green Book <sup>91</sup> and feedback from developers, an often overlooked issue is the importance of determining the “business as usual” (BAU) conditions of the site early in the development, prior to the integration of meanwhile use. This tool also aims to provide vital guidance on determining the types of activity chosen.

# 10 CONCLUSION

While the recent pandemic has posed economic challenges, the surge in meanwhile use following the 2008 financial crisis signals an opportunity for the provision of flexible and affordable responses for residents. Lockdowns have shifted values towards a focus on local purchasing, community networks and the importance of public space. Accelerating existing trends and encouraging flexibility, the GLA's ambitions of creating a 15-minute city also provide a chance for Meridian Water to cater to growing needs around co-working spaces and local amenities, facilitating the growth of a community while supporting reduced transport use and environmental sustainability.

Through an in-depth literature review, an analysis of local demographics, and interviews with relevant stakeholders, experts, and actors, this report has identified the potential for lasting benefits from meanwhile use projects when a place-based approach is adopted. With the Council as the master planners, Meridian Water has fostered a strong commitment to sustainable practices and local empowerment. This dynamic is particularly beneficial to meanwhile projects, as it provides greater chance to experiment outside of purely financial constraints, to co-create with the community and use tacit knowledge to connect private, public and community organisations through new partnerships.

To sustain benefits of meanwhile use into future developments, this report has aimed to demonstrate the success of projects which take greater efforts to build on the existing history of the site and culture of the surrounding communities, respond to local needs and link meanwhile of the present to the long-term vision. We suggest that this placemaking potential, while benefiting future residential developments, also generates an uplift in value for developers and landowners. While this may be difficult to attribute measure directly, we believe more immediate value can be captured through a set of indicators which focus on the placemaking potential, such as those proposed in the Meanwhile Evaluation Checklist. Designed around the needs of the site and research findings, measurement can contribute to the justification for current and future meanwhile projects.

In taking this initiative forward, increased monitoring could facilitate sharing between actors and councils, providing suitable benchmarks and helping to improve practice across comparable projects. At a policy level, there is greater potential to incorporate temporary policies into local plans, as increasing the utilisation of under-used spaces would ultimately contribute to more inclusive growth.

# APPENDICES

## APPENDIX A: CLUSTERING, CREATIVITY & CO-WORKING SPACES

With the emerging 'age of creativity' now making knowledge and innovation key drivers of urban development, Fiorentino<sup>54</sup>(p.1768) suggests that co-working spaces are the new social and economic intermediaries within urban regeneration. This proliferation comes alongside the increasing rates of freelance jobs and an economy centred around flexibility<sup>55</sup>. Dougherty<sup>56</sup> identified the 'Makers Movement' which encapsulates the sole traders that have arisen, often using spaces such as Building BloQs to share costs.

The new working-spaces allow the cross fertilisation between the global and local through 'clusters of knowledge'<sup>57</sup>. A study of the proliferation of co-working spaces in Rome, suggests the 'social incubator' is the most successful model, often having links to education and local authorities - supporting the new entrepreneurial class and making innovation more widely accessible<sup>54</sup>. A study of artist-led meanwhile spaces in Newcastle framed as transitional urbanism also suggests incorporating universities and creating structures for collaboration beyond chance encounters<sup>45</sup>. The popularity of shared workspaces in Rome was driven by impractical commutes and seen by local authorities as a mitigating force against income inequalities when located in deprived areas<sup>54</sup>. This trend will likely be catalysed by the experiences of working from home during COVID-19.

## APPENDIX B: SCOPE OF RESEARCH

The scope of our research covered a broad range of case studies from London, UK and beyond; exploring different levels of formality, actors, aims and spaces to understand which projects could provide relevant insights in terms of Placemaking and value uplift in the setting of Meridian Water. The full list informing our research is below:

### LONDON

1. Aberfeldy Street, The Start Here Program (AS)
2. BoxPark, Croydon (BP)
3. Camden Collective, Camden (CC)
4. Caravaneria (CV)
5. Castlefield Bowl (CB)
6. Central Parade, Walthamstow (CP)
7. Cody Dock, Poplar (CD)
8. Croyden Art Store (CAS)
9. Dalston Curve Gardens (DCG)
10. The Drive In (DI)
11. The Drum Sheds (DS)
12. Elephant Arcade (EA)
13. Fitzpark (FZ)
14. International House, Brixton (IH)
15. LJ Works (LJW)
16. Nomadic Community Gardens (NCG)
17. Peckham Levels, Peckam (PL)
18. PLACE/Ladywell (P/L)
19. Platform Southwark (PS)
20. Pop Brixton (PB)
21. Project Malachi (PM)
22. Red Bridge (RB)
23. The Silver Building, Poplar (SB)
24. Skips Gardens, Kings Cross (SG) Now Story Gardens
25. South Kilburn Studios (SKS)
26. View Tube (VT)
27. The Workshop, Fire Brigade, Lambeth (TW)
28. What If? Vacant Lots (WV)

