



ADVANCED PUBLICATION OF REPORTS

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members
and operational key decision makers.

Once signed all decisions will be published on the Council's
Publication of Decisions List.

- 1. DUGDALE REFURBISHMENT** (Pages 1 - 110)

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Please note Part 2 report is now confidential appendix.

London Borough of Enfield

Portfolio Report

Report of: Mark Bradbury

Subject: Dugdale Refurbishment

Cabinet Member: Cllr Ian Barnes

Executive Director: Sarah Cary

Ward: Town / All

Key Decision: 5433

Purpose of Report

1. This report provides details of the investment in refurbishing Dugdale Arts Centre and Museum of Enfield, improving its capacity as sustainable placemaking cultural hub for Enfield Town.

Proposal(s)

2. Note the refurbishment plans as set out in this report, including the enhancement of the Museum of Enfield, the cafe and performance spaces in the Dugdale Arts Centre.
3. Approve the spend of £1.5million from existing capital budget approved as part of the 10 year Capital programme in February 2022 (KD5353).
4. Delegate authority to the Director of Environment and Operational Services in consultation with the Executive Director – Resources to appoint contractors and consultants in accordance with Contract Procedure Rules as necessary to deliver the programme provided such appointments do not exceed the budget authorised in paragraph 3 above.

Reason for Proposal(s)

5. To address the necessary requirement to make Museum of Enfield a central feature of Dugdale Arts Centre following relocation of some museum galleries from floor one of Thomas Hardy House to the ground floor and make improvements to the internal layout necessitated by move of main entryway.

6. To create a full size, environmentally friendly commercial kitchen able to serve 75 covers with both daytime and evening café and operation, providing a key revenue stream to support and enhance the centre's cultural operation.
7. To create an outward facing and engaging approach to the centre which makes clear this is an inviting cultural space and makes use of the surrounding public realm.
8. To retain the theatre and dressing rooms as-is and create new cultural spaces including permanent and temporary museum exhibitions, education space, pop-up retail point for local creative businesses, gallery area and flexible seating and performance areas.

Relevance to the Council's Plan

9. Proposal delivers strongly on five elements of the Council's Plan:
 - a. *Craft a cultural offer for Enfield to support London's status as a world class city* with a best-in-class multi-functional arts centre and museum
 - b. *Develop town centres that are vibrant, safe and inclusive* anchored with a day and evening cultural and F&B offer
 - c. *Enhance skills and connect local people to opportunities* providing workshops, meeting point and employment for creative sector
 - d. *Drive investment to deliver good growth for London* increasing the attractiveness of Enfield Town to professional sector employers
 - e. *Inspire and empower young Enfield* through connection to the borough's heritage and a programme of events and activities
 - f. *Create healthy streets, parks and community spaces* through inclusive design that welcomes everyone inside and outside the centre

Background

10. The Dugdale – one of only four dedicated cultural venues in Enfield – was first opened in 2008, has hosted a variety of civic and community services and currently houses Museum of Enfield, 98-seat studio theatre, gift shop, gallery space and EnFood café.
11. With the revision to floors one and two of Thomas Hardy House (Build The Change) commitments have been given that additional museum capacity will be created on the ground floor. This and other impacts of the Build the Change works create a need and an opportunity to invest in the space to ensure its future as a sustainable cultural centre and cornerstone of revitalised Enfield Town.
12. The Council's Heritage Strategy *Making Enfield* contains a commitment to increasing museum audience development to reflect Enfield's communities at the present day, and to making museum collections more accessible.
13. The Council's Cultural Strategy, *Culture Connects*, recognises the potential of the Dugdale to support Enfield's night time economy.

Main Considerations for the Council

14. The works to be funded by the budget draw down are illustrated in Appendix B, and include:
- New dedicated entrance to the Cultural activities on the ground floor
 - New external facilities, e.g. seating and planting
 - New external sign
 - Refurbished informal performance space, including enhanced acoustic measures
 - Relocated and enlarged café
 - Expanded and refurbished museum collection
 - Moveable and expandable tiered seating.
15. The refurbishment and new works will not require planning. Affected Council services, e.g. museums, culture, have been consulted about the proposals. External stakeholders, such as the Arts Council, local civic groups and cultural groups which use the Dugdale will have the opportunity to comment on the designs over the next few months. Subject to this decision, the timetable proposed enables the Dugdale to be open for cultural use before the Christmas 2022 season.
16. Proposed works have been costed by external surveyors and cost consultants at £1.5 million at current rates, including substantial contingency. The finance implications below detail how the project will be funded from within the approved capital programme.
17. A procurement process has been undertaken to appoint Willmott Dixon as contractors to deliver building works for floors one and two of Thomas Hardy House. It is proposed that these works be delivered as an extension to this existing contract, with delegated authority to Director of Environment and Operational Services Doug Wilkinson to appoint.
18. There are no additional revenue implications; all staffing and centre activity is already budgeted within Council's Medium Term Financial Plan. The MFP does, however, assume revenue generation from improved café-restaurant facility to support cultural activity.
19. The business case (Appendix A) prepared by the Council's commercial team for café-restaurant based on customer and spend-per-head figures achieved for daytime and evening food service in Dugdale pre-pandemic. These show a net profit of £550k over five years. If industry-wide risks due to pandemic, staff shortages and supply chain are mitigated, there is the potential to realise net profit of £830k as outlined given low levels of F&B offer in Enfield Town and popularity of food businesses with an ethical, environmentally friendly and locally-focused approach.

Safeguarding Implications

20. No safeguarding implications to proposal.

Public Health Implications

21. Cultural activity and opportunities for social connection play a key role in community health and wellbeing. The Dugdale team participates in a range of public health initiatives and delivers programming with a wellbeing focus such as Mindful Art Café. This service will be enhanced by improved facilities.

Equalities Impact of the Proposal

22. Dugdale will continue to provide an inclusive and accessible cultural service. The proposals ensure physical access to all spaces for wheelchair users and include supportive design features for those with hearing or sight impairments. The centre is free to enter ensuring full access to museum and gallery and seating is set aside outside the café area to ensure a welcome to all, whether or not café customers. Dedicated buggy parking is included and the space is family friendly, with museum text and exhibits included at a range of heights.

Environmental and Climate Change Considerations

23. Proposal will improve environmental performance of service with an all-electric kitchen. Active travel to venue will continue to be encouraged and proposal works in partnership with planned Healthy Streets delivery of improved cycle access to venue. This is part of a wider improvement programme for the building, which will see investment in carbon saving technologies including heat pumps to reduce the carbon emissions of the site.

Risks that may arise if the proposed decision and related work is not taken

24. The cultural budget depends on the Dugdale providing a café with traded income. Not proceeding to refurbish the Dugdale will substantially restrict the service income and have a negative impact on the revenue budget and or the service overall.
25. Not proceeding at this time will add additional costs and complexity. The current proposal for works to be carried out in tandem with Build the Change building works on first and second floors creates some savings and ensures Dugdale period of closure is kept to a minimum.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

26. The construction costs could come in over the budget in this report. The costs have been prepared based on architectural designs by an external consultant and a healthy contingency of 5% has been included. The budget will be controlled by regular review and approvals process as per the Build the Change.
27. Building programmes carry complex interdependencies and supply chains currently negatively impacted by pandemic and Brexit such that timetable is at risk and proposed December reopening may be affected. Risks reviewed weekly with Build the Change team, some contingency time included, service has plan to maintain cultural delivery in event of delayed opening.

Financial Implications

28. The Dugdale refurbishment is a new Capital project, approved as part of the 2022/23 ten year capital programme. A budget envelope of £1,579m is included in the ten year programme (KD5353).
29. The total budget is funded through a transfer of previously approved Town centre regenerations budgets of £600k. The balance of £979k represents growth to the capital programme, of which £821k is funded by Community infrastructure Levy (CIL), as approved by the Strategic Planning Board on the 14.02.2022 and the balance will be funded by Council borrowing
30. The Project is forecast to start and complete during 2022/23

Legal Implications

MD 22nd February 2022

31. The Council has the power under s.1(1) Localism Act (2011) to do anything individuals generally may do providing it is not prohibited by legislation and subject to Public Law principles. The Council therefore has sufficient power to undertake the works described in this report.

Any procurement of contracts must comply with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015. Any variation of existing contracts must also comply with the Council's Contract Procedure Rules and the Public Regulations 2015, which limit the circumstances in which variations can be made.

The Council's Sustainable and Ethical procurement policy must be followed for all procurements. Recent National Procurement Policy asks all contracting authorities to consider the following national priority outcomes alongside any additional local priorities in their procurement activities: creating new businesses, new jobs and new skills; tackling climate change and reducing waste; and Improving supplier diversity, innovation and resilience. Following the Council's Sustainable and Ethical procurement policy will support this requirement.

Further advice should be obtained from Legal Services in relation to the appointment of contractors and consultants for the delivery of this programme of works. Detailed legal implications will be provided in any future report authorising such appointments.

Workforce Implications

32. No workforce implications to this proposal.

Property Implications

33. The building of which the Dugdale is part is leased-in by the Council on a 250-yr lease at a peppercorn rent. The lease permits internal non-structural alterations and additions, and alterations to entrances, subject to Landlord's consent which is not to be unreasonably withheld or delayed.

34. Such consent will be required from the Landlord prior to works commencement, however the likelihood of such consent being denied is considered highly remote owing to the nature of the proposed works, and also that greater works to upper floors having been consented by the Landlord during the course of the past 12 months.

Other Implications

35. None.

Options Considered

36. Not delivering these works – not possible given requirement to move doors and relocate full museum within Dugdale.
37. Reduced scope of works – need to relocate museum, relocate door and create larger café-restaurant business that provides revenue return require substantial revision to services which forms the bulk of proposed costs, ie no reduction in scope possible.

Conclusions

38. The proposal will deliver significant benefit to Enfield Town including to its public realm, public welcome and evening economy and to the cultural infrastructure of the borough. The works also support the delivery of the Council's Heritage Strategy and Cultural Strategy.
39. Appropriate sources of funding have been identified through the Capital Finance Board, including development obligations. There is potential for project to be realised for less than proposed budget envelope.
40. The proposal is timed to allow financial and operational economies through a shared build timetable with works to floors one and two of Thomas Hardy House.

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Date of report 11.2.2022

Appendices

Background Papers

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

Appendix A 2021.12.21 Dugdale Restaurant Business Case vF
Appendix B1170_DAC_DesignUpdate_Stage2 report by specialist culture architects DPQ for LBE



London Borough of Enfield

**The Dugdale Centre
Restaurant Redevelopment
Strategic Business Case**

Main Business Case

Documentation Approval			
Name	Role	Date	Signature
Sarah Cary	Executive Director Place		
Mark Bradbury	Director of Property and Economy		
Rebekah Polding	Head of Culture Services Development		

Distribution List		
Name	Division	Job Title / Dept

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1. Executive Summary

- 1.1 Since 2015 Culture Services (CS) has been responsible for a wide range of venues and services ranging from The Dugdale Centre to Sports Development. It has been managed by various departments including Children's Services, Resources and Property & Economy. In 2018 the CS business model was realigned to improve the services financial position, with the primary business focus on the services predominant income stream - room hire.
- 1.2 The new Culture Strategy, "Culture Connects", was approved 11th November 2020, which lays out three priorities: Sustainability, Opportunities for Young People and Culture Everyday (Appendix 1). The strategy celebrates the distinct cultural strengths of Enfield and outlines plans to grow the borough's wellbeing, economy and opportunities through culture. This includes a priority to support the development of our town centres.
- 1.3 Following the approval of the Culture strategy, to ensure its delivery, CS has been reviewed and restructured. The restructure saw non-cultural venues removed from the service, with the number of assets managed by CS reduced to two core cultural venues – Forty Hall and the Dugdale Centre (including the Museum), along with its the Library Green café.
- 1.4 In 2022, as part of Enfield's Build the Change programme, the first floor of the Dugdale Centre will become dedicated offices for Children Services. CS will no longer be able to provide corporate room hire from this space and so expect a loss of generated income of approx. 60% of the Dugdale Centre annual income (approx. £330k pa).
- 1.5 CS budgets have been reset, and its income budget reduced. However, considering the loss of room hire income, the new budget requires an initial like for like income growth of approx. 30% of remaining income streams. It is planned that the development of the EnFood business (the Dugdale café/Library Green café) will be the main driver of the delivery of the services income budget.
- 1.6 The Dugdale Centre, in its current guise, has extremely limited kitchen space. Key food storage space on the first floor will be lost in the development works. To further develop and grow the EnFood provision within the Dugdale, it is critical that the service has the required resources to provide a competitive offer to Enfield Town. This business case sets out the required investment to deliver a functional working kitchen and restaurant space within the venue.

2. Strategic Case

Background

- 2.1 The Dugdale Centre is an arts centre within Thomas Hardy House in Enfield Town. Prior to the pandemic, the centre spanned the ground and first floors, containing a 139-seat studio theatre, the Museum of Enfield, exhibition space, small retail spaces, a café/bar, local archives and a suite of conference rooms for hire. These services supported the local culture offering, whilst generating an income, which peaked in 2019/20 generating a total income of approx. £680k.

- 2.2 In 2022, the first floor of Thomas Hardy House will become contained office space. The Dugdale Centre will lose space that was previously used by the CS for a community cultural space, operational storage, as well as corporate room hire which achieved an average of £330k pa. In addition, hospitality catering associated with room hires achieved an average income of approx. £52k pa.
- 2.3 The remaining venue space needs updating, as the current set up does not achieve a strong cultural identity and doesn't maximise its commercial potential. As a result, the centre is not optimised to deliver the newly approved Culture Strategy. Refurbishment works are planned with a vision to deliver a modern cultural hub supported by its commercial value. It is anticipated that the following works will be included within the refurbishment programme:
- A central modern designed museum/participation/second performance space
 - Relocation and kitchen improvement works
 - A new restaurant/bar area
 - Creation of an outdoor seating area
 - A single retail space
- 2.4 Following the CS restructure the services budget has been reset. CS first year income budget has been reduced to £390k, which is to be delivered from EnFood, Dugdale theatre programming hires. Historically, the Dugdale Centre generated an average income of approx. £239k pa from non-room hire income streams and so the new budget represents a required income growth of approx. 30%.
- 2.5 EnFood is the catering service managed by CS with a business model focused on sustainability and localism. The business was established in 2017, providing fresh, local and sustainable food with a healthy menu sourced from local suppliers such as Wright's Flour Mill and Holtwhites Bakery. The service quickly gained industry recognition, earning a top three-star rating by the Sustainable Restaurants Association and acknowledgement from the Mayor of London at the Good Food for London Awards. Prior to the Covid-19 pandemic, the business was operating from both the Dugdale Centre and the Library Green Café.
- 2.6 The EnFood operation within the Dugdale Centre was limited because of logistical and operational issues, including:
- Cooking equipment limited to a hot plate, sandwich toaster and microwaves
 - No dedicated storage area for stock with fridges and freezers located across both the ground and first floors
 - Irregular programme of events at The Dugdale Centre causing erratic visitor numbers which limited momentum for EnFood
 - Little on site branding, with no exterior signage causing a lack of presence within the venue
 - Limited marketing of the business
 - The confusing configuration the venue meant consumers were unclear as to the offer was of the Dugdale Centre.

Despite these issues, EnFood delivered a 2019/20 income growth of approx. 37% to £230k, growing from £168k generated in 2018/19.

- 2.7 As pandemic restrictions lifted, the Library Green Cafe reopened and achieved a 2021/22 Q1 & Q2 income of approx. £74k. This is a significant improvement on its pre-pandemic income, which has been achieved with limited marketing and at a time of consumer caution. The following table provides a performance comparison:

Library Green Café	Jan-March 2020	Aug-Oct 2021	Growth
Total income	£13,119	£33,121	152.47%
No of sales	2787	4828	73.23%
Average Spend	£4.71	£6.86	45.65%

- 2.8 As part of the CS restructure, EnFood staffing was reviewed and a new structure agreed, which provided 7.5 FTE for EnFood, consisting of:

- EnFood Manager & Head Chef
- Deputy Chef
- Customer Service Assistants x 5
- Catering Assistant x 0.5

Industry Analysis

- 2.9 According to the ONS, in 2019 the food & beverage (F&B) service sector within the UK was worth approx. £76.7bn. In 2020 and 2021, the Covid-19 pandemic led to nationwide lockdowns and social restrictions including closing all non-essential businesses, no social mixing and only essential travel. The hospitality sector was one of the hardest hit industry by the restrictions, with the 2020 industry's value falling by 42.4% to £44.2bn. In addition, since January 2020, the sector is likely to have also been affected by Brexit, but as the end of the transition period coincided with the period of restrictions, it is hard to separate the effects of the two.
- 2.10 At the start of the first lockdown, the industry's income for April fell by 87.1% compared to April 2019. It quickly became evident that the nation was facing an extended period of restrictions and so the sector needed to adapt and find a way to continue trading. As a result, there was a huge increase in the following areas:
- Food and Drink Deliveries
 - Food and Drink Click and Collect
 - Home cooking kits
 - On line events including cook along and tastings
- 2.11 According to Lumina Intelligence, during 2020, the UK food delivery market grew £3.7bn (48%) to £11.4bn, with the sector accounting for £2 of every £10 spent on a food service. Initially the service value is expected to fall to £10.5bn in 2021, which will still be 37% higher than pre- pandemic levels. Further growth of the sector is expected though and by 2024 the sector is predicted to be valued at £12.6bn.
- 2.12 Prior to the pandemic, the use of technology within restaurants was relatively low, with just 8% of consumers having used a self-ordering tablet and 10% used a QR within a restaurant. As restrictions eased, restaurants introduced

the use of these technologies, as safety measure and to boost customer confidence in public health. According to Lumina Intelligence, the use of both technologies has shot up, with the case of the use of QR codes usage increased by 250%. They are likely to become a mainstay in many businesses, as the industry see additional commercial value as well as future proofing against possible future restrictions.

