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REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL

**Wednesday, 2nd February, 2022 at 7.00 pm in the Conference
Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Mahmut Aksanoglu, Chinelo Anyanwu, Guner Aydin, Margaret Greer,
Charith Gunawardena, Tim Leaver, Andy Milne and Edward Smith

AGENDA – PART 1

1. WELCOME AND APOLOGIES

2. DECLARATION OF INTEREST

Members of the Council are invited to identify any disclosable pecuniary, other pecuniary or non-pecuniary interests relevant to the items on the agenda

3. MINUTES OF THE PREVIOUS MEETING - 30 NOVEMBER 2021 (Pages 1 - 6)

To agree the minutes of the Regeneration & Economic Development Scrutiny Panel meeting held on 30 November 2021

4. LOCAL PLAN - TOWN CENTRES (Pages 7 - 28)

The panel is recommended to note the report and appendices

5. HOUSING INFRASTRUCTURE FUND WORK PROGRAMME REVIEW (Pages 29 - 36)

The panel are recommended to note the report

6. MERIDIAN FOUR UPDATE (Pages 37 - 50)

The panel are recommended to note the report.

MINUTES OF THE MEETING OF THE REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL HELD ON TUESDAY, 30TH NOVEMBER, 2021

MEMBERS: Councillors Mahmut Aksanoglu, Chinelo Anyanwu, Margaret Greer, Charith Gunawardena, Tim Leaver, Andy Milne and Edward Smith

Officers:

Programme Director - Meridian Water, Head of Planning and Strategic Design Manager

Also Attending:

8. WELCOME AND APOLOGIES

The Chair, Councillor Margaret Greer welcomed all attendees to the meeting and invited councillors and officers to introduce themselves.

9. DECLARATION OF INTEREST

There were no declarations of interest.

10. INTRODUCTION - PURPOSE OF THE MEETING

The chair stated there were two items to discuss which have been distributed to all members. We will discuss the correspondence sent by members during the meeting.

11. MINUTES OF THE PREVIOUS MEETING

Minutes of the previous meeting were agreed.

Page 8; the document is due to be shared with committee regarding Business with grants.

12. MERIDIAN WATER MASTER PLAN

Peter George (Programme Director – Meridian Water) and Lisa Woo (Head of Placemaking – Meridian Water) presented on following items:

- The Meridian Water masterplan is a corporate document. The plan is to take an updated masterplan to Cabinet.
- Masterplan version 1 is what has been worked to over the last few years, it supported the financial plan and contributed to the win of

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£170m of government grant funding. Over the last few months, we have worked on version 2.

- Phase 1 involves us being on site now building 300 homes, phase 2 includes a planning application for 2300 homes. The housing infrastructure fund is due to start on site next year has a detailed planning application.
- Within the masterplan redline, there is a retail park purchased by an international developer providing over 500 jobs
- The masterplan address Ikea and Tesco who are expected to redevelop their land, assuming homes will be built.
- All the masterplans must respond to the strategic priorities set by the Council. If cabinet approves the plan, feedback will be sought from local community and business to inform the plan.
- The Meridian Water financial model was approved in October 2019, since this several events affected this including covid 19, the councils declaration of a climate emergency and construction costs rising. The masterplan is undergoing financial review which will be brought to Cabinet in summer 2022.
- The masterplan involves connecting businesses, social settings, and the surround environments.
- Meridian water has 2 key parks on the masterplan. Open space and public ground are important for people's wellbeing. These will be for all residents of the borough to use, not just Meridian Water.
- With increased emphasis on the importance of drastically reducing operations carbon we need to encourage residents to take up cycling and use public transport.
- The plan offers three primary schools and one secondary school, they take up a large amount of space.

Questions and comments:

- Officers noted that we have negotiations with Tesco and Ikea, but we rely on our powers as a planning authority and in addition to the local plan we are working on a supplementary planning document. This will enable the council to provide parameters around height.
- The Meridian Water strategic risk register are available to all members.
- Originally wanted vibrant streets with 2000sqm of retail space. Covid has affected the way people work and shop. Members noted they was conscious for having empty shops. Officers confirmed the council will be the landlord on ground floor buildings for non-residential purposes. They offer a higher-than-average ceiling height and have been designed to be flexible for different uses such as retail, workspace, or community spaces. A balance is needed so that Meridian Water compliments surround town centres and does not undermine them.
- Officers commented that residents have been keen to have affordable groceries within walking distance and Tesco's offers this. This allows smaller business to offer other things. There is a challenge with Tesco and Ikea having conflicting opinions on car parking space.

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- It was noted by members that it is key to have local people having local jobs. Officers explained that they want to improve opportunities for people in the area. A construction skills academy plan has been approved and local people will be the priority. Spaces will be offered to council tenants, unemployed and long term unemployed. It will offer to train up to 500 people per year, with space to modify the curriculum to align with the sectors in Meridian water. There are also 3 film studios in Meridian water, another 3 will be built over the next year which will provide a skills academy for up to 450 people per year.
- A good start has been made on the employment strategy, £57m of contracts have been let at Meridian one, £11m of which have gone to local companies. We had a target to have 25% of local labour on Meridian one, we have exceeded this and currently have 40%.
- Officers clarified the current draft maintains 6000 jobs and 10,000 homes but the process is evolving so this could change.
- Members commented parks and open spaces are essential, but we should look at having lots of smaller spaces rather than large spaces that take up a lot of room. It was also suggested that primary and secondary schools could run on the same site.

The chair summarised with;

- Thanking everyone for their input
- The panel need to think about what they want to be brought back to the scrutiny panel so we can delve into more detail.
- It was noted that Charith's had emailed questions that officers will review
- The canal and river trust would be a good starter point to get some ideas on waterside living and how we can support and sustain this.
- It would be useful to receive a revised workplan for Meridian Water

13. PLANNING IMPROVEMENT PLAN

Vincent Lacovara (Head of Planning) presented this item and highlighted the following:

- Engaging with this panel virtually in March 2021 provided useful feedback which fed directly into the production of a service plan for the planning service.
- The planning service covers development management and strategic planning design. The structure has changed since March, there is an additional fixed term joint development manager who we have a successful candidate for. In the meantime, we have an interim working in the post. A planning commercial manger, fixed term 2-year contract is out to advert.
- Progress since March has included an up to date service plan with the input of members and officers which is now in place, we will produce another for next year.

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- The department has run whole service virtual events and supported team culture and moral to avoid isolation and make sure the team is working together well. There has been a gradual return to the Civic.
- There has been a commercial plan developed in collaboration with the commercial team. A new fixed term commercial manager role was created. This will help to optimise the income we generate and be efficient so we can invest back into the service.
- An internal audit was held on CIL and section 106, we are now progressing on the actions which arose from this.
- There has been a sustained improvement on performance for planning applications. Technology was upgraded a few weeks ago. Also had an audit of the enforcement function and we are progressing on these actions.
- Plan drawing service has been set up and is ready for the launch.
- The new challenges we face include the housing delivery test results and the implications of appeals and big public enquiries. The Environment Act could require new skills and resources within the service that we don't currently have. We are expecting to find out soon about the governments rethink of the planning system.
- Coming soon the service has ongoing technology improvements, a refined approach to the CIL and section 106 and new roles advertised across the service.

Questions and Comments:

- Officers explained the planning fees do not cover the cost of full service, there is capacity to increase service to charge fees. The new government changes add costs and not a lot of income.
- The uniform upgrade has been comprehensive, and the service is working closely with digital services. Also looking at a London wide Uniform user group to share knowledge.
- Staff are coming into the office for meetings, committees, team building exercises and do site visits.
- The service are continuing to work on responses, which is linked to workload. It has been encouraged to send holding responses. IT upgrades will help with this.
- The new role will help customer service by being focused on income generated services and setting the culture for being customer focused.
- There will be additional capacity within enforcement with the new roles and 2 apprenticeship posts to come.
- The last year after lockdown there was a drop of planning applications, it then picked up to a level which made up for the loss. This year is stable with no significant increase.
- It has been raised to members by residents that they are concerned about the direction of the planning service, they don't feel its serving their purpose or interests. The planning service has had to plan for unprecedented levels of growth and housing targets have increased significantly. The core strategies are from 2010 which are out of date which causes issues. The planning service is trying to address getting a new local plan adopted.

14. DATE OF NEXT MEETING

Noted the date of the next meeting:

Wednesday 2nd February 2022

The meeting ended at Time Not Specified.

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This report format is for scrutiny reports

London Borough of Enfield

Regeneration and Economic Development Scrutiny Panel – 2 Feb 2022

Subject: Town Centre Action Plans

Cabinet Member: Cllr Caliskan

Executive Director: Sarah Cary

Purpose of Report

1. Discussion of Town Centre Action Plans for Borough's Priority Town Centres

Relevance to the Council Plan

2. AN ECONOMY THAT WORKS FOR EVERYONE

- 2.1. Develop town centres that are vibrant, safe and inclusive

- 2.2. Craft a cultural offer for Enfield to support London's status as a world class city

Background

3. The Town Centres Development Team have developed Town Centre Action Plans (TCAPs) for our five priority town centres – Enfield Town, Angel Edmonton, Edmonton Green, Palmers Green and Southgate.

- 3.1. These TCAPs have been prepared as a final draft and circulated to ward councillors on Monday 24 January. They are to be published on Monday 31 January.

- 3.2. Drawing together engagement, research and best practice the TCAPs aim to respond to pre-existing trends such as the emergence of online retail and preferences for leisure and experience over traditional retail; as well as new challenges brought upon by the pandemic.

- 3.3. The TCAPs are place specific and outline the opportunities, challenges, goals and themes for each town centre along with a vision and set of actions to support their future success.

- 3.4. The TCAPs are designed to be live documents and will be hosted on a Let's Talk engagement page which will be used for ongoing engagement; hosting updates, news stories, images, a feedback map etc. They will be updated on a quarterly basis.