### UK

1. The Depot Mayfield (DM)
2. The Field, Brighton (TF)
3. MK 40 Tower (MK40)
4. Rock House, Hastings (RH)
5. Timber Stadium (TS)
6. Capacity Bristol (C)
7. Real Food Wythenshawe (RF)

### INTERNATIONAL

1. Alcatel Bell in the Rabot district, Ghent (AB)
2. Cerimant complex, Rome (CCX)
3. De Site, Ghent (DS)
4. Dumpster Pools, New York (DP)
5. Granby Park Dublin (GP)
6. Green Island, Ile de Nantes (GI)
7. HausHalten e.V (HH)
8. La Friche, Marseille (LF)
9. Les Grands Voisins, Paris (LG)
10. Park Mobiles, San Francisco (PM)
11. Shieblock, Rotterdam (SB)
12. Somes, Cluj Napoca (S)
13. Strijp-S, Eindhoven (SS)
14. Terraces, Montreal (TM)
15. Trace of Commerce, Athens (TC)<sup>71</sup>

For detailed examples see <sup>10 67- 87</sup>

## APPENDIX C: MEASURING MEANWHILE POTENTIAL

While considering 50+ examples, a lack of information in relation to monitoring limited our summary. The below table highlights a range of meanwhile activities that have recorded outcomes, signalling potentially useful indicators. Pop Brixton provided some of the most thorough attempts to measure success.

**C1: Meanwhile Impact Measures** <sup>67-76</sup>

Impact	Indicators	Reference
<b>Social: Building Community</b>	No of Events/ Attendees	The Silver building, Spitalfields Market
	Social Media Engagement	Boxpark Croydon
	Media Attention	Trace of Commerce, Boxpark
	Volunteer Contribution	Cody Docks, International House
	Public Relations (success influenced by role of leaders in public bodies)	Les Grands Voisins , Depot Mayfield, Meanwhile London Projects, International House, etc
	Qualitative Feedback (teachers)	Skip Gardens
	Diversity of Participants	Spitalfields Market, Skip Gardens
<b>Economic Opportunities</b>	Job Creation	Peckham Levels, Rock House, BoxPark
	Financial Support (Funding, donations)	Skip Gardens, Les Grands Voisins
	Number of New Local Enterprises	Pop Brixton, Boxpark, Trace of Commerce, Central Parade, The FIELD, International House, etc
	Return on Investment	Diesel Depot, International House
	Business-Student linkages	Pop Brixton
	Local Procurement	Capacity Bristol, HausHalten e.V
	Footfall	The Silver Building, Croydon Art Store, Pop Brixton
	Number and Scale of Projects Released	Capacity Bristol
	Demand for Space	The Silver Building, Trace of Commerce, HausHalten e.V,
<b>Incorporation of Built and Natural Environment</b>	New Green Initiatives (Project Applications)	Green Island The ÎLE de Nantes
	New llotments in the Area	Vacant Lots, Real Food Wythenshawe

## APPENDIX D: VALUATION TOOLS

This table shows the tools we reviewed through the literature:

D1

Tool	Method
<b>Social Impact Assessments (SIA)</b> 93	Stakeholder analysis, identifying perceived impacts of projects for quantitative outcomes (health, crime, economy) and qualitative outcomes (personal-self-esteem, inclusion, future outlook; civil- community culture, identity and pride; local democracy). Participatory, pluralistic, co-produced & independent.
<b>Social Return on Investments (SROI)</b> 95	Estimates economic value of social and environmental outcomes; accounts for value creation of certain activities by assigning monetary values to amount of created change.
<b>Public Life Data Protocol</b> 94	Describes a set of metrics that are important to the understanding of public life— people moving and staying in public space. Aims to establish a common format for the collection and storage of such data.
<b>Good Public Space Index</b> 92	Describes the function of a public space for the community as a means for social activity and the characteristic of the outdoor space as an approach. Includes the variables: 1. Intensity of Use, 2. Intensity of social use, 3. People's duration of stay, 4. Temporal diversity of use, 5. Variety of use, 6. Diversity of users

The below land value tools were suggested by various experts but are not practiced. Whereas, the social value methods were found to be commonly used within London regeneration programs.