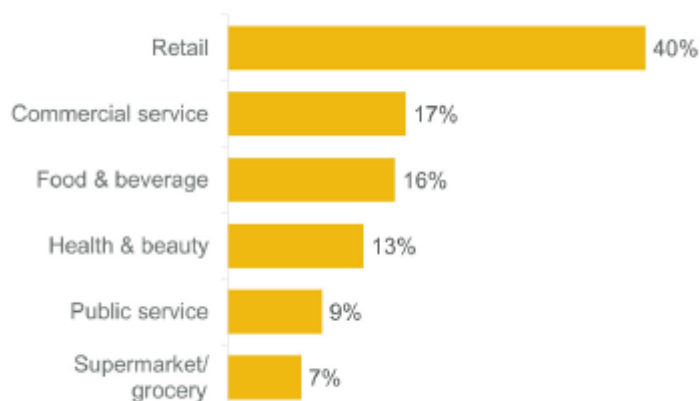
- 2.13 The ONS has highlighted the strong contribution from the reopening of the hospitality sector in April 2021, helping the UK economy grow 4.8% between April and June. A 2021 Lumina Intelligence UK Eating Out Repot, has projected that at the end of 2021 the value of the eating out market will have recovered to £63.3bn, with full recovery and then continue growth expected in 2022.
- 2.14 Industry experts including Hanni Rützler, Lumina Intelligence, IDG and CGA all have recurring themes in their predicted post pandemic trends which include:
- CGA data shows that 55% of consumers intend to spend the same or more than pre- pandemic levels
 - An IGD poll in September 2020 indicated 55% of respondents intend to make dietary changes to improve their health
 - Consumers who remain anxious about crowds have moved away from peak trading periods and spread their visits more evenly across the week
 - Local economy spend is expected to continue to benefit from consumers continuing to work from home, as seen with the growth of the Library cafe
 - Demand growth in vegan and vegetarian menus
 - Consumers becoming aware of environmental impacts
 - Food deliveries will remain higher than pre- pandemic levels, becoming less treat led and more habitual plan to spend the same or more after Covid-19.
 - Sustainability - the environmental awareness amongst UK consumers has surged in recent years with consumers seeking to reduce carbon footprint of their food choice, whether that's by shopping local, reducing meat intake or buying plastic-free
 - The use of technology throughout the industry will continue including:
 - QR codes for menus ordering and payments
 - The use of apps for reservations, click and collect ordering and payments
 - Increased use of contactless payments
 - Increased use of digital kitchen boards – a digital menu board for kitchen staff helping restaurants streamline back-of-house operations.

Enfield Town Market Analysis

- 2.15 Enfield Town is located in the heart of Enfield and is the largest town centre in the borough. Enfield Town is the cultural hub of the borough as well as its primary shopping, commercial and administrative centre. It is home to 7% of the borough's jobs and 8% of businesses, making it the largest economy of the five town centres.

- 2.16 The population living around the town centre is older and more prosperous (in terms of income and deprivation) than around the other focus town centres in the borough. Overall, growth in the population over the last decade has been slower than seen across the borough and London, creating a long standing, established catchment.
- 2.17 There are several larger scale developments expected in forthcoming years within Enfield Town, which include:
- The redevelopment of Palace Gardens to create a new food, leisure and residential living space with 600 units
 - The redevelopment of the former Meta Switch Offices, Church Street, to create residential living space with approx. 80 units planned
 - The redevelopment of Refuge House, River Front to create residential living space with approx. 80 units
- 2.18 In addition to the above proposals, following successful funding bids from TFL's Liveable Neighbourhoods, works to Enfield Town's public realm are planned. The funding is to be used to reduce car use and turn local areas into safer, greener and healthier places for Londoners to live. The proposed improvements that will make Enfield Town a more attractive destination to live and visit, include:
- Enhancement of the Market Square, Town Park entrance and Fountain Island
 - The creation of a plaza in front of Enfield Town Station
 - Creation of a "pocket park" at one end of Little Park Gardens and
 - A new public space (Saddlers Mill Square) at the other end, making
- 2.19 In May 2021 an audit of high street uses was carried out to determine the offer in Enfield Town. This found that over half of all units were occupied by shops and that the town centre is also well served by banks and other services.

High street business types



- 2.20 A 2017 survey found that most people visit the town centre for shopping or to use services such as banks and hairdressers. Enfield Town users tended to live nearby and use the centre regularly, with 60% of respondents visiting at least once a week and 17% visiting daily.

- 2.21 Data from Mastercard has shown that consumer F&B spend within Enfield Town dropped to zero between April and May 2020. It took 12 months for F&B spend to finally recover to pre-pandemic levels, in April 2021. By August F&B spend within Enfield Town had surpassed pre-March 2020 levels, suggesting that there is a growing demand within the Enfield Town F&B market.



- 2.22 A desktop local market analysis exercise was undertaken in November 2021 (Appendix 2). The exercise assessed the F&B markets of Enfield Town, Palmers Green one of the other 5 town centres in Enfield and Waltham Forest, located in neighbouring Waltham Forest with similar planned levels of redevelopment as Enfield Town.
- 2.23 Enfield Town has 36 food and beverage operators (pubs/bars/restaurants) which, given its size, is fewer than might be expected, making up just 16% of the businesses within Enfield Town. In comparison, Palmers Green, 46 F&B operators and Walthamstow Central has 54. There is a high number of chain businesses in Enfield Town with just 50% of businesses independently owned, compared to 72% in both Palmers Green and Walthamstow Central.
- 2.24 In Enfield Town, F&B businesses mostly provide a quick dining experience with approx. 42% focused purely on takeaway and approx. 67% either providing fast casual dining, fast food or café offers. The quick dining experience accounts for approx. 54% in Palmers Green and 43% in Walthamstow Central.
- 2.25 In addition, with 30% of F&B businesses in Enfield Town operating only during the daytime, there are fewer restaurants providing an evening dining experience. These are important factors which are contributing to an underdeveloped night time economy in Enfield Town. The following table provides a breakdown of the F&B offers within the three local town centres:

	Enfield Town	Palmers Green	Waltham Central	Waltham Central
Total no F&B Businesses	36	46	54	
Dine In	28 77.8%	35 76.1%	51 94.4%	
No dine in available	5 13.9%	11 23.9%	3 5.6%	
Daytime Only	11 30.6%	9 19.6%	7 13.0%	
Evening Only	1 2.8%	8 17.4%	9 16.7%	
Daytime & Evening	24 66.7%	29 63.0%	38 70.4%	
Take Away Offered	29 80.6%	42 91.3%	48 88.9%	
Take Away Focused	15 41.7%	19 41.3%	15 27.8%	
Delivery Offered	26 72.2%	32 69.6%	40 74.1%	
Chain	16 44.4%	11 23.9%	8 14.8%	
Local Chain	2 5.6%	2 4.3%	4 7.4%	
Independent	18 50.0%	33 71.7%	39 72.2%	
Casual Dining	8 22.2%	11 23.9%	19 35.2%	
Contemporary Casual	2 5.6%	5 10.9%	3 5.6%	
Patisserie	0 0.0%	1 2.2%	0 0.0%	
Pub	4 11.1%	2 4.3%	7 13.0%	
Fast Casual	10 27.8%	1 2.2%	6 11.1%	
Fast food	9 25.0%	13 28.3%	12 22.2%	
Café	5 13.9%	11 23.9%	7 13.0%	
Bar	0 0.0%	2 4.3%	0 0.0%	

- 2.26 EnFood has previously delivered hospitality catering within the organisation. It is important to note that there will be three catering services within the LBE – EnFood, Enfield Catering Service and the proposed café provision on the ground floor of the Civic Centre managed by CMFM. It is therefore likely that EnFood will be competing against these services to secure internal hospitality catering.
- 2.27 In summary, the local market analysis has confirmed, that there is an increasing spend on F&B within Enfield Town. The town has a lower number of F&B businesses than other local town centres, with a clear gap in the market for a dining experience, with most of the businesses focused on quicker eating options. There are also no local restaurants/cafes delivering the growing demand for a healthy local menu based on sustainability.

Investment Opportunity

- 2.28 CS needs to address the operational space within the Dugdale Centre, that will be lost, when the first floor is converted to office space. Given the following:
- Plans to develop Enfield Towns night time economy
 - Expected increased programming at the Dugdale Theatre
 - The opening of new significant local employment hubs, (LBE Children Services within building and Microsoft offices opposite venue)
 - The planned wider refurbishment of the Dugdale Centre

It is an opportune time to invest in the EnFood business, to create the flagship home at the Dugdale Centre, delivering both daytime and evening services.

- 2.29 As outlined in 2.6, despite operational restrictions, pre-pandemic EnFood substantially grew its customer base and income. Since reopening the Library café has continued this trend, with growth in income, customer numbers and average spend.
- 2.30 CS are seeking investment to increase the venue's cultural capacity with an accessible museum space and second performance area, and to ensure the venue's sustainability via an enhanced café-restaurant offer. This would support the delivery of two key Council strategies:

Culture Connects: this proposal creates increased cultural opportunity for residents in line with the 'Culture Everyday' priority, and delivers on the priority for a sustainable cultural sector both in terms of the more robust business model for the Dugdale Centre and the opportunities it provides for local performers

An Economy That Works for Everyone: delivering strongly on the priority to transition our town centres from traditional retail hubs to place of welcome and exchange, diversifying the night-time, hospitality and cultural offer

- 2.31 The proposal also supports the emerging Night Time Strategy which supports the development of an evening economy for Enfield Town. Through the ethos of EnFood, the proposal supports our public health objectives around healthy eating, healthy catering and support for the local economy.
- 2.32 The EnFood offer will be core to the seven day a week centre operation. A flexible layout will adapt to a range of users from community groups (Knit and Natter, Breastfeeding Mums, Parent and Toddler), arts and social workshops, school parties, local workforce at lunchtime and hot desking workers during the day through to theatre audiences, comedy clubs, cabaret, quiz groups and networking events in the evening.
- 2.33 Culture Palace in Palace Gardens is a test bed for this operating model. The new temporary space opened September 2021. EnFood has turned over £26k including 3 evening supper club events.
- 2.34 The Dugdale Centre is scheduled to reopen November 2022 with new museum space, kitchen and café-restaurant facilities in place. Works will be delivered April – October in conjunction with the creation of the Children and Family Services Hub. A high-level order of cost estimate for the proposed works for the Dugdale Centre refurbishment has been prepared by Stace, which estimated a total cost of £1.4m including approx. £200k in professional fees. The estimated cost related to EnFood at the Dugdale is approx. £395k, including a contribution general refurbishment costs. A copy of the updated estimate is attached to appendix 3.
- 2.35 As per the EnFood resourcing in 2.8, the following services would initially be provided across both the Dugdale Centre and Library Green cafes, with hospitality catering also provided via the Dugdale Centre:

Service	Trading Days	Opening Hours	Required FTE
Dugdale Daytime	Mon-Sat	9:30am - 4:30PM	3.3
Dugdale Evening	Fri-Sat	6:30pm – 11pm	1.3
Library Green Daytime	Mon-Sat	9:30am - 4:30PM	2.8

- 2.36 Following the successful adoption of these services, EnFood would trial extended operating services at the Dugdale Centre in year 2. The service would initially rely on casual staff to offer the following additional services:
- Thursday evenings,
 - Sunday daytime
 - Delivery/click and collect.

Subject to their success, the service would permanently adopt the additional services permanently in year 3.

- 2.37 Financial appraisal has been undertaken and is detailed in section 4 of this report. Included within the analysis is a baseline position based on the current service budget, which projects the service, without investment, to operate at a net cost of approx. £173k over a five-year period.
- 2.38 Also included in the financial appraisal are projected budget positions, based on a number of operating models and demands. The following table provides a summary of the financial projections for the expected growth of the service, for years 1-3:

Expected Growth	Year 1	Year 2	Year 3
<i>Exp.</i>			
Employee Costs	£223,000	£235,000	£267,000
Activity Costs	£41,000	£41,000	£41,000
Stock	£124,000	£133,000	£148,000
Total Exp	£388,000	£409,000	£456,000
<i>Inc.</i>			
Library	-£145,600	-£145,600	-£145,600
Dugdale Day	-£161,200	-£184,600	-£184,600
Dugdale Night	-£114,400	-£145,600	-£182,000
Hospitality	-£15,600	-£15,600	-£26,000
Delivery/Take Away	£0	-£26,000	-£39,000
Total Inc	-£436,800	-£517,400	-£577,200
Total	-£48,800	-£108,400	-£121,200

This model projects a five-year total net income of approx. £521k, which represents an improvement of £694k,

- 2.39 As the business re-establishes itself, there would be potential for further growth to provide additional services, including:
- Partnerships with suppliers for order collection for customers
 - Event partnerships with suppliers (eg gin festivals, bake off events etc)
 - Cookery workshop experiences
- *These additional services are not included in any financial assessments as they require further development

Conclusion

- 2.40 As outlined in 2.14, industry experts expect many changes and trends to emerge, post-pandemic to include:
- Health and varied menus containing
 - A varied and increased vegetarian and vegan options
 - Locally focused and based around sustainability
- 2.41 The local market analysis has also identified the following:
- There is also an increasing spend on F&B within Enfield Town, exceeding pre-pandemic spend
 - A low number of F&B businesses with the town centre

- Majority of business focused on a quick customer turnaround
 - Few businesses providing an ‘dining experience’
 - Council and Metaswitch employees provide an immediate, contactable customer base for lunchtime
 - No business focused on providing a health, local and sustainable menu.
- 2.42 With EnFood’s business based around providing a healthy local menu based on sustainability, there is a clear opportunity to grow and develop the EnFood brand within Enfield Town. It is proposed that a flagship space is created for EnFood within the refurbished Dugdale Centre, which is closely surrounded by the new Children Services and Metaswitch employment hubs.
- 2.43 As outlined in 2.36 and within the Financial Case, the proposed investment is projected to deliver a year 1 net income of approx. £49k, growing to £121K by year 3. Between years 1 to 5, the service is projected to deliver a net income of £520k, an improvement of £694k from the current baselined service budget. It would therefore be expected that EnFood could return the investment cost of £395k within 4 years.

3. Delivery Options

- 3.1 There are two broad options available to deliver the EnFood business for the Authority:
- In house service delivery
 - Third party service delivery

These are considered in more detail below

In House Service Delivery

- 3.2 The EnFood service was created and has been managed by the Authority since 2017. Since its inception, it has delivered a high-quality menu, from locally sourced supplies, benefiting both the service and the local economy. It remains very popular and significant work has been undertaken to increase the service offer, ranging from daytime café service to themed evening food events.
- 3.3 The business has a clear vision for growth and was retained as part of the recent CS restructure. The EnFood vision of growth includes a regular evening offer utilising an expanded theatre programme, a delivery/click and collect service, themed nights and potential partnerships with local suppliers. This business case sets out the level of income that could be achieved.
- 3.4 By continuing with the service in house, the Authority will retain full control, ensuring the business continues to operate in line with its policies and strategies. Importantly, the service can also retain its level of quality control, of which the business has been built.

Third Party Service Delivery

- 3.5 The Authority could tender the opportunity for the service to be managed by a third-party operator. This model would remove most associated costs from the Authority, whilst delivering a regular income. As part of this process, the

Authority would develop a detailed specification for how the service is to be operated. Typically, third parties would be invited to submit a financial offer to manage the service. The LBE may want to include a mechanism which includes a profit share.

- 3.6 If the Authority was to require the retention of the current business model including the EnFood branding, it could affect the appeal and value of submitted bids. If the requirements were relinquished, the Authority would likely attract more interest from providers and potentially improve the financial offers for the contract.
- 3.7 By contracting the business to a third party, the authority would lose a significant amount of operational control. Whilst the contractor would need to comply with key performance indicators, the Authority would lose its general operational control. For example, the Authority would not be able to dictate the businesses supply chain. Whilst the LBE could set out strict requirements within the tender specification, it will ultimately reduce the value of the contract.
- 3.8 EnFood operates as part of the Dugdale cultural programme not as a separate entity. This ranges from shared use of space and facilities – café tables are also workshop tables, for example – to co-programming, such as music and food events. This collaborative flexibility is a key requirement of the new space and may be hard to effect with an external operator with its own business model.
- 3.9 As the Council has established EnFood, there is also potential reputational risk for the Council to consider. Consumers may be unaware of management changes and could struggle to understand the business is now managed by a third-party.

4. Financial Case

- 4.1 In 2020, as part of the BtC programme, architects delivered a costed high-level plan for a renewed ground floor of the Dugdale Centre. In September 2021, the high-level plan was reviewed and updated with an estimated cost of £1.4m including professional fees.
- 4.2 Included within the estimate were the required works to create an updated kitchen and café/restaurant with seating for up to 75 customers. The follow table provides a breakdown of the estimated kitchen and restaurant costs, which total approx. £395k:

Description	Cost
Risk Allowance Estimate*	£55,745
Facilitating Works*	£7,027
External Walls*	£3,167
Windows and External Doors*	£4,667
Internal Doors*	£6,703
Wall Finishes*	£26,019
Floor Finishes*	£8,637
Ceiling Finishes*	£7,337
Allowance for new kitchen equipment	£22,000
Allowance to install existing kitchen equipment	£3,500
Allowance for tables and chairs; to dining area	£15,000
Allowance for display boards	£1,100
Allowance for bar	£11,000
Allowance for storage towers	£5,000
Allowance for store shelving	£550
Allowance for signage	£5,000
Allowance for FF&E	£12,000
Toilets*	£8,650
MEP services; modifications to existing*	£75,933
CCTV*	£6,667
Disability emergency alarm*	£833
Heating Pump*	£1,800
Extraction system*	£9,000
Clean duct work*	£1,667
Below ground drainage alterations for kitchen	£16,500
Externals Works*	£12,667
Fees*	£66,667
TOTAL	£394,836

*33% contribution to general venue refurbishment costs

4.3 Commercial Services have produced a baselined five-year Dugdale Centre budget (Appendix 4) to demonstrate the potential as-is budget allocation for the EnFood service without investment, using the following assumptions across the five-year period:

- The annual budgeted income growth for the Dugdale cost centre, will be delivered by EnFood
- Initial café stock costs are in line with previous service spend
- EnFood stock costs will increase in line with the growth of the business

4.4 The baselined budget shows the five-year net cost of EnFood would be £172.5k. EnFood's annual net costs would be expected to fall year on year, creating a small surplus by year 5.