Main Considerations for the Panel

4. Officers would welcome member feedback and comments on:

4.1. The town centre visions for each of the five priority town centres

4.2. Future actions and opportunities around key themes taken from the economic development strategy for town centres:

4.2.1. A public welcome

4.2.2. An innovative, inclusive and resilient economy

4.2.3. Connected communities

4.3. Opportunities and ideas to continue engagement with businesses and the community to refine action plans

Report Author: Andrew Catcheside

Date of report 25 January 2022

Appendices

Background Papers

The following documents have been relied on in the preparation of this report:

Enfield Town Action Plan

Angel Edmonton Action Plan

Edmonton Green Action Plan

Palmers Green Action Plan

Southgate Action Plan



Eddie's Meat Market

ANGEL EDMONTON ACTION PLAN

January 2022

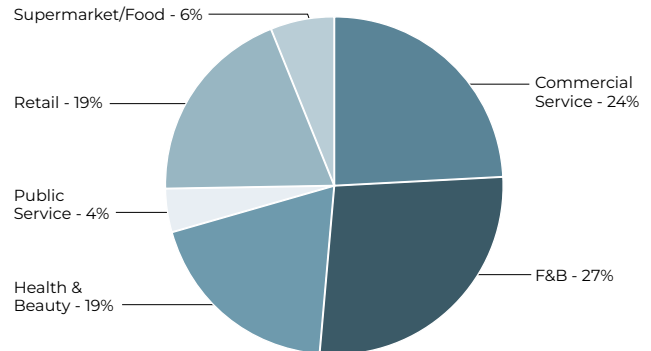
Angel Edmonton Action Plan

Enfield's Diverse and Local Town Centre

Angel Edmonton's commercial activity is centred on Fore Street, a well-used local high street with a significant proportion of independents whose broad offer reflects the cultural diversity of the neighbourhood. The town centre has a relatively large number of supermarkets and other food or convenience stores and a large number of food and beverage outlets, notably takeaways.

The area has had high population growth which will continue over the next decade, supported by major nearby residential development and regeneration, including Joyce and Snell's and Meridian Water.

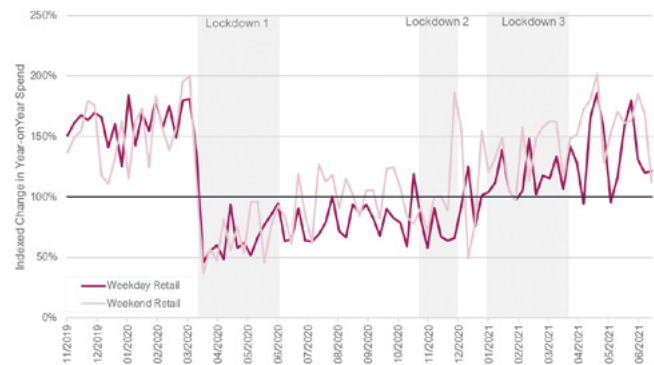
Types of Businesses Located in High Street Units



High Street Performance

The performance of Angel Edmonton's economy over the last five years suggests it has been a good location for small and micro businesses. The vacancy rate has remained consistently well below the London average.

Unlike the other centres, Angel Edmonton has shown strong resilience during the Covid-19 pandemic. As shown in the graph of Mastercard spend, spending was able to recover much more quickly after an initial fall in March 2020, and then remained at or above pre-pandemic levels for the rest of 2020 and 2021. A number of shops were able to continue trading through the lockdowns and reopened successfully, suggesting it has an economy largely focused on everyday essential services and convenience shopping – and potentially, a particularly strong loyalty from the local community to their town centre traders.



Source: Mastercard Retail Location Index Data, 2021

Key Challenges and Opportunities

The analysis of detailed evidence, as well as conversations with the community has revealed a number of key challenges and opportunities in Angel Edmonton. This action plan will need to directly respond to these challenges whilst recognising what is working well already and building on the opportunities that already exist.

Challenges:

- Poor quality public space
- Lack of space to dwell – public and private
- Severance, disconnection and traffic
- Limited cultural and food and beverage offer
- Deprivation and antisocial behaviour

Opportunities:

- Considerable council ownership of high street
- Major opportunities from large scale development
- Strong loyalty of the community to local traders
- High street investment through the GLA's Good Growth programme

Vision: Representation, Opportunity, Forum

From a place of retail transaction to a future town centre defined by the interaction of its brilliantly diverse communities. Filled with spaces and offers which celebrates and brings together all, including those arriving through new development.

This is an ambitious vision, and therefore a series of goals have been set to help guide and structure the actions that will be needed to achieve the overall vision.

Goals

Immediate Goals (3 months)

1. Campaign to promote Angel Edmonton
2. Shape delivery of new public spaces and places

Short-term Goals (3-12 months)

1. Shape long term development and regeneration plans
2. Maximise use of existing spaces and places where people can congregate
3. Ongoing engagement to continue to refine and develop vision and action plan with community

Medium-term Goals (1-2 years)

1. Prepare new masterplans
2. Deliver new developments
3. Renew the Angel Edmonton “brand”

Long-term Goals (3-5 years)

1. Deliver new public spaces and places
2. Public realm focused on the needs of pedestrians
3. An enhanced retail, hospitality and cultural offer

How will we know that the interventions have worked?

We will collect and analyse data from across all five town centres including high street spend, vacancy rates, and business mix, as well as qualitative insight from businesses.

In addition, in Angel Edmonton we will also look at dwell time and the diversity of town centre users to establish whether the impacts have been felt on the ground.

Themes

To address the key challenges and deliver on the vision goals, several actions have been identified and grouped under priority themes. These themes and a summary of the actions are included here.

Theme 1: Public realm and space to dwell

Theme 2: Aligning council owned assets with Angel Edmonton's vision Theme 3: Street markets

Theme 4: Silver Street and Pymmes Park

Theme 5: Culture

Theme 6: Housing and Regeneration

Angel Edmonton Action Plan: January 2022

Action	Detail	Relevant Theme(s)	Challenges being addressed	Delivery Team	Timeframe
Town Centre Welcomes	Cleaning, repairing, repainting to improve the general environment of the town centre including improving wayfinding, repainting bollards and guard railings at pedestrian crossings and improving lighting. Delivering murals and street artwork, including outside library, Trafalgar Place Alley - and other enhancements to the existing streetscape.	Theme 1: Public Realm and space to dwell Theme 4: Silver Street and Pymmes Park	Poor quality and unappealing public realm, fear of crime and ASB. Lack of spaces for people to congregate together Busy roads that create severance and a disconnected place	Council teams: Environment and Operational Services, Town Centre Development, Culture, Highways External: Good Growth Partners	Street scene improvements started Street art from Jan'22
Community Space	Refurbishing the Fore Street Library to deliver a community 'living room' for a wider range of uses.	Theme 1: Public realm & space to dwell Theme 5: Culture Theme 6: Regeneration	Lack of spaces for people to congregate together. Diversity of town centre offer	Council teams: Town Centre Development, Library Services, Housing and Regeneration External: Good Growth Fund Partners	Spring'22
Workspace	Delivering workspace and business support at Angel Yard to support 32 young local businesses and a wider engagement programme of events and support.	Theme 2: Aligning council owned assets with the vision for the place Theme 6: Regeneration	Need for destination New business support	Council teams: Town Centre Development, Property External: Good Growth Fund Partners, Launch It Trust	Summer'22
Culture	Winter programme of lighting, street performances and events. Stories of Enfield poetry walk from Fore Street to Meridian Water. Cultural event activation at the Fore Street Living Room and Angel Yard.	Theme 1: Public realm & space to dwell Theme 5: Culture Theme 6: Regeneration	Diversity of town centre offer Limited cultural and food and beverage offer Need for destination	Culture, Library Services, Town Centres Development External: Good Growth Fund partners, Fisher Cheng Architects, Fore Street for All	From Dec'21
Market	Developing public realm and support for Leeds Street Market to test then reintroduce a regular and expanded market.	Theme 3: Markets Theme 4: Silver Street & Pymmes Park	Diversity of town centre offer Need for authentic local offers, old and new Need for animation at station and improved public realm	Council teams: Town Centre Development External: Leeds Street Market traders, Good Growth Fund partners	Summer'22
Town Centre Engagement & Governance	Supporting community with successful High Streets for All Challenge funding. Support 'Fore Street for All' lates events. Support development of Night Forum for area.	Theme 1: Public realm & space to dwell Theme 5: Culture Theme 6: Regeneration	Diversity of town centre offer Limited representative cultural offer Need for destination Limited cultural and food and beverage offer	Council teams: Town Centre Development, Culture External: Fore Street for All	Oct'21 Dec'21

For ongoing updates and to share ideas and feedback please visit: [Letstalk.enfield.gov.uk/AngelEdmontonAP](https://letstalk.enfield.gov.uk/AngelEdmontonAP)



A Month of Sundays
Summer 2021

EDMONTON GREEN ACTION PLAN

January 2022

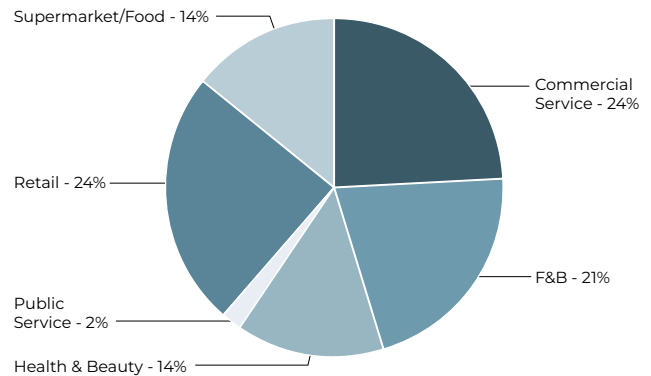
Edmonton Green Action Plan

The Shopping Centre

Edmonton Green is dominated by the Edmonton Green Shopping Centre, principally containing retail, including a bustling market, which represents well the considerable diversity of the area. Local employment is unsurprisingly dominated by this.

As well as the principal player in the town centre, the forthcoming redevelopment of the shopping centre by Crosstree Real Estate Partners will have the greatest impact on the future identity of the area. The masterplan for the site envisages 1,500 new homes, a new open high street, new market-place, enhanced library and community centre, and public space. Work is expected to begin in 2023 and take 10-15 years.

Types of Businesses Located in High Street Units

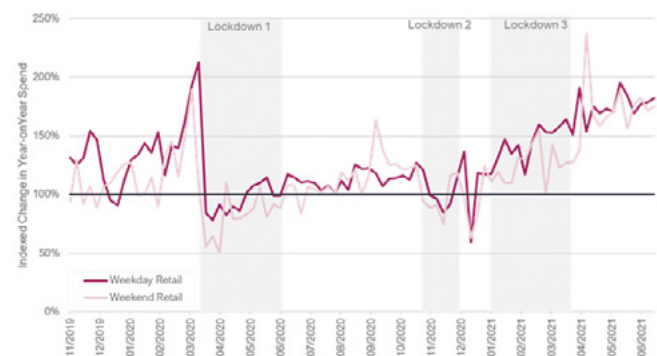


High Street Performance

Government datasets on the economy suggest that Edmonton Green has struggled in recent years, due to the dominance of the retail sector in the shopping centre and changing retail trends.