D2

Value Measured	Potential Measurement Tool	Method
Land Value	<b>Mapping property values over time</b>	Plot property values over time in a larger development employing meanwhile use and indicate point at which meanwhile use was integrated
	<b>Section 106 agreements</b>	Look at schemes incorporating meanwhile use and track Section 106 agreements of site (planning permission generates land value uplift)
Social Value	<b>Social Value Portal</b>	Online tool to measure social value according to the National TOMs Framework which is framed around a series of Themes, Outcome, and Measures (TOMs)
	<b>The Social Value Bank</b>	Developed by Simetrica-Jacobs for HACT (Housing sectors ideas and innovation agency), it provides a template to calculate social impact of community-based projects
	<b>Community surveys</b>	Surveys conducted with the community to understand the impact of meanwhile on sustained and employment of local people in the site as a result of meanwhile project



## APPENDIX F: KEY CASE STUDIES

Rating Key: project contributions

<b>SOCIAL</b>	Cultural facilities, social networks, community engagement.
<b>ECONOMIC</b>	Innovation & new enterprise, footfall, employment, multiplier.
<b>ENVIRONMENTAL</b>	Green space, conservation, food growing, localised supply chains, carbon output.

Lasting Benefits – Community (C), Changing perceptions/Activating Space (CP), Economic Growth (EG)  
= Capacity Building (Cb) + Innovation (I) + Infrastructure (Ca)

CASE STUDY 77- 87	MAIN ACTORS	ACTIVITY	VALUES	LASTING BENEFITS?	KEY LEARNINGS
The Depot Mayfield / 10yrs / 24-acre ex railway depot  Manchester, UK  (U+I, 2020a)	U+I	Food Markets / Music Events Space / Container Workspaces / Cultural Programming / Bike Tracks		CP/C/EG	<b>Local Specific</b> – building on heritage and rivers side assets. <b>Mixed Use</b> – direct interaction of developers offices, business start-ups and community allowed for social connections and design insights. Large Scale Events – PRIDE and Warehouse project raised the profile.
<b>The FIELD</b> / 27 months / Ex Army Barracks  Brighton, UK   (Bosetti and Colthorpe, 2018; U+I, 2020)	U+I	Workspaces for local maker focused start-up enterprises		C/I 6 companies went on to create LLC	<b>Competitive Application</b> – identified local start-ups looking for room to experiment paying a minimal service charge. <b>In Leui Community Events</b> – encouraged a strong social network and public engagement. <b>Design Insights</b> – as well as consulting the council and local university, they used insights from the project to inform long term manufacturing site regeneration. <b>LT Commitment</b> – developer's exit strategy to support post-project move.
<b>Skip Gardens</b> / 11 yrs / /Moveable green space/  Kings Cross, London, UK  (Kamvasinou , 2013)	Global Generation Charity / Argent & KCCP (Landowners)	Urban food growing gardens / Training, employment and workshops for young people		Cb/C	<b>Pragmatic Partner</b> – willing to overcome ideological views to do what's best for the project. <b>Strong Partnerships</b> – charity actor and social values meant relationships were easier to sustain, good bonds between schools, landlords etc. meant that the diversity of participants came to be a marker of its success. <b>LT View</b> – physical location seen as temporary but not the project itself.
<b>Peckham Levels</b> / 5yrs ext 8yrs / 7 Level Carpark  Peckham, London, UK  (GLA/ARUP, 2020)	Makeshift & Southwark Council (Landlord)	Creative and Culture hub – 100 local businesses / Creative Offices Workspaces / Retail / Food Stalls / Events Space / Public Space		CP/EG/C Legacy as a destination attraction for creative community	<b>Early Consultation</b> – the creation of a steering groups (business, community and arts groups) has guided the project and ensured community relevance. <b>Mixed Use &amp; Scale</b> – social capital also facilitated through active events programming- strong creative community - Local businesses, employment and purchasing encouraging economic spillover