EnFood								
Costs								
Employee Costs		160.0	223	223	223	223	223	223
Marketing Officer (12.5%)		0.0	4.5	4.5	4.5	4.5	4.5	4.5
Marketing Cost		1.3	5	5	5	5	5	5
Activity Costs (Op Costs)			15	15	15	15	15	15
Stock		104	100	100	110	120	130	
Income								
Customer and Client Receipts		-177	-265	-295	-325	-355	-385	
Café Net cost (income)		88.2	82.5	52.5	32.5	12.5	-7.5	

4.5 To support the required investment to create an upgraded and extended kitchen at Dugdale, Commercial Services have worked with EnFood to develop operating projections and cost breakdowns for the service have been developed (Appendix 5 & 6) for the following models:

- Day time only service
- Limited evening service
- Planned evening service with expected business growth
- Accelerated business growth

4.6 The following assumptions were used across the four model projections:

- EnFood current day time customer average spend of £6.86 is maintained
- Supply costs set at 29% of projected income, based on the industry standard of 25% and an additional 4% contingency
- Marketing and running costs remain constant across the five-year period.
- The EnFood staff structure is fully recruited and staff retained within current budgets
- EnFood staff resourcing is grown upon success of phase 1 and expansion trial
- Hospitality is based on a Mon-Fri service
- Delivery/Takeaway operates alongside evening services
- Inflation has not been considered
- Trading is unrestricted

Day Only Model

4.7 Based on a day time only service Monday to Saturday at both the Dugdale Centre and Library Green, with additional income achieved from hospitality. The model reduces the services risk exposure, as both venues have previously provided daytime services. This model potentially may need to be adopted whilst service recruitment is completed.

4.8 Under this model, required staffing is reduced by 2 FTE and so employee costs have been reduced by £61k from the base lined budget. To achieve the projected incomes, stock requirements would also be reduced. Based on the supply costs assumptions, to achieve an annual income of £306k, stocks costs are projected to be approx. £93.5k, £10.5k below the baseline budget.

4.9 By adopting the following assumptions:

- Current customer average spend of £6.86 is maintained,

- Average 68 daily customers at Library Green café
- Average 75 daily customers at Dugdale centre

The model would deliver an annual net income of approx. £42k, an improvement of approx. £130.2k from the baseline budget. Across a five-year period the service is projected to achieve an approx. net income of £212k, an improvement from baseline of £385k.

Day Only Model	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
<i>Exp.</i>						
Employee Costs	£162,000	£162,000	£162,000	£162,000	£162,000	£810,000
Marketing Cost	£9,500	£9,500	£9,500	£9,500	£9,500	£47,500
Activity Costs (Op Costs)	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Stock	£93,500	£93,500	£93,500	£93,500	£93,500	£467,500
Total Exp	£280,000	£280,000	£280,000	£280,000	£280,000	£1,400,000
<i>Inc.</i>						
Library	-£145,600	-£145,600	-£145,600	-£145,600	-£145,600	-£728,000
Dugdale Day	-£161,200	-£161,200	-£161,200	-£161,200	-£161,200	-£806,000
Hospitality	-£15,600	-£15,600	-£15,600	-£15,600	-£15,600	-£78,000
Total Inc	-£322,400	-£322,400	-£322,400	-£322,400	-£322,400	-£1,612,000
Total	-£42,400	-£42,400	-£42,400	-£42,400	-£42,400	-£212,000

Limited Evening Service

- 4.10 Based on a fully staffed service, as per the recent restructure, this model includes the addition of a weekly Friday and Saturday evening service at the Dugdale Centre. Further income is achieved from hospitality and from year 2 the introduction of takeaway/delivery services.
- 4.11 The model adopts the following assumptions:
- Current customer average spend of £6.86 is maintained,
 - Average 68 daily customers at Library Green café
 - Average 75 daily customers at Dugdale centre
 - Average evening spend of £18.60
 - Average 43 evening customers
 - Takeaway/Delivery commences year 2
 - Average takeaway spend £15
 - Average daily takeaway volume 7
 - Growth only applied to hospitality and takeaway/delivery.
 - Average daily hospitality income £53
 - Average daily hospitality volume 0.4
 - Regular event programme at Dugdale Theatre
- 4.12 Previously, for evening dining events, the average number of customers was 58 with an average spend of £19.40.
- 4.13 With a modest hospitality income in year 1, the service is projected to operate at a net income of approx. £22k, an improvement of approx. £110k on the baselined budget. With the growth of the hospitality service and introduction of takeaway/deliveries, net income is projected to grow to £32k in year 2, with the model projecting a 5-year income of approx. £157k. This performance would be below the EnFoods previous performances and so this performance level is considered unlikely.

Limited Evening Service	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
<i>Exp.</i>						
Employee Costs	£223,000	£223,000	£223,000	£223,000	£223,000	£1,115,000
Marketing Cost	£9,500	£9,500	£9,500	£9,500	£9,500	£47,500
Activity Costs (Op Costs)	£22,500	£22,500	£22,500	£22,500	£22,500	£112,500
Stock	£118,560	£123,240	£124,020	£124,020	£124,020	£613,860
Total Exp	£373,560	£378,240	£379,020	£379,020	£379,020	£1,888,860
<i>Inc.</i>						
Library	-£145,600	-£145,600	-£145,600	-£145,600	-£145,600	-£728,000
Dugdale Day	-£161,200	-£161,200	-£161,200	-£161,200	-£161,200	-£806,000
Dugdale Night	-£83,200	-£83,200	-£83,200	-£83,200	-£83,200	-£416,000
Hospitality	-£5,200	-£10,400	-£10,400	-£10,400	-£10,400	-£46,800
Delivery/Take Away	£0	-£10,400	-£13,000	-£13,000	-£13,000	-£49,400
Total Inc	-£395,200	-£410,800	-£413,400	-£413,400	-£413,400	-£2,046,200
Total	-£21,640	-£32,560	-£34,380	-£34,380	-£34,380	-£157,340

Planned evening service with expected growth

- 4.14 The following projection is based on the expected level of service growth. As per the above model, in year 1 a daytime service Mon-Sat at both venues, plus additional evening services twice a week would be provided.
- 4.15 In year 2, the service would trial increasing its daytime service at the Dugdale to a Sunday, increase its evening services to a Thursday night and commence a delivery/take away service. Whilst these services are trialled, to reduce exposure, the service would rely on casual staff.
- 4.16 Once EnFood is satisfied with the trials, they would seek to expand the staffing resources so that the services could be formally adopted and expanded further. In year 3 the team would seek to introduce Sunday evenings and would expect growth in Thursday evening, hospitality and delivery/take away services.
- 4.17 In addition to the limited growth model, the following assumptions have been applied:
- Average 59 evening customers
 - Average takeaway daily volume 17
 - Average daily hospitality volume 1.1
 - Event programming growth in line with the additional evening services
- 4.18 In the expected growth model, the service projects a year 1 net income of approx. £49k, growing to £121k pa by year 3. Across the initial five-year period, a net income of approx. £521k is projected, representing an improved budget position of £694k. This model is based on previous and current service performances and the service is confident of the delivery of these projections.

Expected Growth	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
<i>Exp.</i>						
Employee Costs	£223,000	£235,000	£267,000	£267,000	£267,000	£1,259,000
Marketing Cost	£9,500	£9,500	£9,500	£9,500	£9,500	£47,500
Activity Costs (Op Costs)	£31,500	£31,500	£31,500	£31,500	£31,500	£157,500
Stock	£124,000	£133,000	£148,000	£148,000	£148,000	£701,000
Total Exp	£388,000	£409,000	£456,000	£456,000	£456,000	£2,165,000
<i>Inc.</i>						
Library	-£145,600	-£145,600	-£145,600	-£145,600	-£145,600	-£728,000
Dugdale Day	-£161,200	-£184,600	-£184,600	-£184,600	-£184,600	-£899,600
Dugdale Night	-£114,400	-£145,600	-£182,000	-£182,000	-£182,000	-£806,000
Hospitality	-£15,600	-£15,600	-£26,000	-£26,000	-£26,000	-£109,200
Delivery/Take Away	£0	-£26,000	-£39,000	-£39,000	-£39,000	-£143,000
Total Inc	-£436,800	-£517,400	-£577,200	-£577,200	-£577,200	-£2,685,800
Total	-£48,800	-£108,400	-£121,200	-£121,200	-£121,200	-£520,800

Accelerated service growth

- 4.19 The following model is considered the 'best case' scenario, which is based on the 'Expected Growth Model' operating hours, with high customer volumes and the delivery/takeaway service launching in year 1.
- 4.20 The model adopts the following additional assumptions:
- Average daytime daily customer volume of 75 at both sites
 - Average evening customer volume of 65
 - Evening services growth from year 1 to 3 and then maintained.
 - Hospitality and Delivery/Takeaway year on year growth
 - Average evening customer volume of 65 maintaining the average spend of £18.60
- 4.21 In the expected growth model, the service projects a year 1 net income of approx. £80k, growing to £150k pa by year 5. Across the initial five-year period, a net income of approx. £647k is projected, which represents an improved budget position of £820k. This model expects high levels of performance immediately, however there are likely to be teething issues as the new services launch, whilst there are also expected to be labour issues in the hospitality sector throughout 2022. There should therefore not be an expectancy for the service to deliver these projections.

Accelerated Growth	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
<i>Exp.</i>						
Employee Costs	£223,000	£235,000	£267,000	£267,000	£267,000	£1,259,000
Marketing Cost	£9,500	£9,500	£9,500	£9,500	£9,500	£47,500
Activity Costs (Op Costs)	£31,500	£31,500	£31,500	£31,500	£31,500	£157,500
Stock	£129,480	£158,340	£176,280	£178,260	£179,400	£821,760
Total Exp	£393,480	£434,340	£484,280	£486,260	£487,400	£2,285,760
<i>Inc.</i>						£0
Library	-£161,200	-£161,200	-£161,200	-£161,200	-£161,200	-£806,000
Dugdale Day	-£161,200	-£187,200	-£187,200	-£187,200	-£187,200	-£910,000
Dugdale Night	-£124,800	-£166,400	-£213,200	-£213,200	-£213,200	-£930,800
Hospitality	-£15,600	-£20,800	-£26,000	-£28,600	-£31,200	-£122,200
Delivery/Take Away	-£10,400	-£26,000	-£39,000	-£44,200	-£44,200	-£163,800
Total Inc	-£473,200	-£561,600	-£626,600	-£634,400	-£637,000	-£2,932,800
Total	-£79,720	-£127,260	-£142,320	-£148,140	-£149,600	-£647,040

Summary

- 4.22 A baseline budget, for a service without investment, shows a modest net income could be achieved in year 5 of the service re-launching. The total cost for this 5-year period would £172.5k.
- 4.23 An updated detailed estimate of costs, dated September 2021, outlined the required restaurant/café related works at an approx. cost of £395k. Commercial Services has worked with EnFood to undertake an operational review and projected service performances. As a result of this review, projection models were prepared demonstrating that with investment, EnFood could immediately operate at a net income with a clear vision for service and income growth.

5. Management Case

- 5.1 The proposed project Organisational Breakdown Structure is attached at Appendix F and outlines the key reporting relationships within the project specifically:

Executive Director – Sarah Cary, Executive Director Place
 Project Sponsor – Rebekah Polding, Head of Culture
 Project Manager – TBD

CMFM and Build the Change will be a key part of the project team as will appropriate consultancy support.

- 5.2 Formal governance and progress reporting will be through a specific project board to meet at least every two months and chaired by project sponsor. Project dashboards will be circulated ahead of board meetings to enable due consideration and presented at Board by the project manager(s).
- 5.3 For the construction phase of the project, it is proposed to use RIBA plan of works because it is a tried and tested project management tool for construction and civil engineering projects of this nature. The method is flexible and can be adapted to suit the bespoke nature of this project as it develops.

- 5.4 Using the RIBA process enables any alteration or modification of the design, quality or quantity of the works including additions, omissions or substitutions that fall within the scope of the planning permission to be managed using principles understood by both parties.
- 5.5 A full project plan along with, risk register, project management plan and full project governance documentation will be produced following approval of the business case and to support the Cabinet report

6. Constraints and Considerations

Site

- 6.1 The venue needs to contain several services, including the theatre, secondary performance space and museum. The layout of the venue therefore needs to be considered when designing to ensure they not only can coexist together, but they can help support each other with uses using numerous services on visits or revisits.

Traffic and Transport considerations

- 6.2 The site is well served with multiple bus stops outside the premises, a multi storey car park above and Enfield Town station 0.2 miles away.

Neighbouring properties

- 6.3 The venue is adjacent to two A1 premises, currently used as the supermarkets Iceland and Lidl.

Utility services

- 6.4 There is currently insufficient gas supplies and ventilation to allow a gas-powered kitchen. The current proposal is based on a sustainable electric kitchen

Heritage and Conservation considerations

- 6.5 Thomas Hardy House, in which the Dugdale Centre sits, is located within the Enfield Town Conservation Area. Whilst internal changes will not require planning permission, it is likely that changes to the building frontage could., causing several months delay before the works could be undertaken.

7. Key Risks

- 7.1 A full risk assessment, risk register and risk management plan will be developed and will be actively managed and reported as part of the delivery of this project. For the purposes of this strategic business case however it is important to acknowledge and understand several key risks that are inherent to the process.

Financial Risks

There is a risk of increasing supply costs, with 2022 food inflation currently projected at between 1.8-2% on Trading Economics. Increased supply costs could be partly passed on to customers and risk reducing sale or absorbed by the business, with both options likely to impact on its net position. It is essential that close relationships are maintained with suppliers, to ensure expected price changes are communicated early, allowing sufficient time to adapt menus.

As of the time of writing this business case (November 2021), the recovery of the UK economy has slowed. Whilst pandemic related restrictions are minimal, there is still a risk of their reintroduction. In addition to this, the cost of living has increased and continues to rise. There is therefore a risk that customer spend could be impacted, as they seek to control non-essential spending. The business should remain aware of this as they develop its menus and offer, to remain attractive to customers at a time of financial instability.

Capital Risk

Average construction material costs across the sector were 23.5 per cent higher than they were in August 2020, according to the Department for Business, Energy and Industrial Strategy, growing 3.5% in a month. It is essential that costs are closely monitored throughout the construction phase of the project.

There is always a risk of overspend in construction projects and although the initial capital investment is relatively low, there could be negative variation to expected costs. The outline processes to manage this include:

- Robust site and technical site appraisal to identify any technical barriers to achieving the aim of the project before major investment takes place.
- Effective procurement of contractors and consultants with clear specifications that enable Enfield to select and manage third parties during any future build and mobilisation,
- Appropriately skilled internal technical project and contract management staff with appropriate external technical support to ensure the specifications and timescales are met.

Competition

As discussed in 'Enfield Town Market Analysis' there are a smaller number of F&B providers within the local market than would be expected and significantly fewer than neighbouring town centres. This reduces the current risk of competition, but with the scale of expected development within the local area, it is important that the business continues to develop and market its services.

Market Risk

There are on-going staffing shortages across the hospitality industry, with 96% of F&B businesses expecting staff shortages in 2022. Failure to fill and retain all positions within the service will likely reduce the operating hours of its outlets, which will reduce its overall commercial performance. EnFood staff structure will provide contracts for all of the 7.5 FTE, which will provide improved assurance to staff, compared to other employers within the industry.

F&B have been hit with supply issues, due to the HGV driver shortage. Although the majority of the businesses suppliers are local, there is still a risk of impact, as supplier's supply lines are still vulnerable.

Risk Management

Once approved the project Risk Management Plan will be monitored and controlled via the regular scheduled Project Board Meetings.