More granular spend and management data suggests a more positive story however, with a resilience through Covid-19 and a strong subsequent bounce-back. As shown on the Mastercard spend graph, spending had an initial large fall in March 2020 due to the national lockdown, but recovered much faster than in our comparable centres, with particularly strong retail spend in 2021. Much like neighbouring Angel Edmonton, there appears to be a particularly strong loyalty from the local community to their town centre outlets.

Pre-pandemic voids in the shopping centre had been let by summer 2021, to diverse tenants including the Department for Work & Pensions.



Key Challenges and Opportunities

The analysis of detailed evidence, as well as conversations with the community, has revealed a number of key challenges and opportunities in Edmonton Green. This action plan will need to directly respond to these challenges whilst recognising what is working well already and building on the opportunities that already exist.

Challenges:

- Identity – dominated by shopping centre
- Retail dominance
- Lack of public spaces to dwell
- Impact on surrounding area of large-scale redevelopment

Opportunities:

- Redevelopment and reshaping of shopping centre
- Crosstree (shopping centre developer) as a strong local partner
- Considerable council ownership
- Underused public space

Vision: Integration, Partnership, Independence

Transformation from a centre for shopping to a place with an identified heart which links with and acknowledges all its elements—from the market to the station, the shops to the Green itself. It is a place with a diverse, independent offer which benefits from strong collaborative management.

This is an ambitious vision, and therefore a series of goals have been set to help guide and structure the actions that will be needed to achieve the overall vision.

Goals

Immediate Goals (3 months)

1. Get people back into Edmonton Green
2. Engage with the redevelopment

Short-term Goals (3-12 months)

1. Shape development at planning stage
2. Boost activity outside the shopping centre red line
3. Ongoing engagement to continue to refine and develop vision and action plan with community

Medium-term Goals (1-2 years)

1. Embed the joint approach with Crosstree inside/outside the shopping centre redevelopment boundary

Long-term Goals (3-5 years)

1. Establish a single place identity
2. Create a place with all the attributes of a town centre

How will we know that the interventions have worked?

We will collect and analyse data from across all five town centres including high street spend, vacancy rates, and business mix, as well as qualitative insight from businesses.

In addition, in Edmonton Green we will also look at the success of a single-place identity, visitor perception, and positive socio-economic impact on its neighbouring areas (Angel Edmonton).

Themes

To address the key challenges and deliver on the vision goals, several actions have been identified and grouped under priority themes.

Theme 1: Town Centre Welcomes

Theme 2: The Broadway/Railway arches

Theme 3: Edmonton Green redevelopment

Theme 4: Joint identity

Theme 5: Angel Edmonton impact

Edmonton Green Action Plan: January 2022

Action	Detail	Relevant Theme(s)	Challenges being addressed	Delivery Team	Timeframe
Town Centre Welcomes	Cleaning, repairing, repainting to improve the general environment of the town centre including wayfinding outside the station, cleaning and repainting community noticeboards and carrying out deep cleanses around bus stops.	Theme 1: Town Centre Welcomes Theme 2: The Broadway/ Railway arches Theme 3: Edmonton Green redevelopment	Activity outside the shopping centre Lack of spaces to dwell in the town centre	Council teams: Environment and Operational Services, Town Centre Development	Commenced
Edmonton Green Hub	Establishing dedicated community hub located within library to enable residents to access integrated support in one place.	Theme 4: Joint Identity Theme 3: Edmonton Green Development	Immediate activity & local engagement Activity outside the shopping centre	Multiple council services	Commenced
Edmonton Green Pavilion	Explore development of pavilion to engage residents and test new offers (workspace/urban growing etc) and build business case for permanent facility.	Theme 1: The Broadway/ Railway arches Theme 5: Angel Edmonton impact	Immediate activity & local engagement Retail dominance Activity outside the shopping centre Lack of spaces to dwell in the town centre	Council teams: Town Centre Development, Cultural Services, Healthy Streets, Property, Planning, External: delivery partner/s Crosstree,	Engagement spring'22
Railway Arches	Secured Section 106 funding for Initial feasibility study into utilising the archways.	Theme 1: The Broadway/ Railway arches Theme 2: Edmonton Green redevelopment Theme 5: Angel Edmonton impact	Retail dominance and need for diverse offer Activity outside the shopping centre Lack of spaces to dwell in the town centre	Council teams: Town Centre Development, Strategic Property, Planning	Feasibility summer'22

For ongoing updates and to share ideas and feedback please visit: [Letstalk.enfield.gov.uk/EdmontonGreenAP](https://letstalk.enfield.gov.uk/EdmontonGreenAP)



Melissa, The Art House

ENFIELD TOWN ACTION PLAN

January 2022

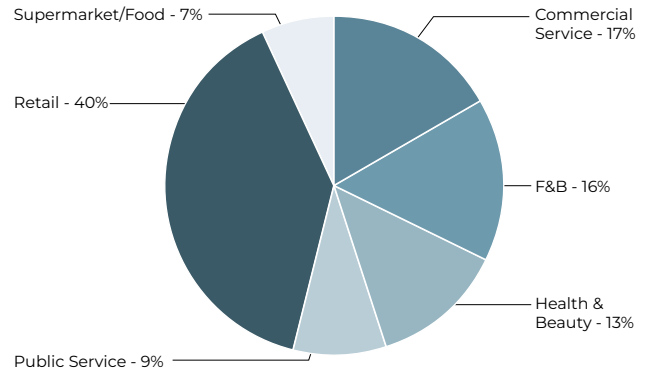
Enfield Town Action Plan

Enfield's Historic Market Town

Enfield Town sits in the heart of the borough and is home to a market that was first established in 1303 which is still operational today. It is a civic and cultural hub for Enfield along with being home to 7% of the borough's jobs and 8% of businesses.

The town centre is heavily dominated by shops and is well served by banks and other services however given its size, has fewer pubs, bars and restaurants than might be expected. Town centre users tended to live nearby and use the centre regularly, with Saturday afternoons the busiest time of the week.

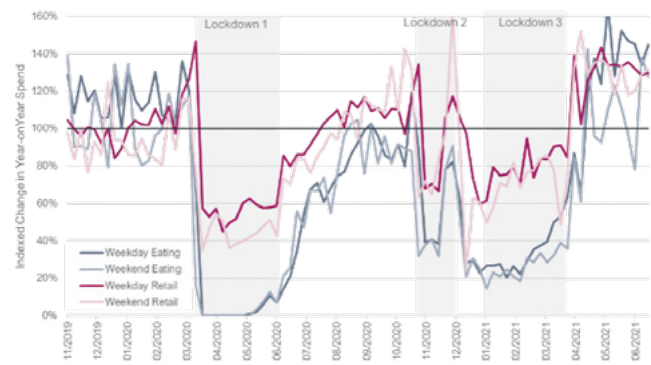
Types of Businesses Located in High Street Units



High Street Performance

Reliant on retail, Enfield Town was already struggling with the challenges facing the sector and high street decline before the Covid-19 pandemic. Vacancy rates have been consistently the highest in the borough at around 9-10% for the past five years.

There has been no net jobs growth over the last five years, and the economic impacts of the pandemic have further exacerbated these challenges. As shown on the graph of Mastercard spend data, the national lockdowns resulted in a significant fall in retail and eating spending in the town centre. Since then, activity has recovered, but traders tell us not to pre-pandemic levels.



Source: Mastercard Retail Location Index Data, 2021

Key Challenges and Opportunities

The analysis of detailed evidence, as well as conversations with the community, has revealed a number of key challenges and opportunities in Enfield Town. This action plan will need to directly respond to these challenges whilst recognising what is working well already and building on the opportunities that already exist.

A vision for Enfield Town has been developed to address these challenges and build on the opportunities. It focuses on the centre's heritage and the traditional idea of a market town as a place for social connection, interaction between different groups and cultures.

Challenges:

- Retail dominance
- High vacancy rates
- Lack of public spaces to dwell
- Dominance of traffic
- Limited social, cultural, food and evening offers
- Limited collaborative governance between stakeholders
- Poor quality arrival

Opportunities:

- Connectivity – Enfield Town and Enfield Chase stations
- Development opportunities and long-term council ownership
- Market heritage
- Existing green and blue spaces
- Existing cultural assets
- Upcoming investment in public realm through Liveable Neighbourhoods programme

Vision: Connection, Culture, Celebration

A focal point for the borough: the embodiment of the modern-day market town. A place with a strong identity which celebrates the diversity of the borough through commerce, culture, and heritage.

This is an ambitious vision, and therefore a series of goals have been set to help guide and structure the actions that will be needed to achieve the overall vision.

Goals

Immediate Goals (3 months)

1. Encourage people to come back into the centre with new pop-up activities and events
2. Make visitors feel welcome and comfortable again after social distancing

Short-term Goals (3-12 months)

1. Support governance with ongoing engagement
2. Test innovative new ideas and approaches for spaces across the centre

Medium-term Goals (1-2 years)

1. Test solutions to high vacancy rate
2. Have a better understanding of land ownership and build stronger relationships with landlords
3. Begin to deliver permanent placemaking improvements to public realm

Long-term Goals (3-5 years)

1. People spend more time in Enfield for cultural and evening activities
2. The town centre is known as a place of social connection in the borough
3. The heritage of the town is celebrated through culture and enhanced green and public spaces

How will we know that the interventions have worked?

We will collect and analyse data from across all five town centres including high street spend, vacancy rates, and business mix, as well as qualitative insight from businesses

In addition, in Enfield Town we will also look at footfall, dwell time and the number of cultural events, to establish whether the impacts have been felt on the ground.

Themes

To address the key challenges and deliver on the vision goals, several actions have been identified and grouped under priority themes. These themes and a summary of the actions are included here.