<p><b>International House</b> / 5 yrs / 11 Story Office Block</p> <p>Brixton, London, UK</p> <p>(NLA, 2020)</p>	<p>3Space Operator &amp; Lambeth Council</p>	<p>Affordable Workspaces/ public space (exhibition, seminar rooms)</p>		<p>EG/C</p>	<p><b>Early Consultation</b> – Idea came from SLIC group of 200 local orgs and the operator consulted local innovation incubators around ground floor use.</p> <p><b>Addressing Local Issue</b> – consultation lead to an idea which directly addresses the issue of unaffordable workspaces for local businesses; BuyGiveWork initiative gives away free space when some is bought.</p> <p><b>Mixed Use</b> – combination of SMEs, big firms, community groups and charities has created an open and innovative atmosphere.</p>
<p><b>Camden Collective</b> / 11yrs / 18 Spaces, currently The Temperance Hospital</p> <p>Camden, London, UK (GLA/ARUP,, 2020; Interviews)</p>	<p>Camden Collective Charity from Camden BID</p>	<p>Affordable temporary workspaces - free hot desk and subsidised offices, meeting, event and classroom space.</p>		<p>EG/C</p>	<p><b>LT Vision</b> – established BID agreements/ mode of operation and commitment to continuation improves reputation and stability.</p> <p><b>Sustainable Model</b> – peppercorn rent, loans based on a social dividend, cross fertilisation, business support and accelerators and 100% business lead.</p> <p><b>Active Programming</b> - Social capital created through commitment to public events (training, Camden Creates).</p>
<p><b>South Kilburn Studios</b> / 2 yrs/ Disused portacabins</p> <p>Maida Vale, London, UK</p> <p>(Scafe-Smith, 2019)</p>	<p>South Kilburn Neighbourhood trust &amp; Brent Council</p>	<p>13 Studios for start-ups that provided training in lieu of rent.</p>		<p>C/Cb</p> <p>Lasting legacy - the creation of a network &gt; The Granville.</p>	<p><b>Addressing Local Issue</b> – high youth employment and a lack of creative enterprises in the area.</p> <p><b>Public Facing</b> – weekly workshops and monthly open studios encouraged community.</p> <p><b>In Lieu Training</b> – council funding gave residents the space to experiment while directly contributing to local skills - helping young people move on and start-ups flourish.</p>
<p><b>Pop Brixton</b> / 3yrs ext 5yrs/ 50 shipping containers</p> <p>Brixton, London, UK</p> <p>(GLA/ARUP, 2020)</p>	<p>Makeshift with Lambeth Council (Landlord)</p>	<p>A mix of business offices, retail, food &amp; drink stalls and community space.</p>		<p>CP/EG</p>	<p><b>Localised Economy</b> – encouraged tenants to commit to local supply chain and local employment (75%) – average tenants purchases 40% locally.</p> <p>Community Investment Scheme – employees commit 1h per week to volunteer on projects.</p> <p><b>Scale &amp; Mix</b> – experienced actor engaging with the community to get the right tenants.</p>

<p><b>The Platform Southwark</b> / 2yrs ext 5yrs / 3 Story Building /</p> <p>Waterloo, London, UK (Scafe-Smith, 2019)</p>	U+I, now TFL	Artist run creative hub providing project space for art, music and performance.	  	C/Cb	<p><b>Clustering</b> – niche focus, grouping performing and visual arts, established (Young Vic) and younger (Brainchild Festival) has facilitated networking and innovation.</p> <p><b>Active Programming</b> - Capacity building through inclusive workshops and free exhibitions.</p>
<p><b>The Workshop</b> / 3yrs / Ex-Fire Brigade HQ</p> <p>Lambeth, London, UK (U+I, 2020b)</p>	U+I & London Fire Brigade	2 temporary museums and workspaces for education charities, social enterprises and artists.	  	C/Cb	<p><b>Addressing Local Issue</b>– identifying a large number of families on school meals. Focusing on needs, tenants were chosen based on their ability to tackle local issues- they partnered up with local charities and social enterprises with a focus on creativity, experimentation, education and <b>public engagement</b>.</p>
<p><b>LJ Works</b>/ 7yrs now LT (Loughborough Junction Farm) / Community farm with purpose built workspaces</p> <p>Brixton, London, UK (Lambeth Council, 2021)</p>	Loughborough Farm and Lambeth Council, NOW managed by Meanwhile Space CIC	Community farm, training around food growing, crafts and planning. works pace and offices, makerspace, rentable kitchen, public space.	  	C/CP/EG	<p><b>Steering Group</b> – lead by previous tenants, local youth group and local estate guiding the project towards needs.</p> <p><b>Addressing Local Issue</b>– facilities focused on strong local demand for catering facilities, workshops and employment for young people.</p> <p><b>Clustering</b> – incubator for food businesses, urban agriculture, on-site business advisors and creative community.</p>
<p><b>Cody Docks</b> / 4yrs now LT / Brownfield Site on the River Lea</p> <p>Canning Town, London, UK (Kamvasinou, 2013)</p>	Gasworks Development Partnership	Moored artist studios, workspaces (social enterprises & community organisation) conservation education, workshops music events, bar and boat for hire.	  	C/Cb/CP	<p><b>Clear Sustainability Values</b> – a commitment to improving the local environment and wildlife preservation.</p> <p><b>Building on Heritage.</b></p> <p><b>Engaging Volunteers</b>- using local volunteers to help build and operate the site has lead to continued commitment and creation of a new community.</p> <p><b>In-Kind contributions</b> – tenants provided workshops, trained young people and held exhibitions in the area.</p>