8. Indicative Timescale

8.1	Capital Board submission	Culture	
8.2	Freeholder consent	Legal	
8.3	KD period		
8.4	Portfolio Decision	Culture	
8.5	Procure specialist to design	Culture	
8.6	Stakeholder consultation	Culture	
8.7	Finalise design/technical specs etc	CMFM/Culture	
8.8	Construction Spec	CMFM/Culture/Procurement	
8.9	Construction Tender Process	Procurement	
8.10	Operational Decision to Award Construction Contract	Culture/CMFM/Procurement	
8.11	Issue Letter of Limited Liability	Legal	
8.12	Mobilisation	Project Manager(PM)/Contractore	
8.13	Construction	Contractor/Culture/PM	
8.14	Snagging	PM	
8.15	Sign Off	Culture	
8.16	Technology for restaurant/bar	Digital Services/EnFood	
8.17	Launch	EnFood	

Authorisation to proceed

Decision	
Decision made on	
Decision made by	
Decision method	Delegated authority
Comment	

Appendices

- Appendix 1 - Culture Connects – LBE Culture Strategy
- Appendix 2 – Local Market Analysis
- Appendix 3 – September 2021 Stage Order of Cost Estimate
- Appendix 4 – Baselined Budget
- Appendix 5 – Operating Projections
- Appendix 6 – Cost Breakdowns
- Appendix 7 – ONS - Coronavirus and its effects on UK Hospitality
- Appendix 8 – DoBE&I – Hospitality Strategy
- Appendix 9 – UK Hospitality – Future Shock

DAC
Dudgale Arts Centre
Stage 2 - Design Update

Key Design Moves

- External Design & Planning
- Responding to Design Workshop
- Softening & Defining the Edges
- Proposed Plans and Interior Layout

1. External Proposals

Planning Elements

- Entrance & Canopy Design
 - Street Presence
- Screening and Planting Devices
 - Cycle Path



Existing Conditions





Signage





Main Entrance



Multi-functional Exhibit Displays



Street Scene



Seating & Planting



Entrance Enfood

Design Elements - Key Moves

Softening the Plan

- Spatial Devices - Curtains:
 - Atmosphere & Softening
 - Enclosing & Changing Spaces
 - Acoustics