Theme 1: Market Town identity and promotion

Theme 2: Public realm and spaces to dwell

Theme 3: Active travel and wayfinding

Theme 4: Evening economy

Theme 5: Vacant units

Theme 6: Council ownership

Enfield Town Action Plan: January 2022

Action	Detail	Relevant Theme(s)	Challenges being addressed	Delivery Team / Partners	Timeframe
Town Centre Welcomes	Cleaning, repairing, repainting to improve the general environment of the town centre including replacing worn signage outside station and repainting guard railings, deep cleansing around bus stops and increased bin collections. Christmas programme of lighting, street performances and events and delivery of Winter Light Festival in February'22	Theme 1: Town Centre Welcomes Theme 2: Public Realm and Spaces to Dwell Theme 4: Evening Economy	Business & community perception – statement of intent Sense of town centre identities Community/stakeholder engagement	Environment and Operational Services, Town Centre Development, Culture	From Winter '21 – ongoing
Programme Library Green	Better utilise Library Green & test new events /activities: - large scale: programming of events, stalls, cinema, pop up food. - smaller scale: bringing library activities outside & connecting library better to the town	Theme 1: Market Town Identity and Promotion Theme 2: Public Realm and Spaces to Dwell Theme 4: Evening Economy	Lack of spaces to dwell in the town centre Limited social/cultural offer and reasons for people to come to the centre beyond shopping Low footfall in Library Green	Culture, Library Services, Parks and Open Spaces	Spring '22 – medium term
New approach to filling vacant spaces	Encouraging meanwhile uses in vacant units e.g. Culture Palace and artist studio / shop 'Field' to diversify uses in the town centre.	Theme 4: Evening economy Theme 5: Vacant Units	High vacancy rates in the town centre Barriers for community/cultural uses to access high street space Landlord hesitancy to adopt new approaches	Culture, Dugdale Centre, local community and business groups, , Artist Hive Studios, Palace Exchange and Gardens	Winter '21 - ongoing
Programme Fountain Island	Supporting outdoor trading opportunities and events on Fountain Island – reviewing for re-launch in spring'22. Support existing businesses and attract new ones to drive footfall and activity.	Theme 1: Market Town identity & promotion Theme 2: Public realm & spaces to dwell Theme 4: Evening economy	Lack of spaces to dwell in the town centre Limited outdoor trading opportunities in the town centre to attract people to come to the centre beyond shopping Underutilised space of Fountain Island	Town Centre Development Highway Services, Licensing, Culture	Spring '22
Public Realm and Active Travel	Liveable Neighbourhoods programme to deliver new and improved public spaces, alongside better pedestrian, bus and cycling facilities.	Theme 1: Market Town identity and promotion Theme 2: Public realm and spaces to dwell Theme 3: Active travel and wayfinding Theme 4: Evening economy	Lack of public spaces to dwell Dominance of traffic Limited social, cultural, food and evening offers Poor quality arrival	Healthy Streets, Planning, Culture, Town Centre Development Enfield Town Business Association Old Enfield Charitable Trust St Andrews Church Palace Exchange / Gardens	Ongoing

For ongoing updates and to share ideas or feedback please visit: [Letstalk.enfield.gov.uk/EnfieldTownAP](https://letstalk.enfield.gov.uk/EnfieldTownAP)



Amy's Housewares

PALMERS GREEN ACTION PLAN

January 2022

Palmers Green Action Plan

Enfield's Growing and Dynamic Town Centre

Palmers Green, in the southwest of the borough, is a relatively diverse town centre, primarily driven by a mix of food and beverage, but with a more even spread of uses than others in Enfield.

Retail is the largest employment sector in the town centre, but there is also a strong concentration of knowledge economy and creative jobs, with a growing SME and startup business community. Palmers Green is the only town centre of the five that has a large working age population living in the catchment.

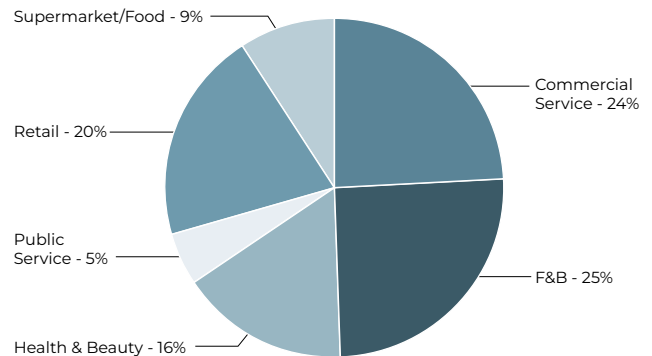
The town centre boasts an impressive number of engaged and active business and community groups, including the Action Team, The Green Lanes Business Association, Fox Lane and District Residents' Assoc. and the Friends of the nearby Broomfield Park.

High Street Performance

Palmers Green was performing relatively well before the Covid-19 pandemic. The number of jobs and businesses grew much faster than borough or London averages over the last five years, thanks to the range of the offer. Voids have been historically low, with the strong demand for space resulting in the overspill of high street business and knowledge economy services into residential properties on Green Lanes.

However, the Covid-19 pandemic had a significant economic impact. As shown on the graph of Mastercard spend data, the national lockdowns resulted in a dramatic fall in retail and eating spending in the town centre. Despite some eating recovery over the summer (likely boosted by Eat Out to Help Out), the second and third national lockdowns caused spending to fall again to 40-60% of normal levels.

Types of Businesses Located in High Street Units



Recovery since has been sluggish with spending only reaching normal levels in summer 2021, though traders telling us that footfall still remains depressed.



Source: Mastercard Retail Location Index Data, 2021

Key Challenges and Opportunities

The analysis of detailed evidence, as well as conversations with the community has revealed a number of key challenges and opportunities in Palmers Green. This action plan will need to directly respond to these challenges whilst recognising what is working well already and building on the opportunities that already exist.

Challenges:

- Lack of public spaces to dwell
- Lack of workspace / cultural venues
- Low levels of greening
- Lack of identifiable 'centre' of town

Opportunities:

- Enterprise and economic growth
- Active community and stakeholders
- Low vacancy rates
- Broomfield Park
- Night-time economy
- New business interest

Vision: Green, Community, Enterprise

A town centre which grows and greens through involvement of its community, diversifying the economy, promoting cultural activity and improving the public realm. Empowering local people and businesses to take an active stake in their town centre.

This is an ambitious vision, and therefore a series of goals have been set to help guide and structure the actions that will be needed to achieve the overall vision.

Goals

Immediate Goals (3 months)

1. Get people to come back into Palmers Green
2. Make visitors feel comfortable again after social distancing

Short-term Goals (3-12 months)

1. Ongoing engagement to continue to refine and develop vision and action plan with community
2. Test innovative new ideas and approaches
3. Better understand the trading/commercial environment and test demand for new uses

Medium-term Goals (1-2 years)

1. Encourage greater diversification on the high street
2. Establish Palmers Green as a place of enterprise and employment

Long-term Goals (3-5 years)

1. Enable community-led high street development
2. Grow and diversify the economy through new business spaces and supporting the knowledge and creative industries

How will we know that the interventions have worked?

We will collect and analyse data from across all five town centres including high street spend, vacancy rates, and business mix, as well as qualitative insight from businesses.

In addition, in Palmers Green we will also look at business growth to establish whether the impacts have been felt on the ground.

Themes

To address the key challenges and deliver on the vision goals, several actions have been identified and grouped under priority themes. These themes and a summary of the actions are included here.

Theme 1: Area brand and governance

Theme 2: Evening economy

Theme 3: Workspace

Theme 4: Parks and greening

Theme 5: Vacant units/upper floors

Theme 6: Cultural offer

Palmers Green Action Plan: January 2022

Action	Detail	Relevant Theme(s)	Challenges being addressed	Delivery Team	Timeframe
Town Centre Welcomes	Cleaning, repairing, repainting to improve the general environment of the town centre including repainting and reinstating 'Welcome to Palmers Green' signs, repairing clock, repainting railings, replacing cracked pavements.	Theme 1: Area Brand and Governance	Lack of public spaces to dwell Appearance of public realm Lack of identifiable 'centre' of town	Environment and Operational Services, Town Centre Development	Underway and ongoing
Outdoor trading and dwell space	Creating of new outdoor space for trading / dining and events. Test Devonshire Road with opportunity for longer term / permanent square.	Theme 2: Evening Economy Theme 3: Workspace Theme 1: Area Brand and Governance Theme 6: Cultural Offer	Need for affordable and flexible workspace Constraints on growth of enterprise Lack of public spaces to dwell	Town Centre Development, Healthy Streets, Licencing, Environment and Operational Services, Culture Palmers Green Action Team, Friends of Broomfield Park, Green Lanes Business Association, Fox Lane and District Residents' Assoc.	Spring'22
Greening	Greening along green lanes with a focus on addressing lack of green infrastructure. Deliver 'Green Route' to connect to Broomfield Park.	Theme 4: Parks and Greening	Appearance Lack of identifiable town 'centre' Lack of public spaces to dwell	Environment and Operational Services, Town Centre Development Palmers Green Action Team	Commenced
New uses	Utilise an empty shop to test new uses on the high street and have dialogue with potential operators to deliver new workspace in the town centre. Possibility to use large vacant spaces as a meanwhile approach for culture and new businesses.	Theme 3: Workspace Theme 5: Vacant Units Theme 6: Cultural Offer	High demand for space and low vacancy rates Need for affordable and flexible workspace	Town Centre Development, Planning Workspace providers, local businesses, Palmers Green Action Team	Summer'22
Culture	Winter programme of lighting, street performances and events Stories of Enfield to thread the poetry of famous resident and poet Stevie Smith across Palmers Green High Street.	Theme 1: Area Brand and Governance Theme 6: Cultural Offer	Lack of public spaces to dwell Appearance	Culture, Town Centres Development, Street Lighting Palmers Green Action Team	From Nov'21

For ongoing updates and to share ideas or feedback please visit: [Letstalk.enfield.gov.uk/PalmersGreenAP](https://letstalk.enfield.gov.uk/PalmersGreenAP)



Venus Nail Spa

SOUTHGATE ACTION PLAN

January 2022

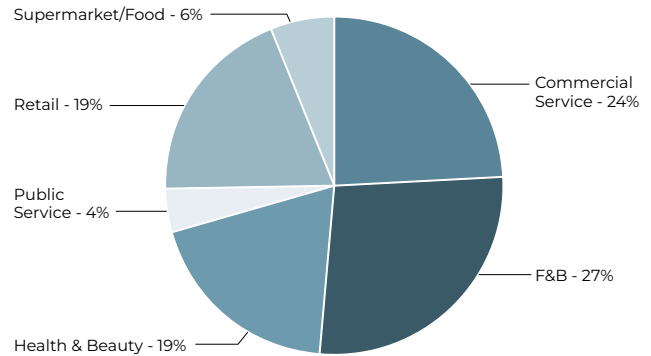
Southgate Action Plan

Enfield's Connected Town Centre

Southgate sits on the western edge of the borough and is the only one of Enfield's town centres on the main tube line, with a beautiful 1930s Grade II* listed station and concourse.