## APPENDIX G: INTERVIEW FINDINGS

Name	Role	Key Themes
Peter Bishop	Academic and Urban Planner	<ul style="list-style-type: none"> <li>+ Importance of experimentation and flexibility afforded by meanwhile.</li> <li>+ Opportunity to build capacity in the community.</li> <li>+ Importance of intention and “integrity of purpose” in development.</li> <li>+ Potential of meanwhile to “awaken community interest” and allow local residents to view the city in a different way.</li> <li>+ Challenge of transition and managing community expectations post-use.</li> <li>+ Importance of storytelling.</li> </ul>
James Wheale	Nomadic Community Garden Founder	<ul style="list-style-type: none"> <li>+ Ensuring an adequate period to provide local residents with long term value.</li> <li>+ Opportunity for local residents to develop skills for further employment.</li> <li>+ Importance of <b>allowing residents to imagine</b> ways to add to the space, to create identity and a locally meaningful places &amp; avoid <b>“prescribing”</b>.</li> <li>+ Growing community relationships.</li> <li>+ Importance of integrating community engagement early on.</li> </ul>
Akil Scafe-Smith	Resolve Collective Founder/ Academic/ Meanwhile Actor	<ul style="list-style-type: none"> <li>+ Social value is derived in part from the local history of a place.</li> <li>+ The importance of a “framework in which we can justify social value”, valuing public health and mental wellbeing.</li> <li>+ It is important that social value is thought of ex-ante rather than as a means to an end for financial gain.</li> <li>+ A detrimental approach is when “the temporary reality is not reflective of the permanent”.</li> <li>+ The possibility to act outside of purely financial constraints could be an asset of council leadership – more chance to experiment &amp; outsource to community focused organisations.</li> </ul>
Yinka Johnson	Meanwhile Space CIC	<ul style="list-style-type: none"> <li>+ Flexibility afforded.</li> <li>+ Empowering local businesses and building a good “customer base”.</li> <li>+ Meanwhile use as a way to <b>“activate the space”</b> and to “reduce antisocial behaviour”.</li> <li>+ Importance of including local businesses that serve the <b>needs of local people</b>.</li> <li>+ Importance of communication to engage local stakeholders aware of local history (case of Elephant Arcade project).</li> <li>+ Adequate timeframe needed to enact long-term benefit.</li> <li>+ The importance of creating a visible impact to draw local residents in.</li> <li>+ Measuring impact through follow-up / annual check-ins about how many local people have been hired by local businesses.</li> </ul>
Karen Jelenje	Activate the City! Founder	<ul style="list-style-type: none"> <li>+ Meanwhile as an opportunity for community engagement.</li> <li>+ Engaging young people to sustain long-term, community impacts through up skilling.</li> <li>+ Creating resilience among businesses and the community.</li> <li>+ Generating local income.</li> <li>+ Formalising informal entrepreneurial efforts in the community.</li> </ul>
Simeon Aldred	Strategy & Founder of Broadwick Live	<ul style="list-style-type: none"> <li>+ Concept of <b>“place proving”</b>, can lead to longer term lease.</li> <li>+ Success of <b>commercially driven meanwhile uses</b> such as Building BloQs.</li> <li>+ “Worthwhile use” rather than meanwhile use</li> <li>+ Importance of linking to activities to future development plans.</li> <li>+ Truly temporary projects are “destination marketing” rather than placemaking.</li> <li>+ Importance of engaging stakeholders.</li> </ul>