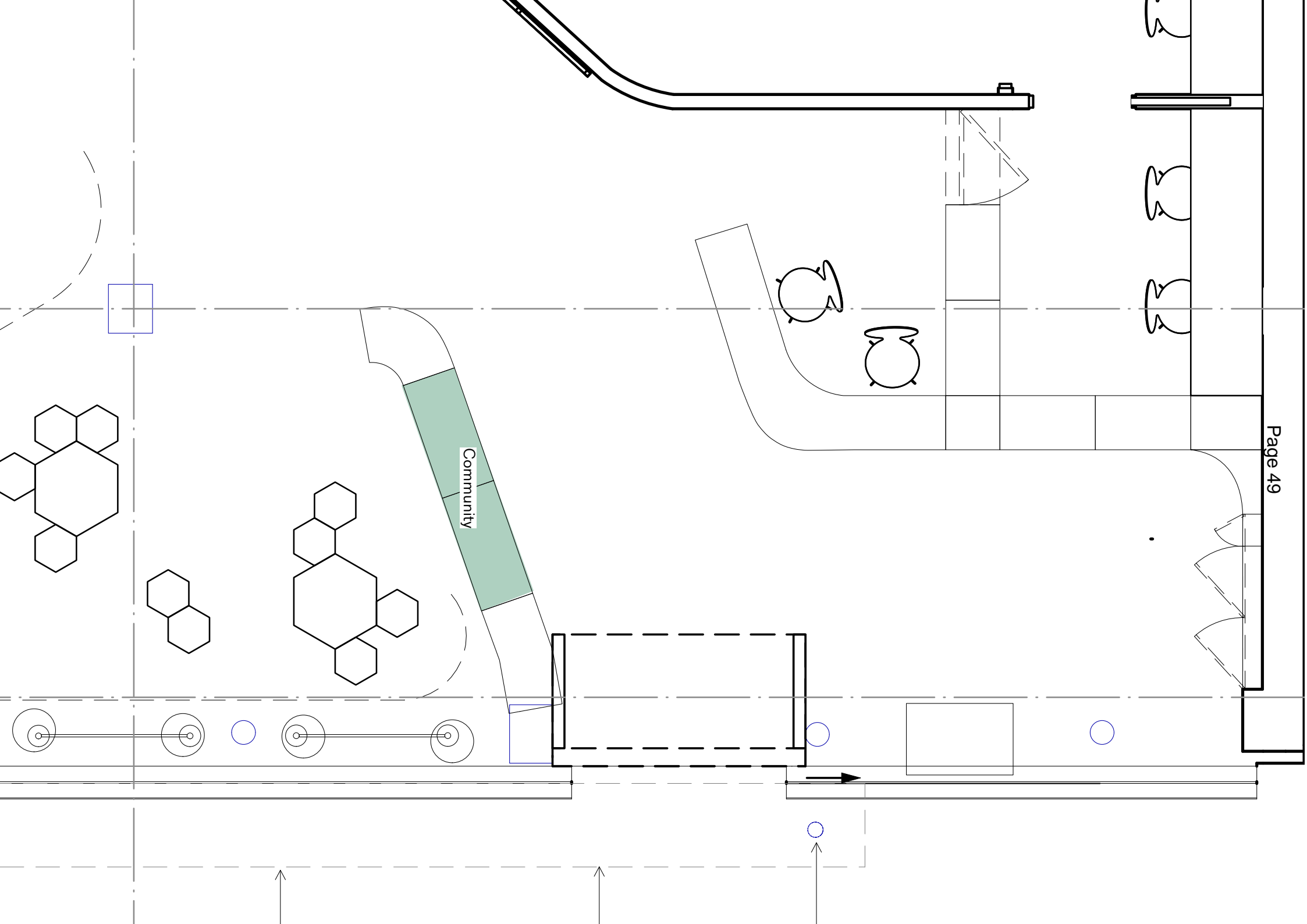


Curtains as Spatial Devices

2. Piano



3. Box Office





Archive and Museum Store

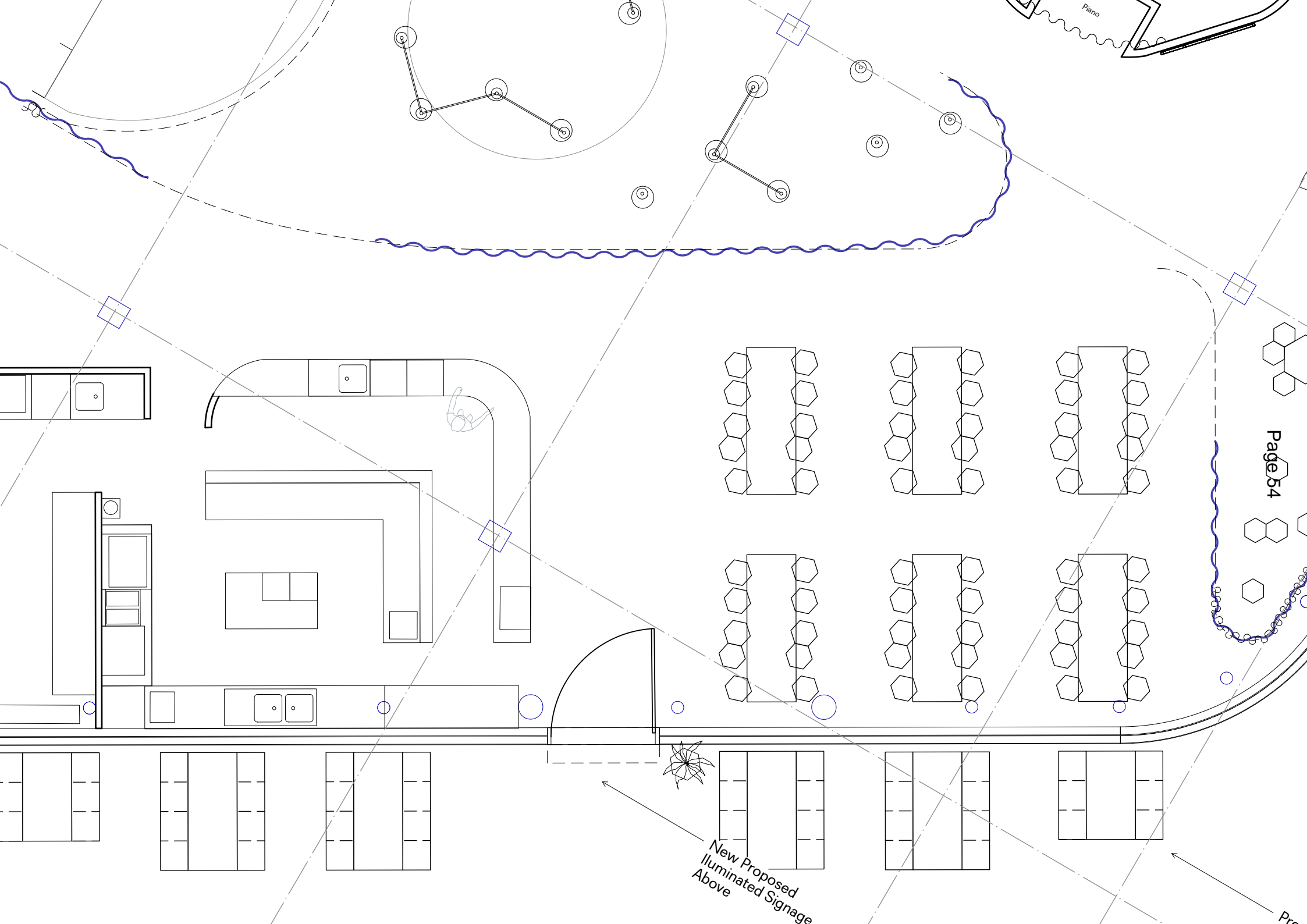


Entrance Threshold



Museum Store

4. Enfood

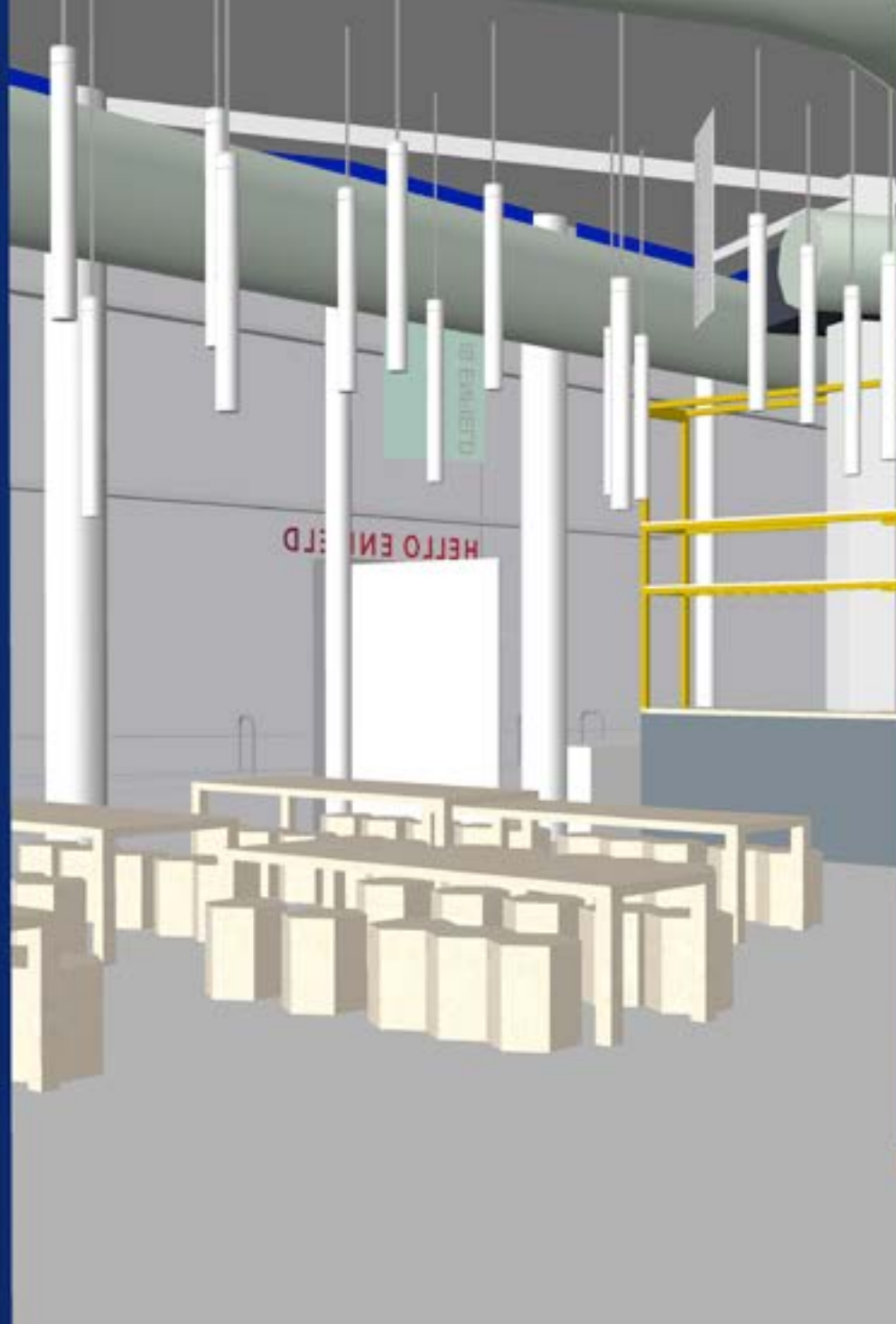


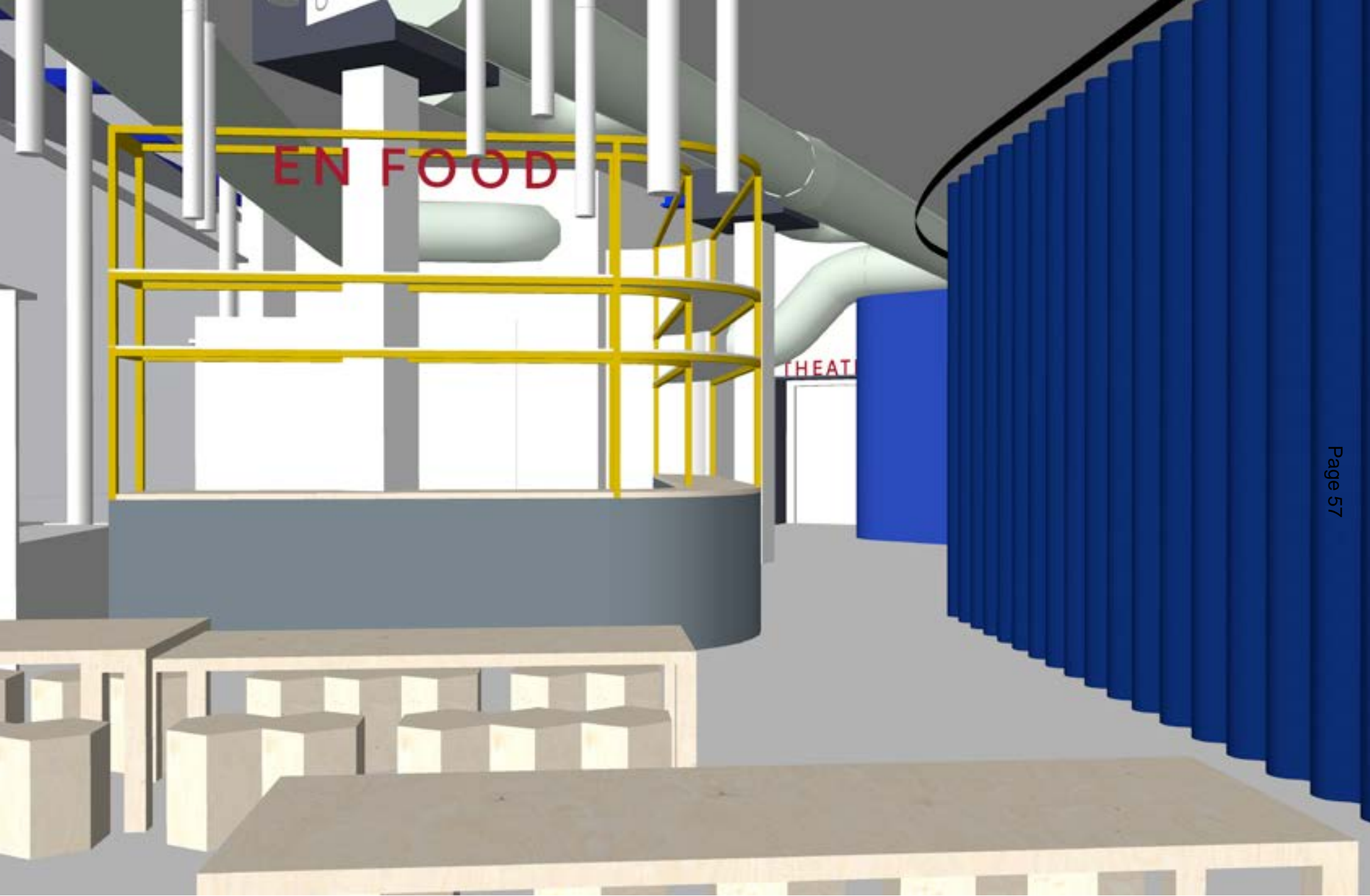
New Proposed Illuminated Signage Above

Pro



Dining







Lounge Area

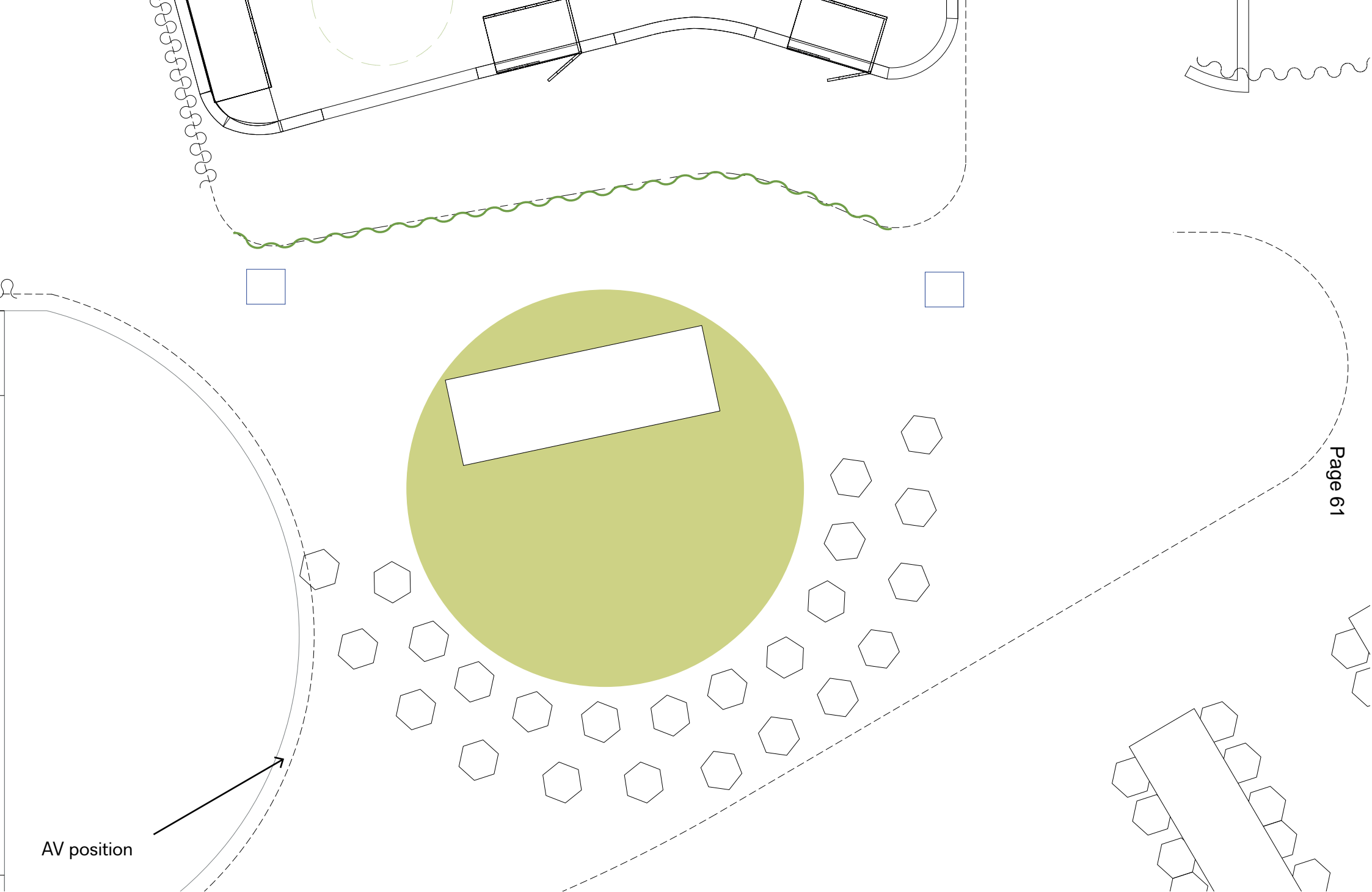
5. The Platform & Showcase

- Sisters in Islam Muslim Youth Club - stories of first and second-generation Bangladeshi people in Enfield.
- Christ Church Southgate - pre-Raphaelite stained glass windows
- St Anne's Catholic High School for Girls - heritage of the Enfield beast and family heraldry.
- Enfield Racial Equality Council historic and contemporary issue faced by Black, Asian and Minority Ethnic (BAME) communities in Enfield.

- Fisher Cheng Architects and community organisation REACT will be installing a new poetry trail linking Fore Street with Meridian Water.
- Enfield Archaeological Society will be excavating at Elsyng Palace
- Pymmes Park Bowls Club - portray the history and heritage of bowls and bowls clubs through community murals.
- Forty Hall Vineyard - exhibition exploring memorable green spaces and sanctuaries.
- The Turkish Cypriot Community Association - migration and the impact the

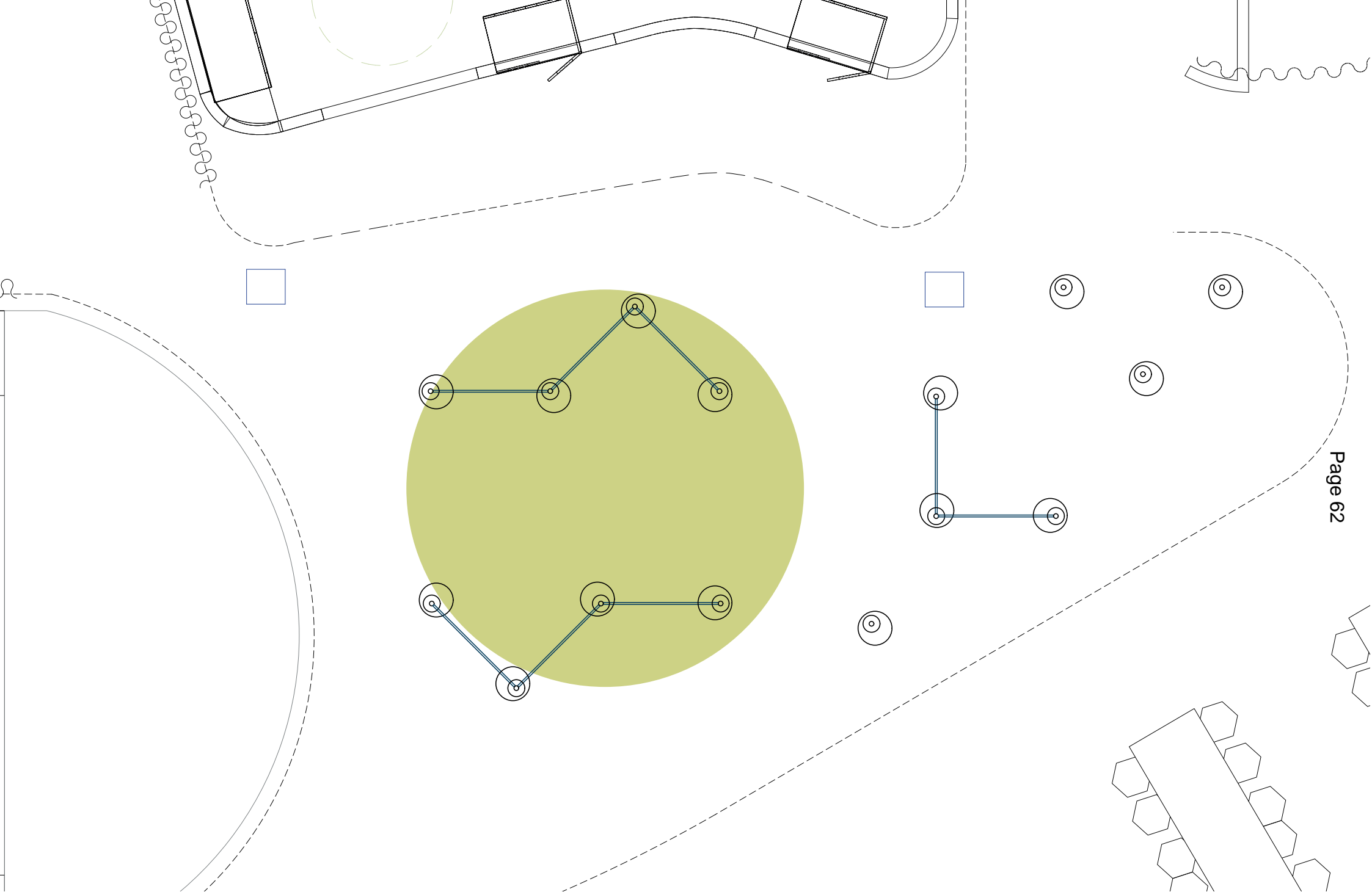
Turkish Cypriot community has made across Enfield.

- Palmers Green Action Team will be threading the poetry of renowned poet Stevie Smith on surfaces through Palmers Green High Street using calligraphy.
- MHA Communities will be delivering an intergenerational project - memories of Enfield. accessible via QR codes
- Pymmes BrookERS- Pymmes Brook through walking tours, a commissioned film, and performance poetry.
- Talkies Community Cinema -f Archbishop Costakis Evangelou