Alongside retail, the town centre has relatively high activity in the knowledge sector and a number of small businesses, but has suffered considerably from office-to-residential permitted development conversions. To date, seven schemes in Southgate have seen 12.6% of total borough floorspace lost, with more in the pipeline.

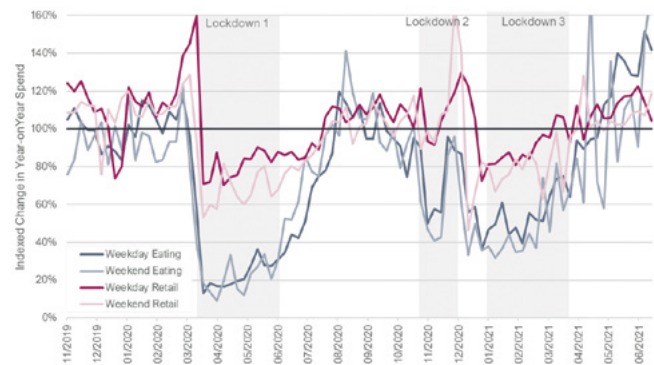
Types of Businesses Located in High Street Units



High Street Performance

Southgate was performing well before the Covid-19 pandemic. The number of jobs and businesses grew much faster than the borough or London averages in recent years, due to its diversified economy. Churn rates were high, but vacancies low.

The Covid-19 pandemic however, had a significant impact on the high street. As shown on the graph of Mastercard spend data, the national lockdowns resulted in a dramatic fall in retail and eating spending in the town centre, with Mastercard eating spending falling to just 20% of normal levels in March 2020.



Source: Mastercard Retail Location Index Data, 2021

Since the first lockdown, however, retail spend has been more resilient in Southgate and was able to recover to and sustain normal levels fairly quickly, though casualties included both the town centre's pubs.

Key Challenges and Opportunities

The analysis of detailed evidence, as well as conversations with the community has revealed a number of key challenges and opportunities in Southgate. This action plan will need to directly respond to these challenges whilst recognising what is working well already and building on the opportunities that already exist.

Challenges:

- Poor state of public realm
- Lack of stakeholder voice until recently
- Lack of public spaces to dwell
- Loss of workspace to residential conversion
- Lack of evening economy
- High retail churn rate

Opportunities:

- Connections
- Strong 1930s heritage
- Low vacancy rate
- Strong local cultural partners
- Prominent assets with redevelopment potential
- High level of council ownership
- Nearby green spaces

Vision: Connection, Accessibility, Identity

The future Southgate will succeed through its connections. A place where the community comes together to enjoy the town centre's diverse offer and green and attractive public realm. Where the full range of businesses have a voice and an identity. Where active travel routes connect the town centre to green spaces and other parts of the borough.

This is an ambitious vision, and therefore a series of goals have been set to help guide and structure the actions that will be needed to achieve the overall vision.

Goals

Immediate Goals (3 months)

1. Encourage people to come back into the centre
2. Make visitors feel welcome and comfortable again after social distancing

Short-term Goals (3-12 months)

1. Build involvement from a broad range of stakeholders
2. Identify the opportunities to support a refreshed Southgate "brand"
3. Ongoing engagement to continue to refine and develop vision and action plan with community

Medium-term Goals (1-2 years)

1. Build a strong place identity
2. Empower stakeholders through decision-making and management
3. Focus on a mixed economy, reversing the loss of workspace
4. Build up the night-time economy
5. Restructure the public realm

Long-term Goals (3-5 years)

1. Connected stakeholders delivering alongside the council
2. Connected and thriving public spaces
3. A new "brand" / identity which celebrates heritage connection
4. Connected and integrated transport

How will we know that the interventions have worked?

We will collect and analyse data from across all five town centres including high street spend, vacancy rates, and business mix, as well as qualitative insight from businesses.

In addition, in Southgate we will also look at footfall and perception to establish whether the impacts have been felt on the ground.

Themes

To address the key challenges and deliver on the vision goals, several actions have been identified and grouped under priority themes. These themes and a summary of the actions are included here.

Theme 1: Public Realm

Theme 2: Cultural/evening partnerships

Theme 3: Southgate Group/identity

Theme 4: Active Travel

Theme 5: Workspace

Theme 6: Southgate Masterplan

Southgate Action Plan: January 2022

Action	Detail	Relevant Theme(s)	Challenges being addressed	Delivery Team	Timeframe
Town Centre Welcomes	Cleaning, repairing, repainting to improve the general environment of the town centre including damaged pavement slabs and parking lay-bys along the high street, repaint guard railings and bollards around the station and along Chase Side.	Theme 1. Public Realm Theme 3. Southgate Identity	Poor state of public realm Lack of public spaces to dwell	Council teams: Environment and Operational Services, Town Centre Development,	Commenced
Greening	Build on installation of parklet on Chase Side to find other areas to green and improve in the town centre.	Theme 1. Public Realm Theme 5. Workspace Theme 3. Southgate Identity	Poor state of public realm Lack of spaces to dwell Lack of evening economy	Council teams: Environment and Operational Services, Town Centre Development, Southgate Task Force	Commenced
Outdoor Trading	Support outdoor dining and trading throughout the town centre, working with local businesses to facilitate.	Theme 1. Public Realm Theme 3. Southgate Identity	Lack of evening economy High churn rate Diversity of high street offer	Council teams: Town Centre Development, Licensing Businesses, Southgate Task Force	Commenced
Culture	Christmas programme of lighting, street performances and events. Support partners to introduce new cultural activity and promote. Including Southgate Club, and cafés / bars. Involvement in borough-wide light festival	Theme 2: Cultural & evening partnerships	Lack of spaces to dwell Lack of evening economy High churn rate Diversity of high street offer	Council teams: Town Centre Development, Culture, Licencing, Street Lighting External: Businesses, Southgate Task Force	From Nov'21
Partnerships	Work with TfL to improve public realm outside the station (e.g. improve bins, planting grass beds etc). Work with the owner of the old police station to understand opportunities for meanwhile use. Work with Barnet and Southgate College to bring events and training onto high street.	Theme 2: Cultural & evening partnerships Theme 5: Workspace Theme 6: Southgate Masterplan	High churn rate Diversity of high street offer	Council teams: Environment and Operational Services, Town Centre Development, Planning, Strategic Property External; TfL, police station owner, Barnet and Southgate College	Ongoing – longer term

For ongoing updates and to share ideas or feedback please visit: [Letstalk.enfield.gov.uk/SouthgateAP](https://letstalk.enfield.gov.uk/SouthgateAP)

This report format is for scrutiny reports

London Borough of Enfield

Regeneration and Economic Development Scrutiny Panel

Meeting Date: 2 February 2022

Subject: Meridian Water – Strategic Infrastructure Works (HIF)

Cabinet Member: Leader of the Council – Nesil Caliskan

Executive Director: Executive Director Place – Sarah Cary

Purpose of Report

1. The purpose of this report is to provide an update to the Regeneration and Economic Development Scrutiny Panel on the progress made to deliver the Strategic Infrastructure Works.

Relevance to the Council Plan

2. The Strategic Infrastructure Works are a key element to unlock the development of Meridian Water and contributes to the priorities of the Council's Corporate Plan:
3. *Good homes in well-connected neighbourhoods*
The delivery of the Strategic Infrastructure Works will unlock new housing development in Meridian Water and ensure that the key pieces of strategic infrastructure are in place to provide access to the development zones and connect them to the new Station, as well as improve east-west connectivity across the site.
4. *Safe, healthy and confident communities*
The Strategic Infrastructure Works include the delivery of green spaces and connections to existing green spaces in the Meridian Water area, thereby enhancing the value of the local green infrastructure for existing and future communities in the area.
5. *An economy that works for everyone*
The delivery of Strategic Infrastructure Works will unlock the Meridian Water area and significantly increase accessibility of the site. It is expected that increased accessibility will support local businesses, as well as attract new jobs and business growth in the area, supporting Enfield residents and the local economy.

Background

6. In December 2018 the Council submitted a bid to the Department for Levelling Up, Housing and Communities (DLUHC, former MHCLG) for the

Housing Infrastructure Fund (HIF) to deliver the first phase of strategic infrastructure works in Meridian Water. The Strategic Infrastructure Works comprise of rail enhancement works amounting to a value of circa £54m (HIF Rail Works) and strategic road and flood alleviation works for a value amounting to circa £116m (HIF Street Works).

7. Following the announcement that the Council successfully secured HIF funding in August 2019, the Council negotiated the terms of the Grant Determination Agreement (GDA) and on 30 October 2020 the Council entered into the GDA with DLUHC for an increased total amount of £170mil.
8. Key Milestone dates in the GDA are set out in the table below. Extension are currently being negotiated with DLUHC for the dates highlighted. These extensions do not impact the practical completion date.

Key Milestone	Date	Forecast / Actual
Date of Planning Approval Street Works	22/07/2020	22/07/2020
Contractor Appointment Street Works (PCSA)	16/03/2021	16/03/2021
CPO Confirmation	30/09/2021	22/07/2021
Start on Site Street Works	31/01/2022	30/06/2022
Contractor Appointment Rail Works	31/01/2022	30/06/2022
FBC approval Rail Works	31/03/2022	31/03/2022
Start on Site Rail Works	31/01/2023	31/01/2023
Practical Completion Rail Works	31/03/2024	31/03/2024
Practical Completion Street Works	31/03/2024	31/03/2024
Rail Works operational*	31/09/2024	31/09/2024

*The operation of the rail works is subject to a timetable change which the rail operator will be managing.

9. The HIF funding is subject to an Availability Period, which ends on 31 March 2024. This means that all costs funded by HIF money must be incurred before 31st March 2024. If the works run beyond 31st March 2024 and cost are incurred after this date, the Council will not be able to recover the cost of these works.
10. Therefore, a proactive strategy was adopted to initiate work that was on the critical path for completion by March 2024 prior to entry into the GDA, such as land assembly and main contractor procurement.
11. In line with this approach, Cabinet authorised (KD4832) a Compulsory Purchase Order (CPO) in January 2020 for the acquisition of land and rights required to deliver the HIF Street Works at Meridian Water.