Federico Ortiz	Architect / Programme Manager, New London Architecture	<ul style="list-style-type: none"> <li>+ Increasing accessibility to a site for local communities.</li> <li>+ Designating different actors to different purposes for e.g., architects involving local residents and developers focus on commercial aspects.</li> </ul>
Nicolas Bosetti	Research Manager, Centre for London	<ul style="list-style-type: none"> <li>+ Including the community leads to less planning conflict.</li> <li>+ Main potential of Meanwhile is testing and trialing viability of a project.</li> <li>+ Meanwhile does create value but cannot be measured through land value due to complexity of factors – past actors have looked at social (community building) and economic (job creation) value.</li> </ul>
Graham Stark	Development Director, formerly of Lendlease	<ul style="list-style-type: none"> <li>+ Importance of storytelling.</li> <li>+ Change in perceptions generates value for developers by creating sense of place and attraction - creating commercial value/ regeneration value.</li> <li>+ Meanwhile provides a quicker rate of financial return.</li> <li>+ Meanwhile use as “serendipity generator”.</li> <li>+ Meanwhile allows for flexibility and adaptability during different phases of development - ensuring successful in a shorter amount of time.</li> <li>+ Importance of meanwhile to respond to needs of the community.</li> <li>+ Measurement of value could possibly be done by plotting property values over time, indicating the introduction of meanwhile initiatives</li> </ul>
Simon Pitkeathley and Leyah March	Chief Executive + Hub Manager, Camden Collective	<ul style="list-style-type: none"> <li>+ Meanwhile use in an area should have a ripple effect on the surrounding businesses.</li> <li>+ The largest benefits reported from businesses was the availability of free space and the resulting network of people.</li> <li>+ The Collective were able to tie economic benefits of their activities to the wider streetscape, facilitated the Camden town centre redevelopment project.</li> <li>+ The potential social value may allow developers to gain more planning permission; Section 106.</li> <li>+ The importance of co-supportive ethos.</li> </ul>
Alex Jeremy	Head of Partnerships, Poplar Harca	<ul style="list-style-type: none"> <li>+ Integrating the local heritage of a place to the meanwhile projects helps to create a sense of identity in the area.</li> <li>+ The importance of the sustainability, not in the physical set-up but in maintaining the same positive long-term effects in the community.</li> <li>+ Supporting businesses actively participating to afford rent when the area is upscaled in price and property value to create sustainable, positive community change.</li> <li>+ Authenticity of a place provides developer value by changing perceptions.</li> <li>+ Opportunity to provide formalised opportunities in an existing local specialisation or skillset, e.g. textiles in the Bangladeshi community of Aberfeldy Village.</li> <li>+ Informing the development masterplan to see what works.</li> <li>+ The contribution to the ‘story’ of the wider development - evoking pride and excitement among locals.</li> <li>+ Social value portal as a potential measurement tool; looks at output of apprenticeships and jobs from project.</li> </ul>