AV position

The Platform - Performing Arts Plan

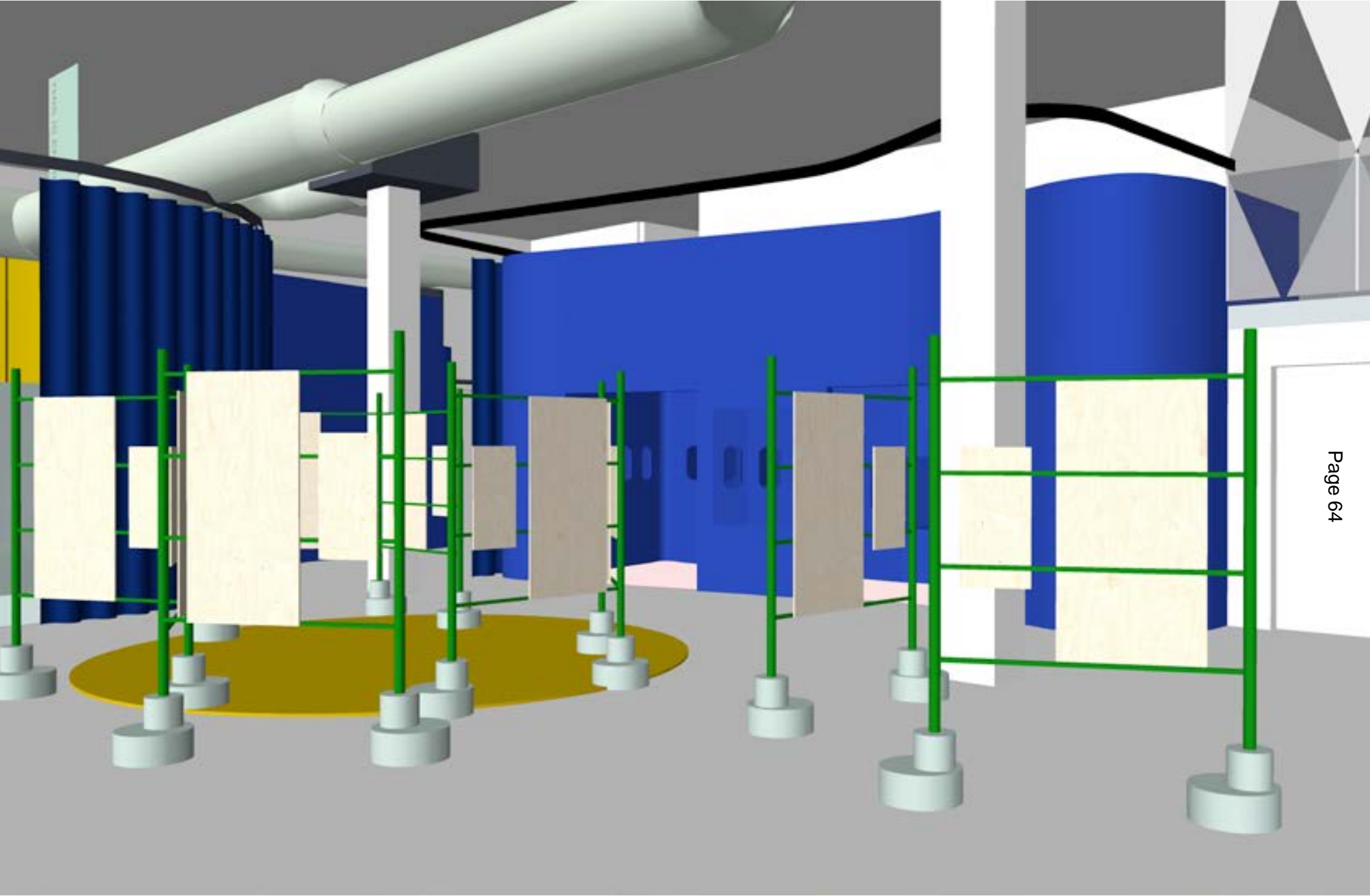


The Platform - Temporary Exhibit Plan



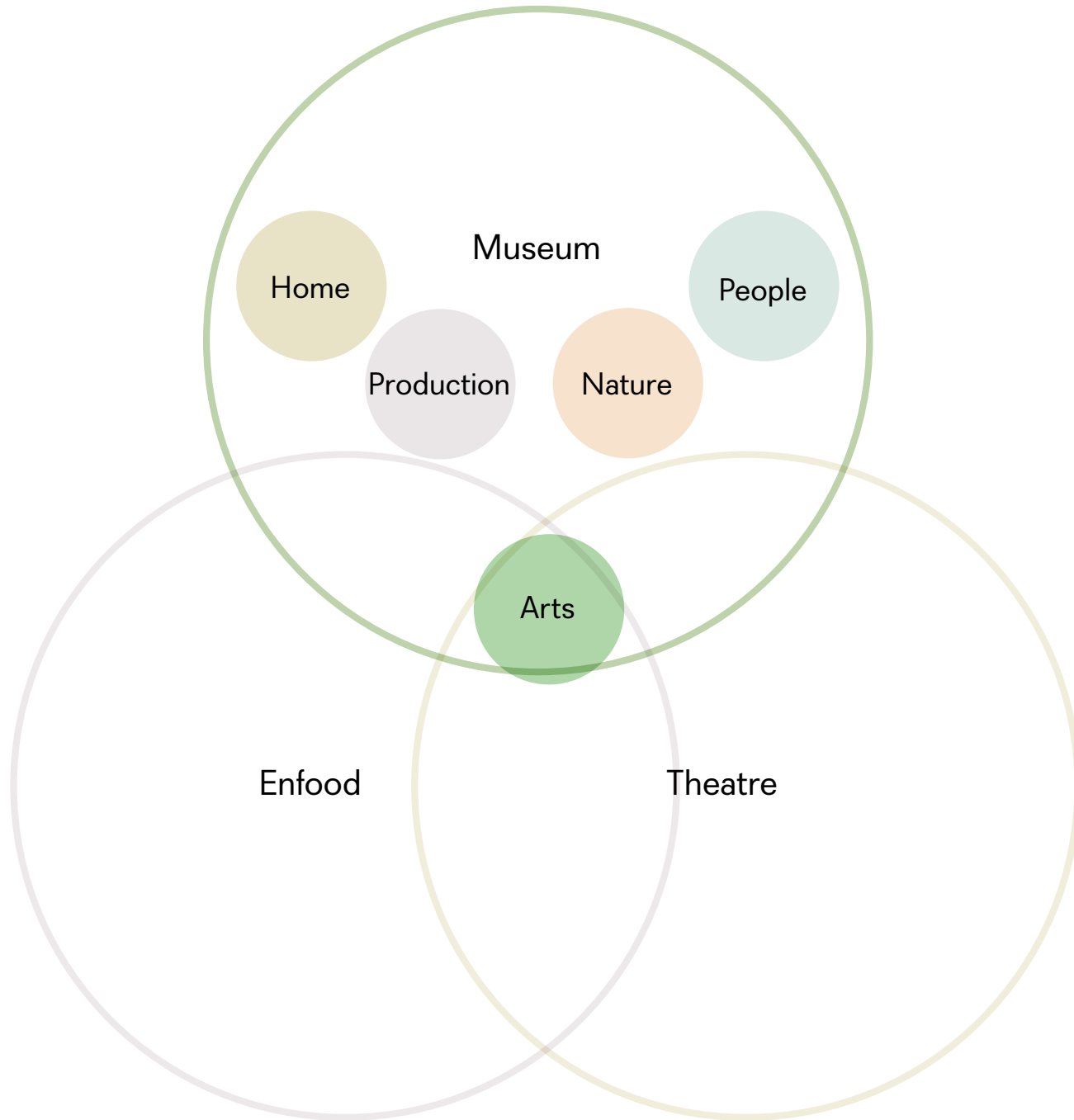
Flexible Displays

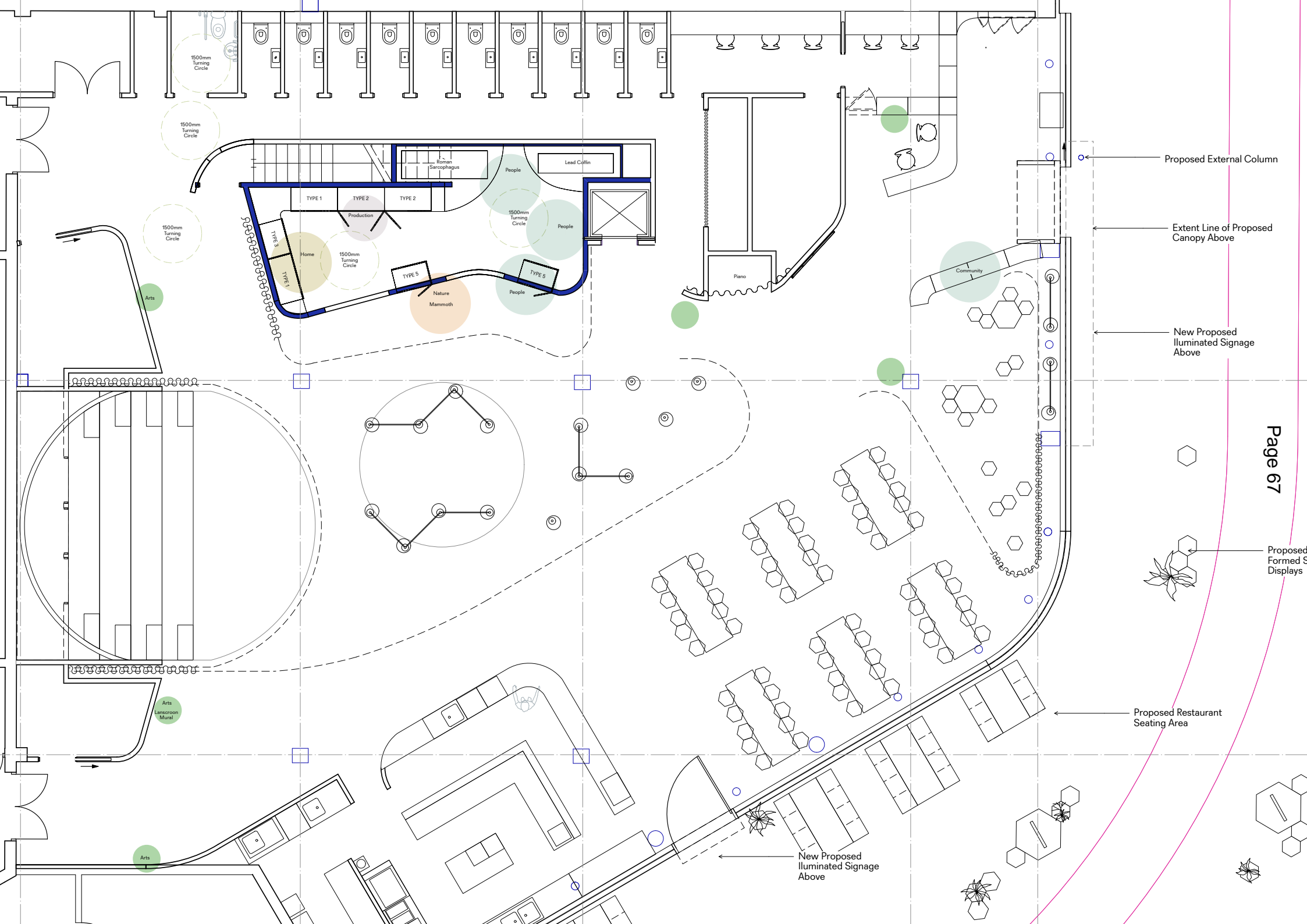




The Platform

6. Museum Collection





Proposed External Column

Extent Line of Proposed Canopy Above

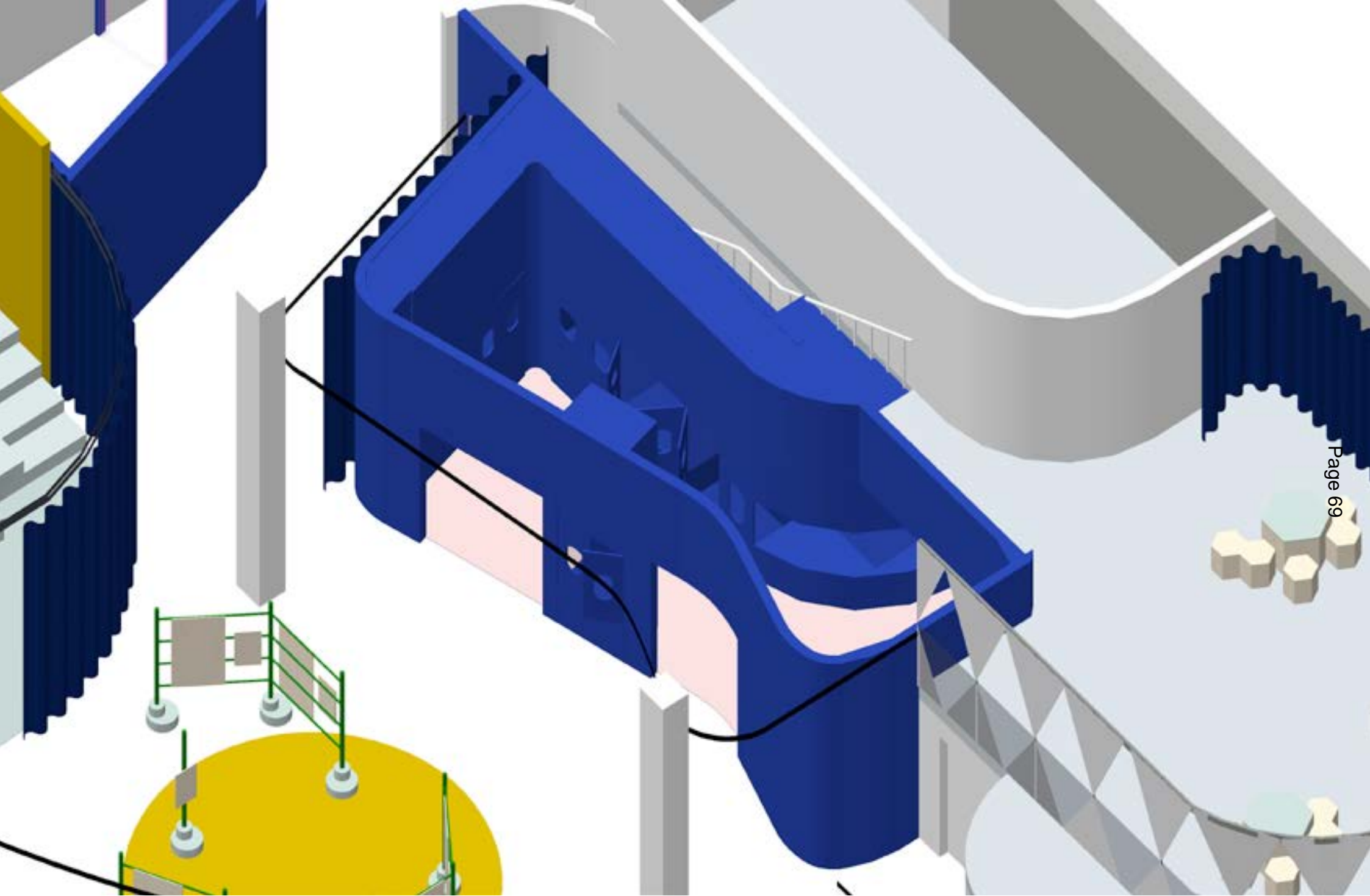
New Proposed Illuminated Signage Above

Page 67

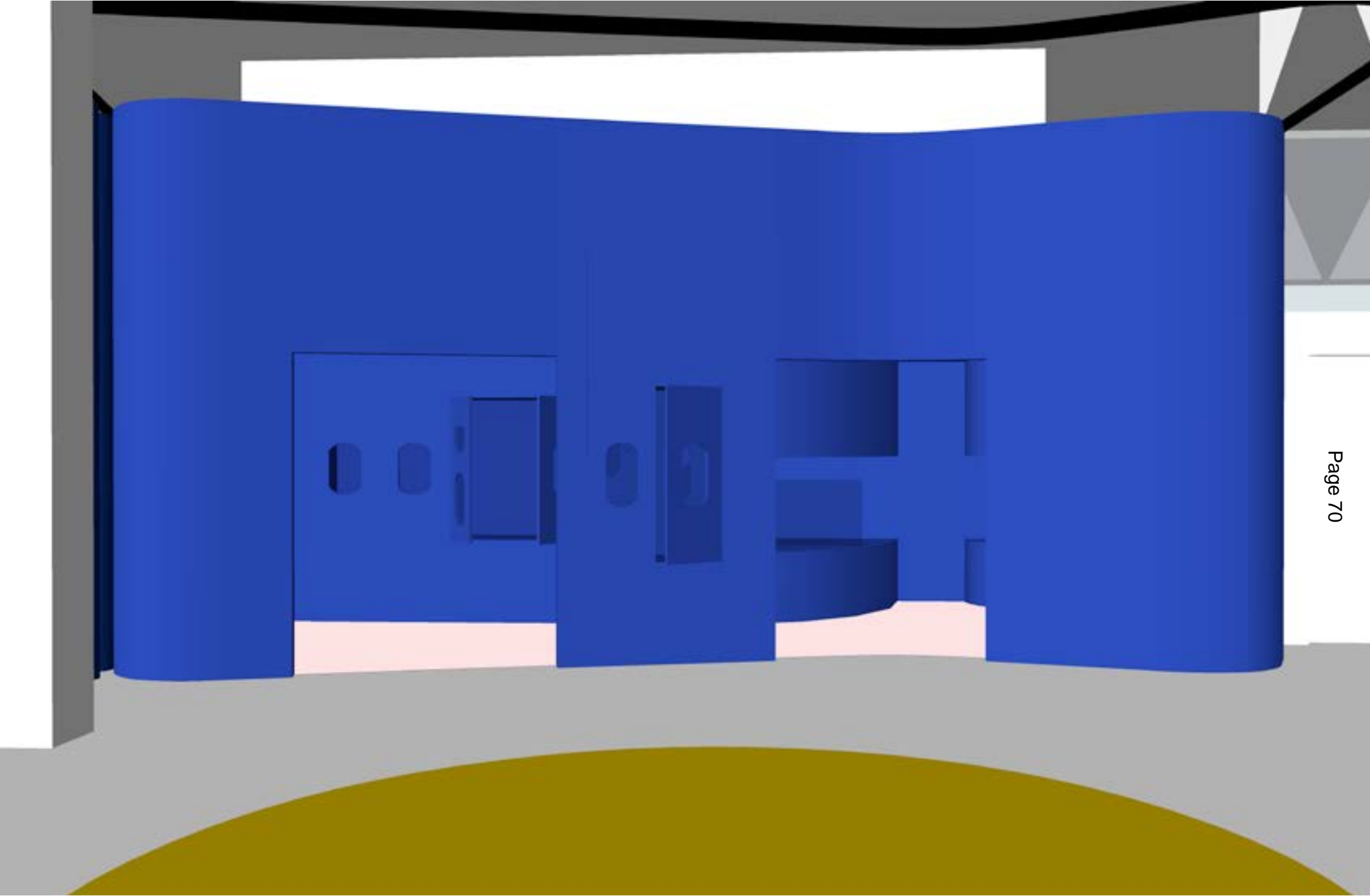
Proposed Formed Seating Displays

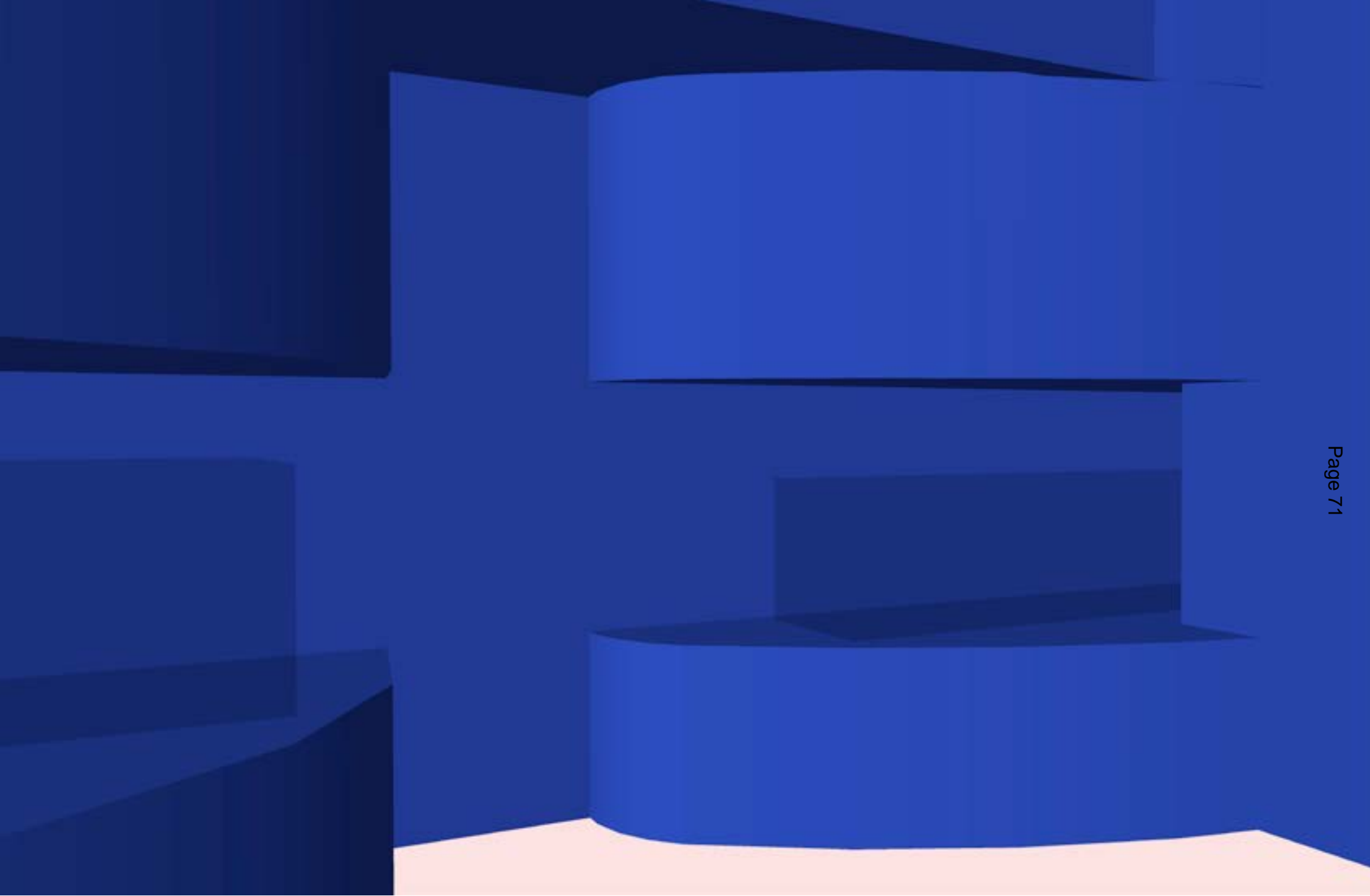
Proposed Restaurant Seating Area

New Proposed Illuminated Signage Above



Permanent Collection





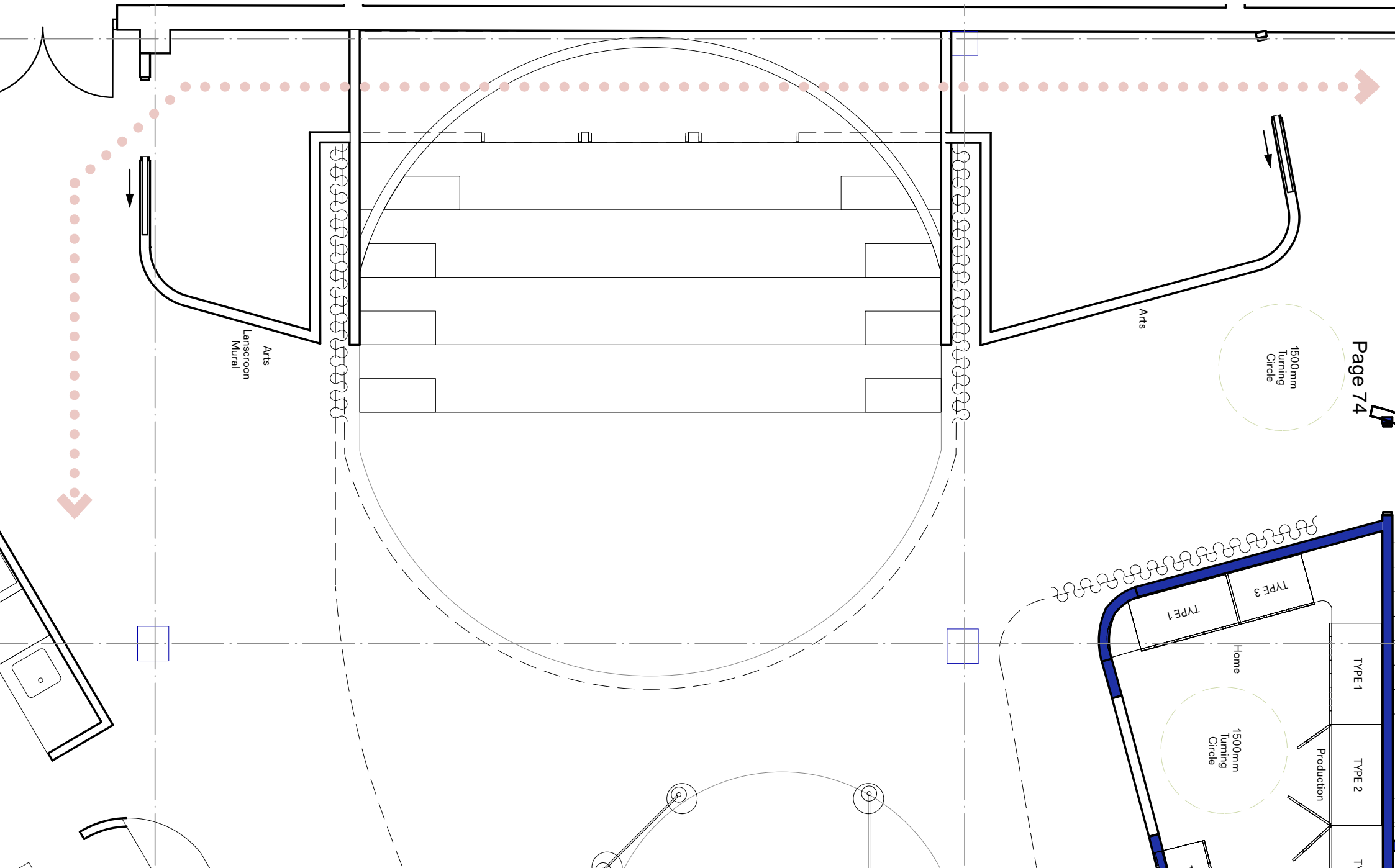


Page 72



Permanent collection pieces

7. Tiered seating



1500mm
Turning
Circle

Arts

Arts
Lanseroon
Mural

TYPE 1
TYPE 3

Home

1500mm
Turning
Circle

Production

TYPE 1

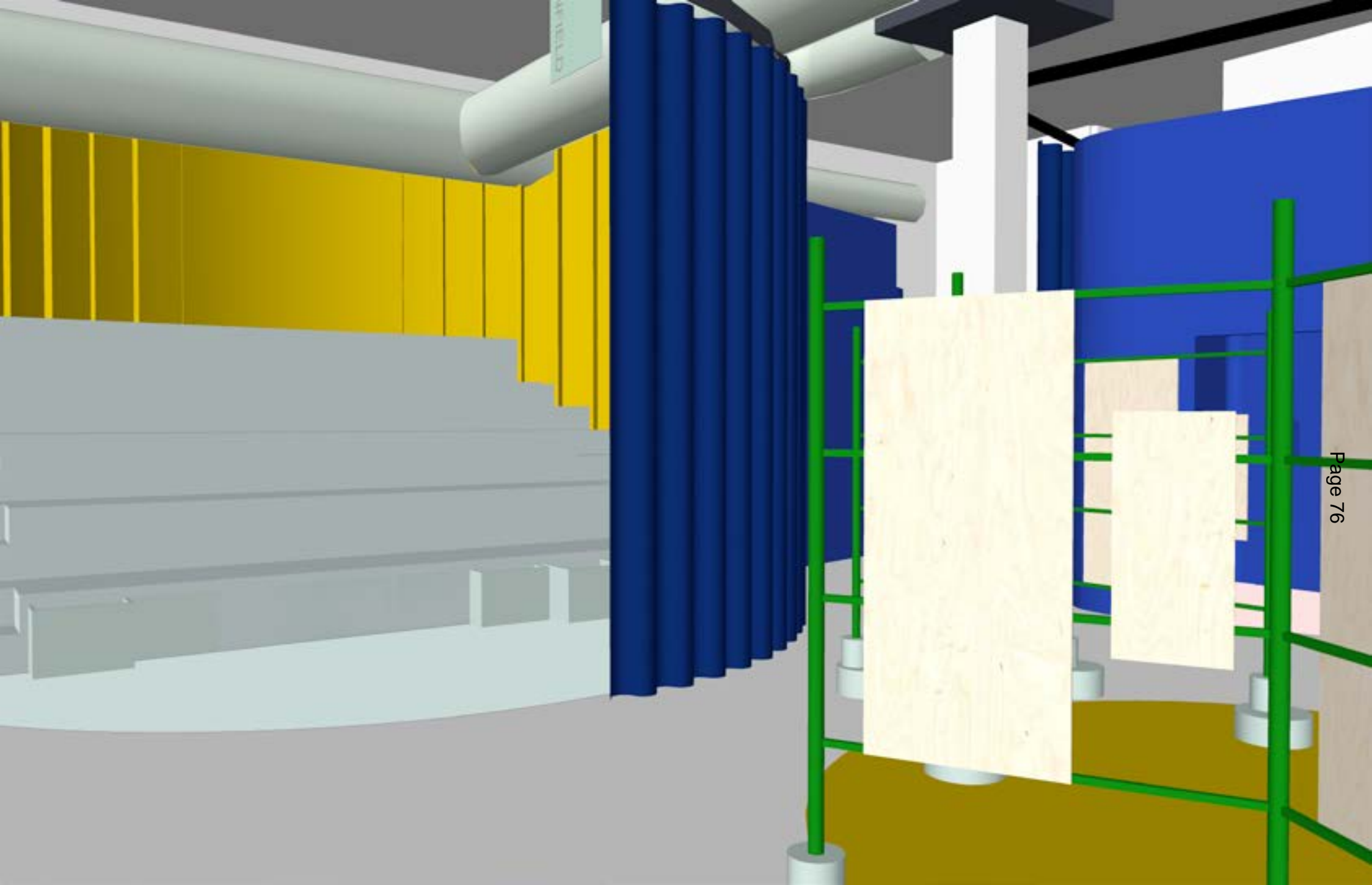
TYPE 2

TYPE 3

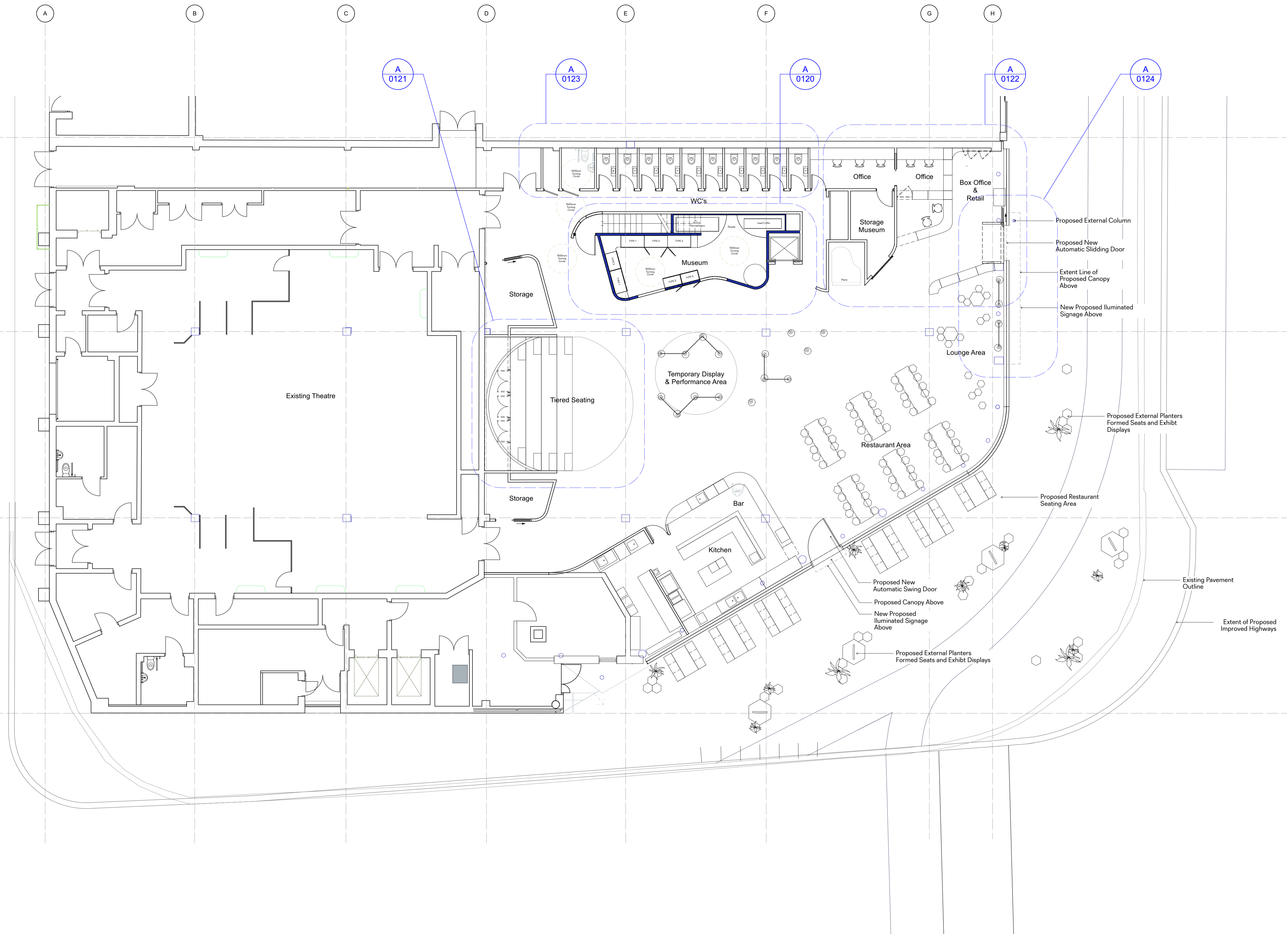


Flexible Displays