12. In September 2020 Cabinet authorised (KD5181) the entry by Council into a contractor framework agreement and the entry into a Pre-Construction Services Agreement (PCSA) in relation to the delivery of the HIF Street Works.

Main Considerations for the Panel

Compulsory Purchase Order (CPO)

13. On 22 July 2021, the Planning Inspectorate wrote to the Council with the Inspector's decision that the Compulsory Purchase Order had been confirmed, without modification. Notice of confirmation in respect of this decision was served and published on 1 September 2021, with notices also erected on site, in respect of plots with unknown interests.
14. The Council is currently in process of implementing its Compulsory Purchase Powers through a general vesting declaration, which automatically vests title in the land with the Council on a certain date. The Council will obtain ownership off all land required to deliver the HIF Street Works ahead of the Construction start on site.

Main Contractor Appointment – HIF Street Works

15. Following Cabinet authorisation (KD5181) the Council procured a Framework Agreement with the value of £135mil to deliver the HIF Street Works and the Council appointed three contractors onto the framework. The Framework Contractors are:
- VINCI Construction UK Limited;
 - VolkerFitzpatrick Limited;
 - BAM Nuttall Limited.
16. The framework agreement allows the Council to call-off services and works under pre-construction services agreement (PCSA) and then NEC works contracts as and when required. Procurement and contract approach were approved under delegation of Cabinet (KD 5085 / KD 4782).
17. The Council negotiated a single Pre-Construction Service Agreement (PCSA) with the first ranked framework contractor (Vinci Taylor Woodrow) for pre-construction services required for the delivery of HIF Street Works and the agreement was entered in March 2021.
18. PCSA period was envisaged to last 12 months, however due to delays in the design development by the contractor, it is expected that the PCSA end date will be pushed out by three months until June 2022. To mitigate risk of this delay on the completion of the works, the Contractor is seeking to progress enabling works during the final months of the PCSA period. A decision to instruct the enabling works will be taken under delegated authority in February / March 2022.

19. As part of the Pre-Construction Services Agreement, the Contractor is in the process of procuring all work packages with specialist subcontractors. Following the completion of this procurement exercise by the Contractor, negotiation will take place between the Council and the Contractor to agree final prices for the delivery of the main works.
20. If prices can be agreed with the Contractor it is envisaged that the Council will enter into an NEC 4 Construction Contract with first ranked framework contractor (Vinci Taylor Woodrow) in May 2022, aiming for a start on site in June 2022 and completion in March 2024.

Progress Rail Works

21. The HIF Rail Works progress in line with the Network Rail developed GRIP (Governance for Railway Investment Project) process. The Council has successfully completed GRIP 2 design (feasibility) and is awaiting Network Rail (NR) approval of the GRIP 3 design (option selection) expected in February 2022.
22. In parallel to the GRIP design process, the project team is progressing the approval process with the Department for Transport (DfT). On 14th of July 2020, the DfT's Rail Infrastructure Board approved the Outline Business Case for the HIF Rail Works.
23. Full Business Case is nearly complete and is due to be submitted to the Department of Transport in January 2022, aiming for approval by the DfT's Rail Infrastructure Board in March 2022. DfT approval will clear the way for delivery of the works, subject to NR sign off subsequent GRIP stages and successful procurement of a rail contractor.
24. The Council started the procurement of a rail contractor in summer of 2021 through a restricted OJEU procurement process. Early January, the tender responses were received, and the Council is currently in the process of evaluating the tenders, with the aim to appoint the successful contractor in June 2022. The works are envisaged to start on site early 2023.

Discharge of Conditions Precedent

25. Under the GDA the Council is required to fulfil a set of conditions precedent. The first set of conditions (pre-commencement conditions) have been satisfied prior to entry into the GDA. Discharge of these conditions enabled the Council to claim all historic expenditure incurred in the period between submission of the Expression of Interest (September 2017) and entry into the GDA (October 2020), as well as preliminary expenditure, covering all cost up to the start on site.
26. To date the Council has successfully claimed all expenditure in the period between September 2017 and September 2021 amounting to about £15m and continues to claim expenditure in arrears on a quarterly basis.

27. In addition, there is a set conditions precedent to claims for the actual works (pre-draw down conditions) which constitute of more than 80% of the total HIF funding amount. In summary, these conditions require the Council to evidence that necessary approvals and consents (planning, CPO, statutory stakeholder approvals) are in place to commence the construction of actual works.
28. In November 2021 the Council submitted the evidence to DLUHC to satisfy the pre-draw down conditions. DLUHC is reviewing all evidence submitted and is expected to confirm discharge of pre-draw down conditions in February 2022, ahead of start on site of the main construction works.

Programme

29. A high-level programme is attached to this report.
30. In summary the timescales for delivery by March 2024 remain very challenging. The team have an excellent working relationship with DLUHC and there is regular discussion on budget and programme challenges. Although theoretically possible the LBE project team are of the view that it is unlikely the project can be delivered within the existing timescales and so have commenced planning for alternatives and commenced discussions with DLUHC on the mechanics of how this might work.

Budget

31. The HIF award of £170m comprises of:

HIF work	Sum	Budget position
Rail works	£54m	Forecasting within budget
Street works	£116m	Abnormal inflation conditions and other usual pressures have created pressure on the budget. Mitigation involves value engineering and rescoping of works which are expected to bring the works back within budget
Total	£170m	

Key Risks

32. The top 4 risks and mitigating actions across the HIF programme are listed below.
33. **Risk:** Programme slips outside the HIF Availability Period (31/03/2024), resulting in the Council not being able to recover the cost.
Mitigation: Progress early works for both HIF Rail and Street Works to keep both projects on the critical path.
 HIF Street Works Contractor implemented a two-phased procurement process to optimise the programme and obtain early prices back from the market.
 HIF Rail Works Design Development programme optimised and extensive liaison ongoing with rail stakeholders to smoothen the approval process.

Start early conversation with DLUHC to explore extension of the availability period past March 2024.

34. **Risk:** Unable to deliver the HIF Street Works within the funding envelope (£116m).

Mitigation: Work with the Contractor delivering the works to seek cost savings and efficiencies.

Identify de-scoping items and potential alteration to the specifications that could be instructed to bring the project back in budget

Start early conversation with DLUHC to explore increase of the funding envelope.

Exploring options to share inflation risk with contractor or DLUHC

35. **Risk:** The contractor's HIF Street Works design is complex and involves several external partners and regulatory bodies including the Environment Agency and LB Haringey. The design is not sufficiently mature and coordinated, resulting in programme delays and budget pressures

Mitigation: Working through design solutions in coordination with Contractor and Retained Design Team to confirm the preferred design solution ahead of agreement of final price for the works.

Realigned procurement process to allow design development to progress in parallel with procurement.

36. **Risk:** Failure to obtain approval for HIF Rail Final Business Case (FBC)

Mitigation: Intensive key stakeholder management by LBE with stakeholders. Ongoing discussions with DLUHC to understand how any delay to the FBC approval can be mitigated and strategies put in place. Utilising government's relationship with the relevant partners and regulatory bodies.

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Date of report: 24 January 2022

Appendices

- HIF Programme

Background Papers

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London Borough of Enfield

Regeneration and Economic Development Scrutiny Panel

Subject: Meridian Water – Meridian Four Update

Cabinet Member: Cllr Nesil Caliskan

Executive Director: Sarah Cary

Purpose of Report

1. The purpose of the report is to present an updated to the Regeneration and Economic Development Scrutiny Panel with regard to the Meridian Water, Meridian Four Project.

Proposal(s)

2. That the Regeneration and Economic Development Scrutiny Panel notes the report and presentation.

Reason for the Proposal(s)

3. The Regeneration and Economic Development Scrutiny Panel requested an update.

Relevance to the Council's Plan

4. Meridian Water is a key component in contributing to the vision, aims and priorities of the Council's Corporate Plan.
5. **Good Homes in well-connected neighbourhoods:** Meridian Water will contribute to the Council continuing its pioneering approach to regeneration to create thriving, affordable neighbourhoods and places, and increasing the supply of affordable, quality housing options for ownership, social rent and private rent. Meridian Four will contribute to this goal through the delivery of circa 846 new homes.
6. **Safe, healthy and confident communities:** Meridian Four will contribute towards the overall strategy for Meridian Water which aims to deliver on the Council's aims to improve public health and people's well-being. Along with new homes Meridian Four will deliver community and social infrastructure; new amenity spaces and open up access to the canal.
7. **An economy that works for everyone:** Meridian Four will deliver new ground floor commercial premises and workspace.

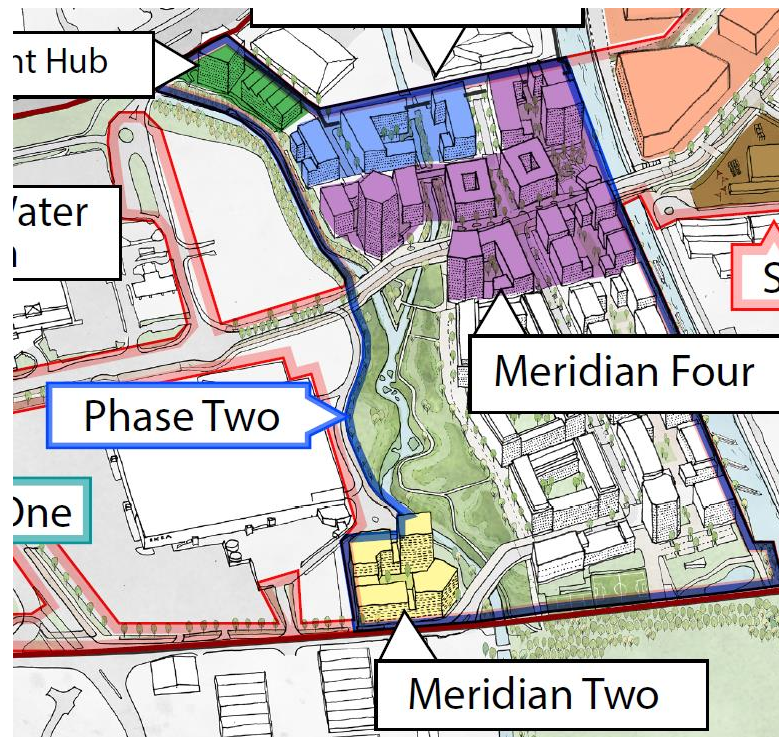
Background

8. The Phase 2 Business Plan (KD4953) report which Cabinet authorised in October 2019 set out the options appraisal for the delivery model for circa 1,550 homes within Phase 2.
9. In March 2020, the Council's Planning Committee resolved to grant planning permission for the Outline Planning Application (OPA) for Phase 2 of Meridian Water to deliver circa 2,300 homes (plus 18,000 sqm of Purpose Built Student Accommodation and Co-Living accommodation) as well as commercial, retail, social infrastructure, and public open spaces.
10. Meridian Four is the fourth development opportunity within the 85-hectare Meridian Water site, located in the northern half of the Phase 2 Outline Planning Application (OPA) area. The site is bound by the River Lee Navigation to the East and Pymmes Brook to the west and access will be created to the plots by the delivery of the Strategic Infrastructure Works (SIW) which are being delivered under funding from the Housing Infrastructure Fund (HIF) (see Fig 1).