Nick Searl	Developer, Argent LLP, Commercial management of King's Cross and Brent Cross Town development sites	<ul style="list-style-type: none"> <li>+ Changing perceptions early on by providing a sense of place and activity, e.g. King's Cross redevelopment - initial uses around food, family weekend &amp; larger events.</li> <li>+ Initial financial returns for developers - chain reaction from event to, shopping, stationing an office or buying a residence leading to the long-term social value of higher employment &amp; greater accessibility for children.</li> <li>+ "Flourishing Index"; determining the baseline to measure change over time.</li> <li>+ Importance of social value in increasing planning permissions and more positive relationship with planning authorities</li> <li>+ Importance of having high quality, well considered use, as it is many peoples <b>primary</b> encounter, determining future perceptions.</li> </ul>
Mihir Benison	Senior Planner Arup / Infrastructure Young Professionals Panel/ Harrow Regeneration Panel /	<ul style="list-style-type: none"> <li>+ <b>Structuring is key to phasing of the final permanent development.</b></li> <li>+ <b>Opportunity to involve private sector and testing viability for projects.</b></li> <li>+ <b>For the developer, aligning objectives has a clear influence on success.</b></li> <li>+ <b>Meanwhile projects may also serve as passive marketing for an area.</b></li> <li>+ <b>Having 'cool' initiatives encourages potential future residents to explore area, giving a better sense of place as it evolves</b></li> </ul>
Amy Ross	Head of Social Value, Higgins	+ Measurement of social value for developers through resources such as the Social Value Portal and HACT's Social Value Bank
Maria Diaz-Palomares	Principal Policy Officer, Regeneration and Economic Development, GLA	<ul style="list-style-type: none"> <li>+ 2018 shift is business rates and the impact on private and public sector organisations.</li> <li>+ Minimum timeframe depends on costs of conversion, workspaces are now competing with the likes of WeWork.</li> <li>+ LAB spaces as flexible.</li> <li>+ OO Architects creating model for converting empty spaces to workspaces.</li> <li>+ Existing organisations such as Camden Collective have good practices but didn't measure or record.</li> <li>+ How do affordable spaces impact economic and social value for users and the local area - New Report &amp; Toolkit (due mid-feb) will help to provide some substance based on research of 11 spaces across London.</li> </ul>
Manijeh Verghese	Director, Unscene Architecture Co-curator of the British Pavilion at the Venice Biennale 2021	<ul style="list-style-type: none"> <li>+ Innovative ways to include people.</li> <li>+ Make an effort to engage early and identify who the future residents will be - bring people onto the site</li> <li>+ Changing the terminology from Meanwhile.</li> <li>+ Parameters changing in light of COVID. Footfall as an increasingly important measure.</li> <li>+ Thinking about the legacy – hard for people to care if they know it's temporary.</li> </ul>

## APPENDIX H: PARTICIPATION & DIGITISATION

The 'Right to the City' discourse hinges on the agency of urban communities in shaping the places they live<sup>88</sup>. By invoking people in the creative process, one can uncover the real needs of the community, empower stakeholders and create goodwill, building more vibrant and valued places<sup>59</sup>.

For the upcoming temporary showcase, The People's Pavillion, the design is to be completed wholly by a group of 14-19 year old's from its residence in Hackney Wick. Collaborators Neil Onions, the founder of the built environment consultancy Beyond the Box, and Thaddeaus Brown of innovation agency The Plug, talk about the need for participation to extend beyond neglected reports, instead encouraging the creation of content to share and connect the local community<sup>60</sup>. Scafe-Smith<sup>39</sup>, who has been an actor and facilitator, also highlights the importance of local knowledge when sourcing materials and knowing who can lend a hand. This could signal potential for open-source mapping and other digital tools.

The Barking and Dagenham site, signposted to us in interviews as a comparable development in terms of current vacancy, has brought to our attention partnership projects such as Tomorrow Today Streets, between the council and Ikea. As well as the Every One, Every Day an Initiative, which encourages collaboration across community projects who also aim to encourage entrepreneurship and creativity through the Open Making Society<sup>61</sup>.



Croydon have lead way the focusing energy onto Meanwhile, with allocated budgets and team, this won them an NLA award for their participatory public art installations and programming. The intention of the Meanwhile Tool Kit was to facilitate the connection or actors, including a map on which projects could be plotted<sup>58</sup>.

The Streatham Street Manual, a publication setting out a range of projects for Streatham High Road states the belief that 'it's social traffic that creates economic traffic, bring Greater exchange of ideas and commerce<sup>62</sup>'. Suggestions around creating new public spaces included funding a podcast of 'Local Bests'.

Collusion Cambridge used technology for placemaking in their REVEAL project to tell a story through an interactive trail combining a shop front information point and a scannable treasure trail - a project which utilised 300 children in coding and tech activities<sup>63</sup>.