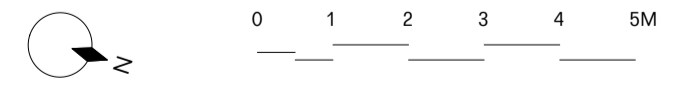




Tiered Seating



01 Proposed Ground Floor Plan
1:100



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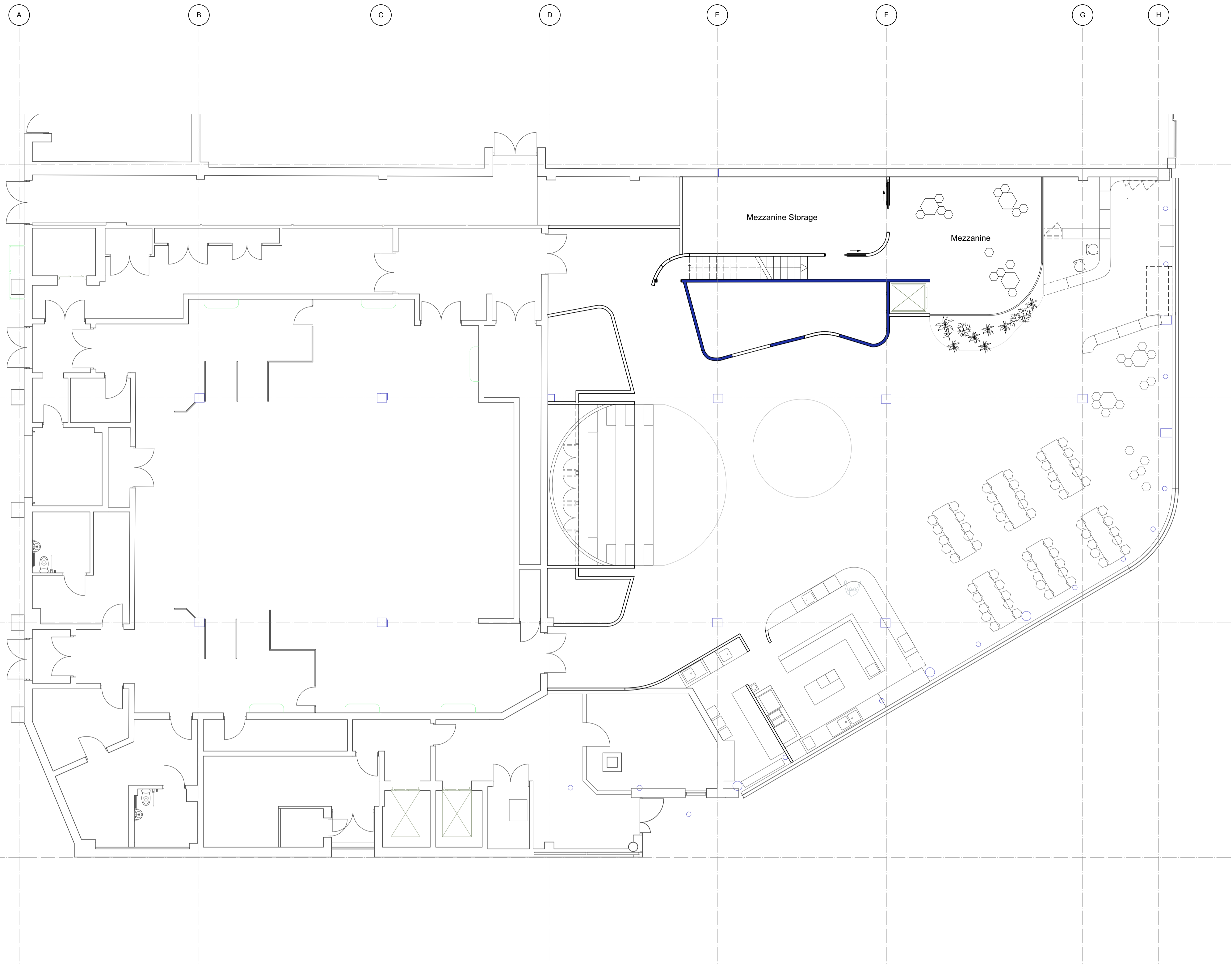
Rev.	Rev. Date	Reason For Issue	Chk	Key
100	04/02/2022	QS Issue Draft		

Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan

Dallas-Pierce-Quintero	
Project	Enfield Museum
Address	38 London Rd, London Enfield EN2 6DS
Project No.	1170
Scale @ A1	1:100
Date	29/01/22
Drawn by	CL
Number	A_0110
Status	Information
Rev	100

Dallas-Pierce-Quintero		1 Mentmore Terrace, London, E8 3PN + 44 20 8088 1880		info@d-p-q.uk www.d-p-q.uk	
Project	Enfield Museum	Title	Ground Floor Plan	Client	Enfield Museum
Project No.	1170	Scale @ A1	1:100	Date	29/01/22
Drawn by	CL	Number	A_0110	Status	Information
Rev	100				



01 Proposed Mezzanine Plan
1:100

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Rev. Rev. Date Reason For Issue Chk Key

100	04/02/2022	Qs issue Draft		
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Consultants