Figure 1: Plan of Meridian Four Development Plots

11. On the 16th September 2020, Cabinet approved (KD5174) the Phase 2 Detailed Delivery Plan and the recommendation within it for the direct delivery of Meridian Four. Meridian Four comprises of five blocks sited to the north of the Phase 2 scheme to be delivered with commercial and community uses at ground floor and upper floors to provide Build to Rent and affordable homes.



12. Phase 2 of Meridian Water will deliver circa 2,300 homes. The mix for Phase 2 has been agreed as part of the outline scheme (Ref: 19/02781/RE3) which has been approved by Planning Committee. The baseline mix in the Phase 2 outline scheme is as follows:

Table1: Phase 2 Mix

UNIT MIX	Phase 2 Housing Mix
Studio/1-bed	30%
2-Bed	40%
3-Bed	20%
4-bed	10%

13. There will be multiple Phase 2 Reserved Matters applications each looking in detail at a different part of Phase 2 up to the total housing allowance for that phase of 2,300 homes. Each Reserved Matters application will contain a different housing mix to reflect the particulars of the site as well as the housing tenures. However altogether the bedroom mix for the 2,300 homes will be as outlined in the table above.
14. The Meridian Four bedroom mix reflects the requirement that Build to Rent homes typically appeal to people wanting 1-2-bedroom homes whilst the larger family sized homes (3-4 bedroom) will be prioritised for the affordable homes.

Table 2: Meridian Four Indicative Mix

UNIT MIX	2021 Update (percentages)	2021 Update (as in financial model)
Studio/1-bed	41%	348 units
2-Bed	34%	286 units
3-Bed	17%	142 units
4-bed	8%	70 units
Total Units		846 units

15. It must be noted that the mix as set out above is indicative as the project is still in the conceptual stage of design. As the design of the buildings develop and are refined, the indicative mix as set out above will be further tested and represented in its completed form at a later date.

Progress

16. During 2020/21 the procurement of the professional team for Meridian Four has been progressed. The following services have been secured to date:

- Project Managers	Ikon / Cast
- Lead Architect	KCA
- Quantity Surveyor	Stace
- Structural and Civil Engineer	Pell Frischmann
- Mechanical, Electrical and Plumbing Engineer	Elementa
- Town Planning	WSP
- Highways	Pell Frischmann

17. Work started on the RIBA stages in May 2021. It is currently anticipated that a detailed scheme (RIBA 3) will be finalised in Q2 2022 with a view to submitting an application for Reserved Matters consent to the Council in Q3 2022.
18. Through the procurement of the professional services for the Meridian Four project, the team has sought to ensure that the Council's approach to promoting Equality, Diversity and capturing Social Value benefits have been captured.
19. This approach to procurement has resulted in the Council being short listed for a 2021 LGC Award as well as a National Housing Award.

Build to Rent Market

20. A Build to Rent (BtR) scheme is a residential development designed and built specifically to let homes out long-term rather than to sell. The scheme may be built and operated by the same investor, however more typically an investor will partner with a developer who will build the scheme and the BtR Investor will purchase the completed homes at the end of the build period.

21. A BtR scheme is typically of high quality with a focus on efficiency, low maintenance and place-making. The residential blocks will incorporate amenities such as a gym, workspace, residents, café / restaurant etc which are for the use of the residents (as well as non-residents where they can be directly accessed from the outside).
22. The BtR Investor will take a long-term view of the quality and placemaking as they make their return on investment over many years (typically a 40-50 years) and therefore need to ensure that the scheme remains attractive to renters over this time period and beyond.
23. The BtR sector has become increasingly well-established over the last decade. The growth has been driven by institutions and funds looking for stable inflation linked returns largely to pay pensions after the global financial crisis in 2009. BtR is still a very small part of the private rented sector but forecasted to grow significantly as it gains a reputation for providing high quality, well-managed, secure rental homes.
24. A BtR operator will not seek to recover the properties from tenants who are not at fault, e.g. to live in or sell on, and as such no-fault evictions are not a likely scenario. They will typically increase rents in line with inflation every year and their priority is to keep tenants long term. There is also the ability for blocks to be offered to different audiences for example young professionals, families etc with brand differentiation including amenity provision and potentially rent levels.
25. A BtR scheme that is owned and managed by professional landlords and financed by institutional investors therefore offers the potential to deliver a greater supply of good quality market housing alongside a better deal for tenants.
26. The BTR will be owned by one investor and managed by one landlord, as such preventing the risk of overseas and other private investors acquiring the BTR properties proposed for Meridian Four.
27. Further to market insight, the Affordable Housing on Meridian 4 aims to deliver a higher proportion of family-sized units while the BtR options target smaller household to create a range of new housing opportunities for residents within the Borough.
28. Enfield's work establishing a borough-wide Registered Provider Framework has commenced and upon completion may be used to procure a Registered Provider partner to purchase or develop the affordable housing blocks.

Market Testing

29. Further to the 2020 Cabinet decision officers have undertaken additional soft market testing led by the Council's advisors Gerald Eve.

30. A second round of soft market testing was conducted during the first two weeks in August 2021. Six investors who expressed interest in the scheme and programme were interviewed and asked to provide feedback on the most recent project plans, including potential deal structures, programming, tenure mixes, and interest in participating in a future workshop on sustainability and building design post-Covid.
31. The responses from the SMT confirmed that the market continues to prefer delaying capital receipt payment until the completion of HIF works and detailed design to de-risk the investment. However, several investors interviewed were eager to engage in the design earlier in order to guide the development and ensure key features were included or designed to customer expectations.

Further Marketing Strategy

32. As a result of the feedback gained from the market it is proposed that:

- A further round of Soft Market Testing be undertaken in Q1 2022 by which time RIBA 2 Concept Design proposals will have been developed and be tested to ensure that the Build to Rent design proposals are market facing.
- The Selection of preferred investor partner progresses in Q2 2022 (with RIBA 3 design progressed) with a view to having selected a preferred investor partner before or during RIBA 4 design which commences Q3 2022.
- Once the preferred investment partner is selected, the council will progress any remaining RIBA 4 design and legal agreements in parallel with that preferred investor partner.
- Work to secure the main contractor will progress in parallel with securing the Build to Rent Investor and Registered Provider.

33. This strategy optimises the Council's ability to accelerate delivery of new homes on site upon completion of the HIF works expected to be from Q3 2023.

Project Viability – Previous Cabinet Report

34. In the previous cabinet report, Council elected to pursue Option 2b of the potential Meridian 4 delivery strategies evaluated at that time.

35. As financially modelled, Option 2b consisted of:

- a. A 533 scheme of 65% private tenure BtR homes (approx. 347 homes) and 35% affordable homes (approx. 186 homes) across three blocks

- b. The affordable portion of the scheme would consist of 70% London Affordable Rent (LAR) and 30% intermediate affordable tenure of London Living Rent (LLR) capped for Upper Edmonton Ward levels

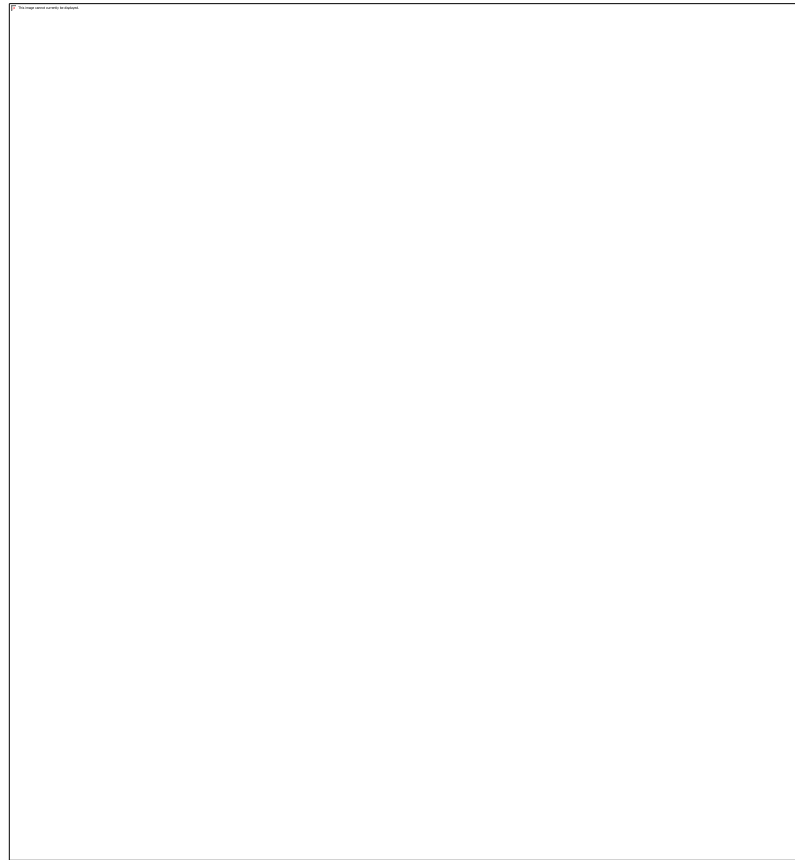


Figure 2 – Three blocks making up the 533-home scheme

- 36. As shown above in Figure 2 533 homes can be accommodated in Plots Z05-04; Z05-06; and Z05-07 of the Phase 2 outline scheme.
- 37. The scheme was approved for up to circa 800 homes (notionally split 520 market homes and 280 affordable homes) by adding two additional plots (Z04-01 and Z04-05) to the M4 parcel (as shown overleaf in Figure 3), rather than increasing the number of units included in the Z05-04; Z05-06; and Z05-07 plots by adding height.