#### H.4 REVEAL King's Lynn <sup>63</sup>



## APPENDIX I: INDICATORS

1. NO. High value jobs: With businesses and workspaces filling the gaps of temporary activity, we expect increased employment to the area. But true value and wellbeing improvement will come from decent employment, which is at London Living Wage or higher, providing the greatest spill over into the local economy. Throughout most of our research employment was highlighted as a fundamental benefit and often involved getting out of work or socially excluded people back into the work force through the proliferation of charities and social enterprises taking over Meanwhile Space and benefitting from tax breaks.
2. No. Training, Education programs and Apprenticeships: With young people facing the highest unemployment rates, the intention is already there with the Troubadour Theatre - expected to bring in 500 more training positions to the local area. Upskilling is a vital part of ameliorating wages. Many projects we have seen have demanded some in-kind service of tenants which could be training, education programs or outreach workshops. Royal Docks Enterprise Zone's economic strategy will inject £56 million towards skills, business support and workspace initiatives – CWB<sup>53</sup>.
3. Creative Enterprise growth: Already aimed at building a friendly environment for creators and innovators, creative placemaking can facilitate job growth and recirculate residents' income locally at a higher rate<sup>37</sup>.
4. Station Footfall: The measurement of footfall is widely used in Drumsheds, Boxpark, MK40, London Eye, Castlefield Bowl and Kings Cross. It is the most obvious indicator of attractiveness of a meanwhile activity.
5. No. Of Cultural and Entertainment Events: The increase in cultural facilities will encourages local community participation. This indicator will raise awareness of building up stable sociability profile inside the local community.
6. Community Engagement – as well as required community consultations, steering groups and participatory design can facilitate a greater ownership of locals over projects which will likely improve commitment and management in the future.
7. New community organisations, activities & No. Volunteers: Community organisations applying for space, registering or hosting events is also a sign of growing inclusive grassroots action. While engaging volunteers can be a marker of success (Granby Park, Nomadic Community Gardens, Cody Dock), it can also signal more sustainable places. Community organisations may help tackle social problems currently faced in the area such as high obesity rates and deprivation. Social relations have a significant importance for both individual and community well-being, facilitated by formal or informal meeting, places, structures, organisations or interventions<sup>64</sup>.
8. Digital data: can be used to capture rising attention and attraction to the site. As well as engagement with the Making Meridian Site, search data, mentions, tags and impressions can be captured from social media, especially following certain events or launches to understand the demographics or participants.

9. Access to Green Space: Our survey also revealed residents' interests toward urban green space. Increasing the green space will change the perception of meridian water.

10. Food security: promoting urban farms and conservation can utilise existing topography. Examples at such as Ile de Nantes, Skip Gardens and Loughborough Junction Farm encourage wellbeing and sustainability through local food growing.

11. Waste output (Per meanwhile activity): To meet Enfield council's carbon neutral commitment, calculating waste output per meanwhile activity is recommended. Online carbon footprint calculator can also provide timely identification of carbon emissions.

12. Crime Rate: has been associated to vacancy as well as a neighbourhood's education, income, racial makeup, age and length of residency<sup>65 89</sup>. If the crime rate is decreasing along with the number of the increasing number of meanwhile activities uplift can be observed.

13. Changing Perceptions – In-person surveys, captured at transport hubs or through community groups could provide a more inclusive sample of changing views of the site.

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# TEAMWORK

Over the course of the project, the team working on this research question for our partner Meridian Water worked hard to respond to the research question. Because of the pandemic and working wholly remotely, the team dynamics were different to what would be there were we working in a face-to-face environment. Furthermore, there was the added challenge of working across time zones when organising meetings and team catchups.

Notwithstanding, there are lessons we can share from this experience that may be applicable to future students who may be working on collaborative group projects.

- 1. Expectations Management:** Clarifying partner expectations as well as the academic expectations is key. This required asking as many questions of the Meridian Water team as well as the academic tutors to make sure that these are set out from the start. This also helped with knowing how to narrow down the scope of the research question.
- 2. Roles and Responsibilities:** Especially for larger groups like ours, it was beneficial to have two group co-ordinators/ co-leaders. This was useful for being able to bounce ideas and for having clearer accountability across tasks, especially for managing communications between the academic tutors and partner contacts. Within the wider group, it also helped to have responsibilities outlined based on the strength analysis that was conducted at the start of the project process.
- 3. Project Planning and Timing:** Setting a realistic timeline in which to achieve research objectives was key. Depending on the type of question being answered the team should make sure that they allocate more time than they think may be needed for the data collection which may either be through surveys, interviews or other questionnaires.
- 4. Scheduling Catchups:** We found it very helpful to have weekly catchups over the lifetime of the project. These were useful for providing an environment in which to touch base with the group and exchange ideas and discuss progress on tasks. This was particularly true as the in-person engagement was not available to us as we were working across time zones. Equally, it was important to us that these meetings were focused and, on most occasions, having an agenda of items to discuss was very helpful.
- 5. Collaborative Working:** We used Microsoft Teams as our collaborative platform due to the connectivity with tools such as Word and Excel. This was very useful to us as it meant that we could work on documents with multiple people contributing edits in real time. Teams also helped facilitate a SharePoint Folder that we used as our Team Repository. Having a clearly labelled structure for folders within the SharePoint became very important as we created new documents and added in the resources that we were referencing.