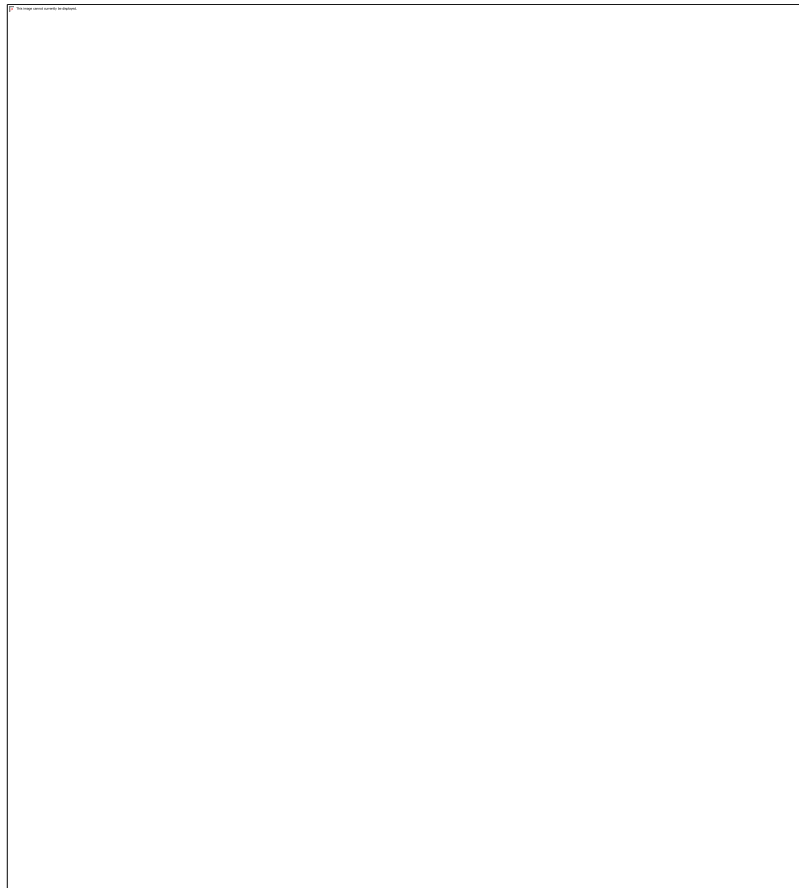


Figure 3 - Five blocks making up the 846-home scheme

38. The Scheme was initially modelled to begin construction in September 2022 when it was believed that the Homes Infrastructure Fund (HIF) works would be completed. The programme has been adjusted to factor in the current expected completion of the HIF works.
39. The construction of Meridian Four is planned to start on site upon the completion of the HIF in Q4 2023. To ensure the accelerated delivery of new homes on Meridian Four the proposed programme key dates are as follows:

Table 3: Project Milestones

Milestones	Programme Dates
Selection of Preferred RP	Q3 2022*
Reserved Matters Planning Submission	Q3 2022
Completion of HIF Works	Q3 2023
Completion of Contract with BtR Investor	Q4 2023**
Main Contractor approved	Q4 2023
Start on Site	Q4 2023
Completion of First homes	Q4 2026

* Under review considering timings of delivery of Council Registered Provider Framework

** Timing of selection of BtR engagement reflects Investor Partnering approach during RIBA 4 design alternative will be that the BTR investor is secured post RIBA 4 and contracts would be conditionally agreed prior to start on site. Start on site would be later in this scenario

Main Considerations for the Panel

Proposed Scheme (circa 846 units)

40. The 2020 Cabinet Report considered various options from 533 to 1,500 homes in the Meridian Four delivery strategy.
41. Market testing has confirmed that a scheme of circa 846 units with all five plots as set out in Figure 1 of this report for Build to Rent and affordable homes for Meridian Four.

a Appraisal Update

42. Since September 2020, additional work has been undertaken to update and refine the financial appraisals from the notional targets used to recommend Option 2b to reflect the evolved scheme's focus, accelerated delivery, real world conditions and changes in the market.
43. An updated financial model for Meridian Four has been prepared using the increased number of homes and a revised unit and tenure mix. It includes details on infrastructure expenditure, updated build costs, professional fees, and market and affordable rental values.
44. The revision includes an indicative tenure mix of 70% market-rate and 30% affordable which has been calculated in order to work towards achieving 40% affordable homes across all of Phase 2 supported by GLA grant funding.

Table 4: Phase 2 Homes

PLANNED PHASE 2 HOMES	Market Rate Homes (approx.)	Affordable Homes (approx.)
Parcel		
M2	0	275
M3	135	80
M4	580	260
Parcel 5 – Parcel 10	685	335
Total Units	1400	950

45. The updated financial modelling for Meridian Four includes grant funding allocated by the GLA (subject to final agreement). The forthcoming allocation will support the delivery of the target number of Social Rent and Shared Ownership affordable homes across the Phase 2 site.
46. A series of sensitivity analysis were produced to further measure the scheme's current financial position.
47. The updated viability modelling of Meridian Four has been undertaken including comparison of assumptions reflecting changes between the

appraisals developed for the September 2020 Cabinet Report and those updated to reflect the current market and inputted into Gerald Eve's Meridian Four financial model.

b RIBA 4 Design

48. To also reflect feedback from the Soft Market testing from the build to rent market and to enable the delivery of the programme to commence Meridian Four works on site in 2023 it is proposed to delegate to the Programme Director of Meridian Water in consultation with the Executive Director of Resources, the decision to forward fund the Meridian Four RIBA 4 design.

Budget impact - Capital

49. The Q1 Capital monitoring report submitted to Cabinet 15th September 2021 (KD5335) sets out the revised 10 year capital programme for all schemes including Meridian Water. The table below summarises the latest position and shows a total approved budget of £835.179m to financial year 2030/31 of which Meridian 4 comprises £325.089m.

Table 5: Ten Year Capital Budget

10 yr capital budget £000's	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27 to 2030/31	Total
Meridian Water	85,815	158,212	26,672	25,826	28,942	127,024	452,491
Meridian Four	6,077	16,210	83,011	73,725	73,725	72,341	325,089
Total Meridian Water	109,740	214,173	109,683	99,551	102,667	199,365	835,179

50. The forecast expenditure (Meridian Four) for 2021/22 and 2022/23 is £2.994m and £20.396m respectively and include additional costs of £1.930m (resulting from the delivery of larger scheme) and £6.160m (to progress RIBA 4 design).

51. Compared to the latest budgets, approved by Cabinet as part of the Quarter 1 monitoring cycle, this results in a pressure in of £1.103m across 2021/22 and 2022/23 which will be contained by the re-profiling of expenditure for Meridian Four from future years budgets, which are sufficient to cover this, as set out in the table below.

Table 6: Meridian Four Budget Spend

Meridian Four Professional Fees Estimates £'000:	2021/22	2022/23	Total
Estimated	1,064	14,236	15,300
Increase required	1,930	6,160	8,090
Forecast Qtr2	2,994	20,396	23,390
Budget	6,077	16,210	22,287
Shortfall /(Surplus)	-3,083	4,186	1,103*

* Sufficient budgets for Meridian 4 in later years to contain pressure

52. Cost estimates for all works in the programme will be reviewed as part of the Quarter 2 capital monitoring cycle, appearing elsewhere on the agenda, and resources re-allocated and re-profiled to ensure sufficient budgets are in place to expedite works without changing the overall budget which was approved by Council 2nd March 2021 (KD 5210).

Budget impact - Revenue

53. Works costs are capital in nature therefore the proposed increase will not have a revenue impact.

Debt

54. Proposed increase in expenditure for this component of the programme will not result in increased costs for the scheme as a whole therefore there is no impact on borrowing from this proposal.

55. Financial modelling for the whole programme is undergoing a review, the results of which will not be known until after final budgets and MTFP are approved by Council 9th February 2022. Revised assessments of borrowing will therefore be reported as appropriate once known.

Taxation

56. Council will recover input VAT in normal manner for additional costs. No implications to report.

57. The proposed risks associated with the proposals as set out in this report are set out in the table below.

Table 7: Risk and Mitigation

Risk	Mitigation
Project Viability – Council exposure to financial risk due to changes in overall viability of the project	As part of the project due diligence the Council will be continually testing project viability including the monitoring of build cost inflation and undertaking market engagement to monitor changes to the investor / Registered Provide markets
Direct delivery – Council exposure to financial risk due to change in project viability	As part of the project due diligence the Council will be continually monitoring project viability and will be reporting at each RIBA stage by report to Programme Director
Build to Rent Investor not secured, Council's Forward Spend not returned	Council has undertaken soft market testing which has positively supported approach to delivery and interest in the scheme. On-going engagement with the market

	will be undertaken to ensure that the scheme design remains market focused. Position will be reviewed before committing RIBA 4 spend.
Proposed design does not meet Build to Rent Investor requirements	Specialist professional team have been procured who are conversant in the requirements of the market. Engagement will be sought from market to inform design work during RIBA 2-4 stages. Build to Rent identified that there is interest in early engagement to inform design.
Registered Provider (RP) – RP not secured or delayed	The Council are in the process of setting up an RP Framework. Other routes to the market will also continue to be considered should any delays to the framework result in an RP not being secured prior to the commencement of RIBA 4 design.
Build Costs – M4 viability impacted by build cost inflation	M4 finances have been reprofiled to take account of inflationary pressures and on-going monitoring of build cost changes is in place through appointed Quantity Surveyor
Timetable changes – challenges to programme as a result of interfaces with other workstream or change in market or approach	M4 programme has been constructed to counter scenarios such as the timing of securing BTR investor, RP Investment etc. Programme interfaces regularly reviewed against master programme.

58. It is therefore recommended that the Meridian Four scheme proceeds as detailed above to accelerate the delivery of much needed housing and affordable housing to the Enfield and Edmonton areas, to reduce the impact of time on cost any further, and to secure grant funds that have been committed by the GLA to deliver Social Rent and Shared Ownership affordable homes.

Report Author: Emma Beardmore

Date of report: 24 January 2022

Appendices

n/a

Background Papers

n/a

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