- Structural Engineer
- Building Control
- Quantity Surveyor
- Contractor

Key Plan



Dallas-Pierce-Quintero

1 Mentmore Terrace, London, E8 3PN
+44 20 8088 1880

info@d-p-q.uk www.d-p-q.uk

Project
Enfield Museum
38 London Rd, London
Enfield EN2 6DS

Title
Mezzanine Plan

Client
Enfield Museum

Project No.
1170

Scale @ A1
1:100

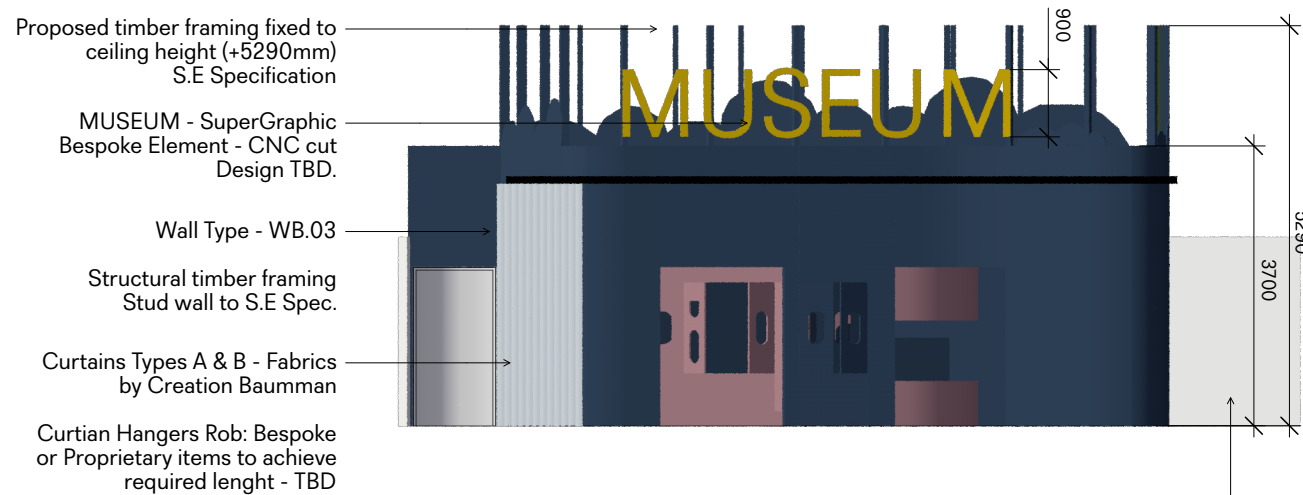
Date
29/01/22

Drawn by
CL

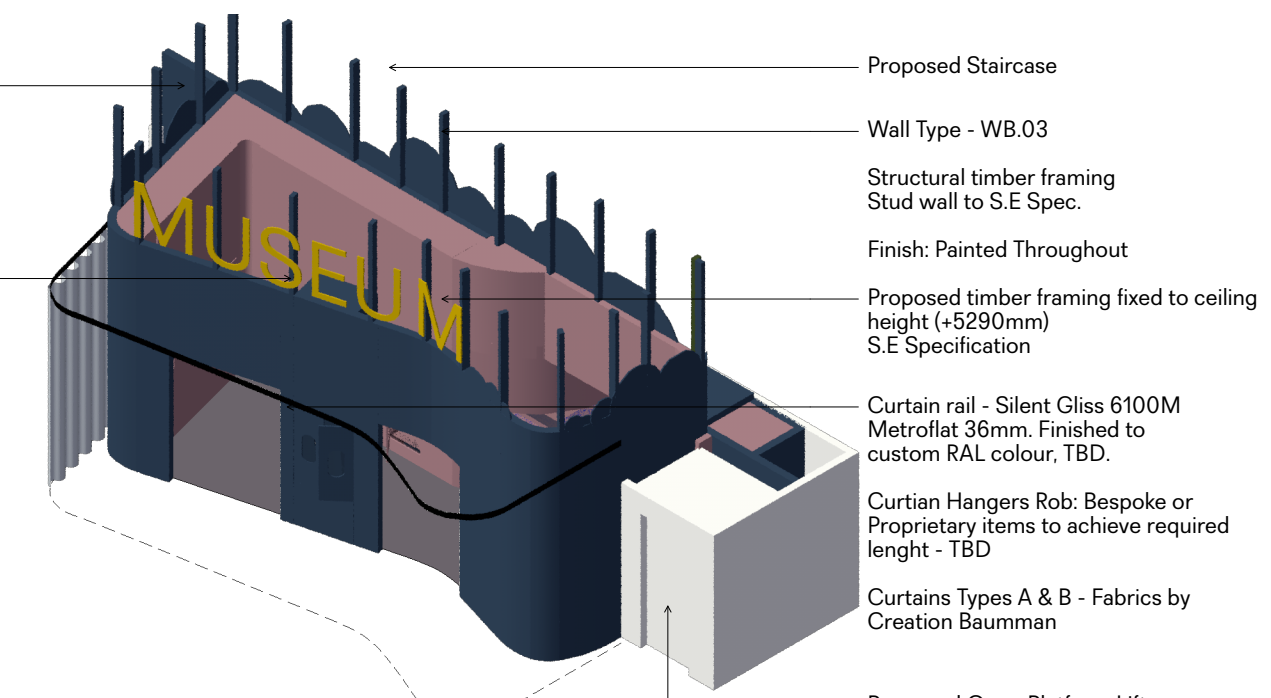
Number
A_0111

Status
Information

Rev
100



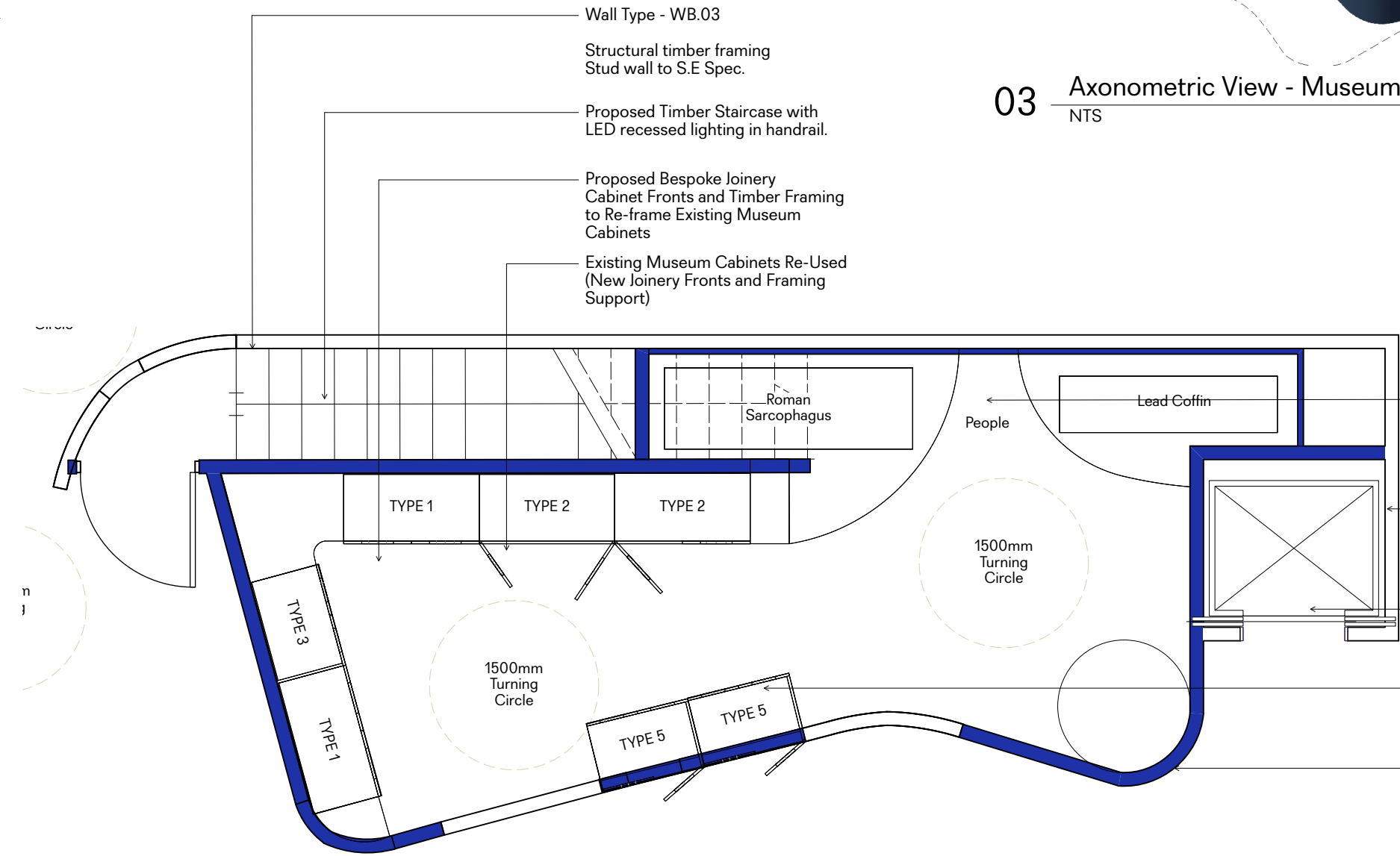
Wall Type - WB.03
Structural timber framing Stud wall to S.E Spec.
MUSEUM - SuperGraphic Bespoke Element - CNC cut Design TBD.



Proposed Staircase
Wall Type - WB.03
Structural timber framing Stud wall to S.E Spec.
Finish: Painted Throughout
Proposed timber framing fixed to ceiling height (+5290mm) S.E Specification
Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtian Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD
Curtains Types A & B - Fabrics by Creation Baumman
Proposed Open Platform Lift

01 Museum Exhibit Elevation
1:100

03 Axonometric View - Museum
NTS

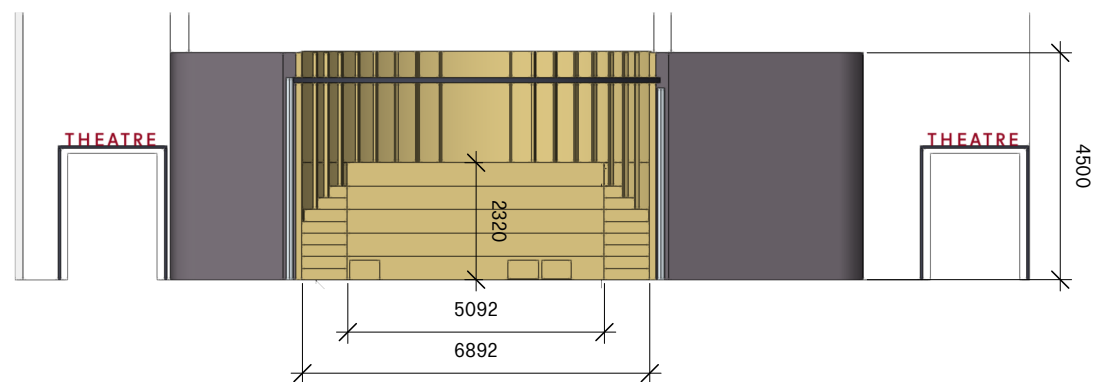


Wall Type - WB.03
Structural timber framing Stud wall to S.E Spec.
Proposed Timber Staircase with LED recessed lighting in handrail.
Proposed Bespoke Joinery Cabinet Fronts and Timber Framing to Re-frame Existing Museum Cabinets
Existing Museum Cabinets Re-Used (New Joinery Fronts and Framing Support)

AV/Power and Data:
Allow for power/ data throughout
Wall Type - WB.03
Structural timber framing Stud wall to S.E Spec.
Proposed Platform Lift
Re-used Museum Cabinets (New Joinery Fronts and Timber Framing)
Wall Type - WB.03
Structural timber framing Stud wall to S.E Spec.

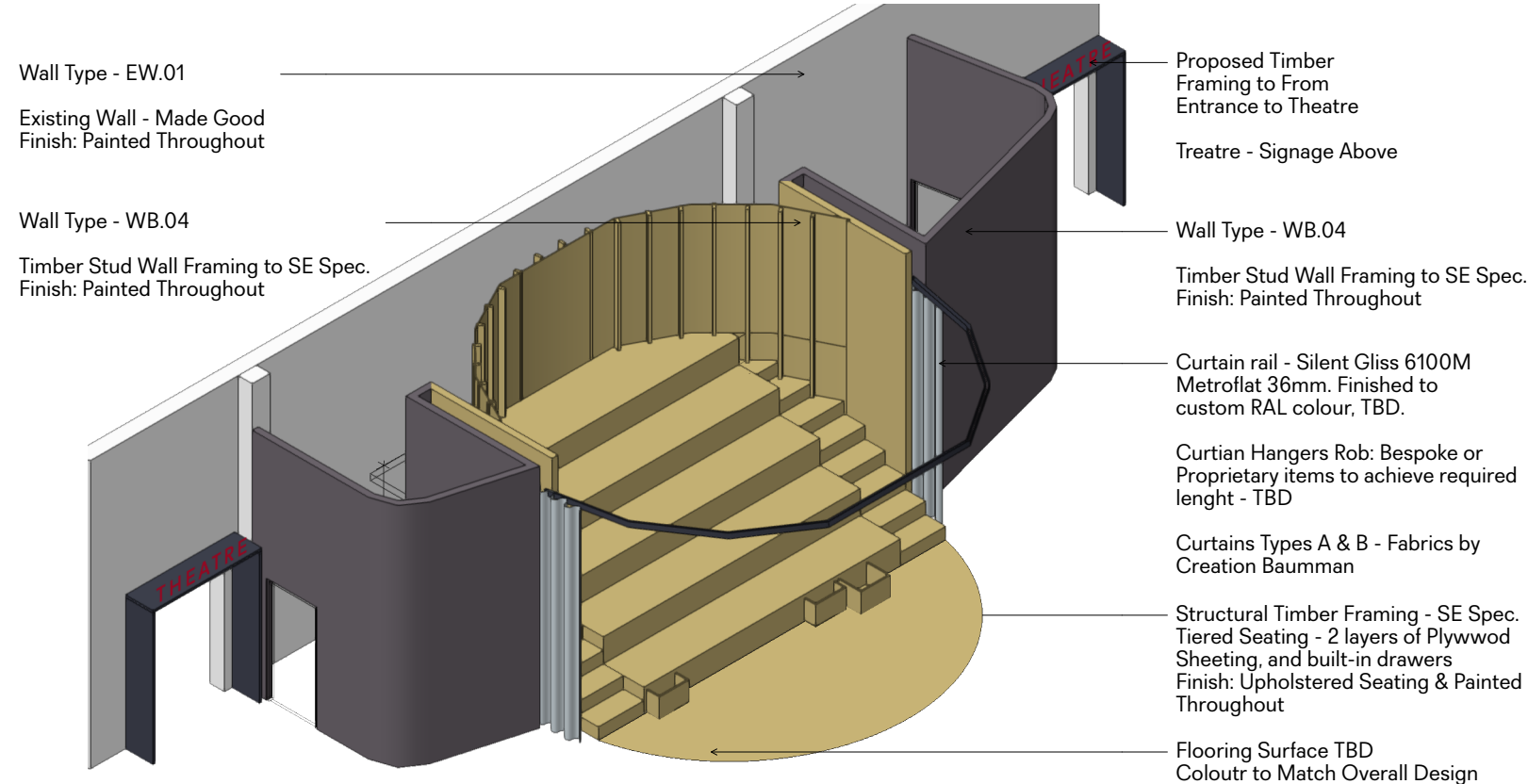
02 Museum Exhibit Layout
1:50

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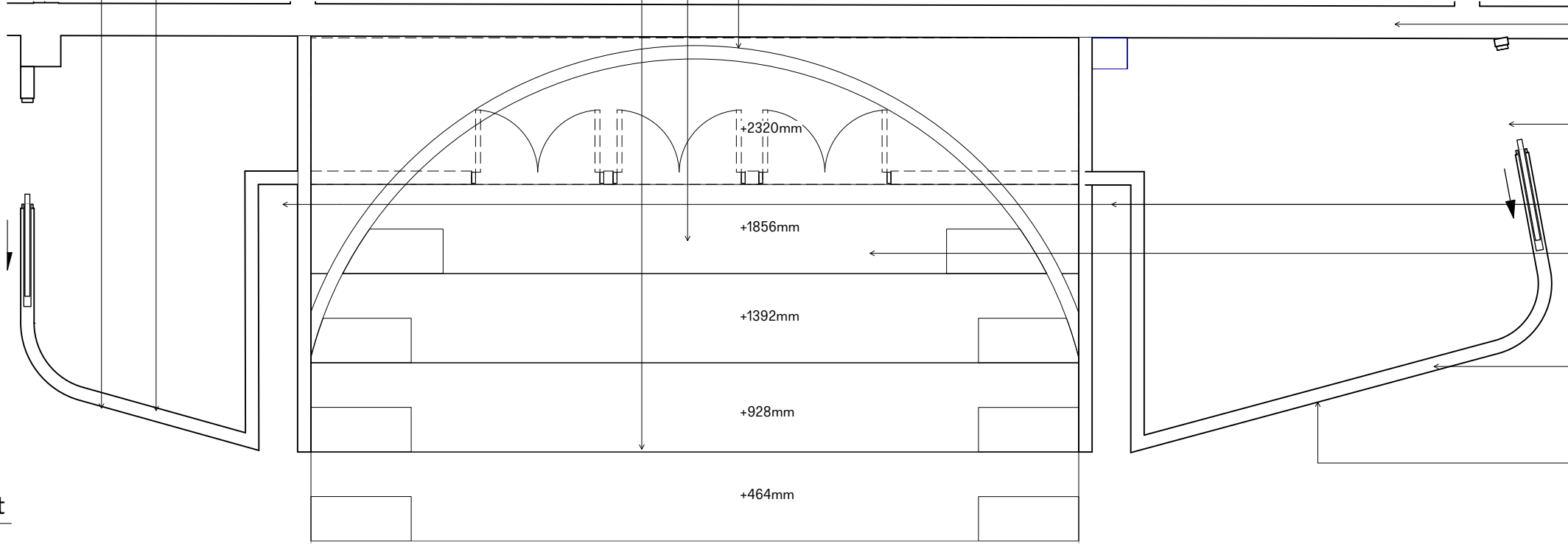
01 Tiered Seating Elevation
NTS

- Curved Wall Build-Up:
Timber Cracassing Stud Wall Systems -100mm
Plywood Surfaces 18mm - Built In-situ.
- Storage - Under Tiered Seating
Timber Framing System to Form Storage Units
Allow for Doors
- Structural Timber Framing - SE Spec.
- Tiered Seating - 2 layers of Plywood Sheeting and built-in drawers
Finish: Upholstered Seating & Painted Throughout
- Wall Type - WB.04
Timber Stud Wall Framing to SE Spec.
Finish: Painted Throughout
- Allow for Structural Framing Elements to Support Museum Contents and Acrylic / Glass Cases



03 Axonometric View - Tiered Seating
NTS

- Wall Type - EW.01
Existing Wall - Made Good
Finish: Painted Throughout
- Wall Type - WB.04
Timber Stud Wall Framing to SE Spec.
Finish: Painted Throughout
- Proposed Timber Framing to Form Entrance to Theatre
- Treatre - Signage Above
- Wall Type - WB.04
- Timber Stud Wall Framing to SE Spec.
Finish: Painted Throughout
- Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
- Curtian Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD
- Curtains Types A & B - Fabrics by Creation Baumman
- Structural Timber Framing - SE Spec.
Tiered Seating - 2 layers of Plywood Sheeting, and built-in drawers
Finish: Upholstered Seating & Painted Throughout
- Flooring Surface TBD
Colour to Match Overall Design



02 Tiered Seating Layout
1:50

- Wall Type - EW.01
Existing Wall - Made Good
Finish: Painted Throughout
- Sliding Pocket Doors
- Wall Pocket to accomodate curtains
- Structural Timber Framing - SE Spec.
Tiered Seating - 2 layers of Plywood Sheeting
Finish: Upholstered Seating & Painted Throughout
- Wall Type - WB.04
Timber Stud Wall Framing to SE Spec.
Finish: Painted Throughout
- Allow for Structural Framing Elements to Support Museum Contents and Acrylic / Glass Cases

General Notes

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Rev.	Rev. Date	Reason For Issue	Chk	Key
100	11/01/2022	QS Issue Draft		

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Building Control
Quantity Surveyor
Contractor

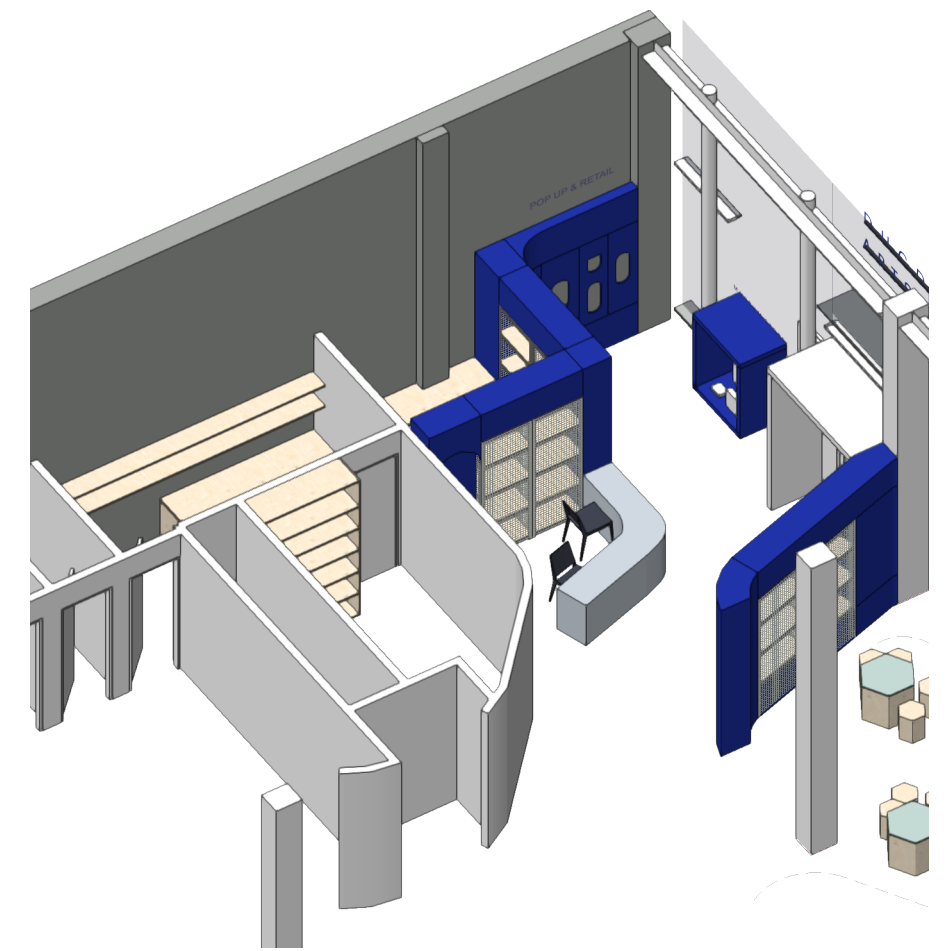
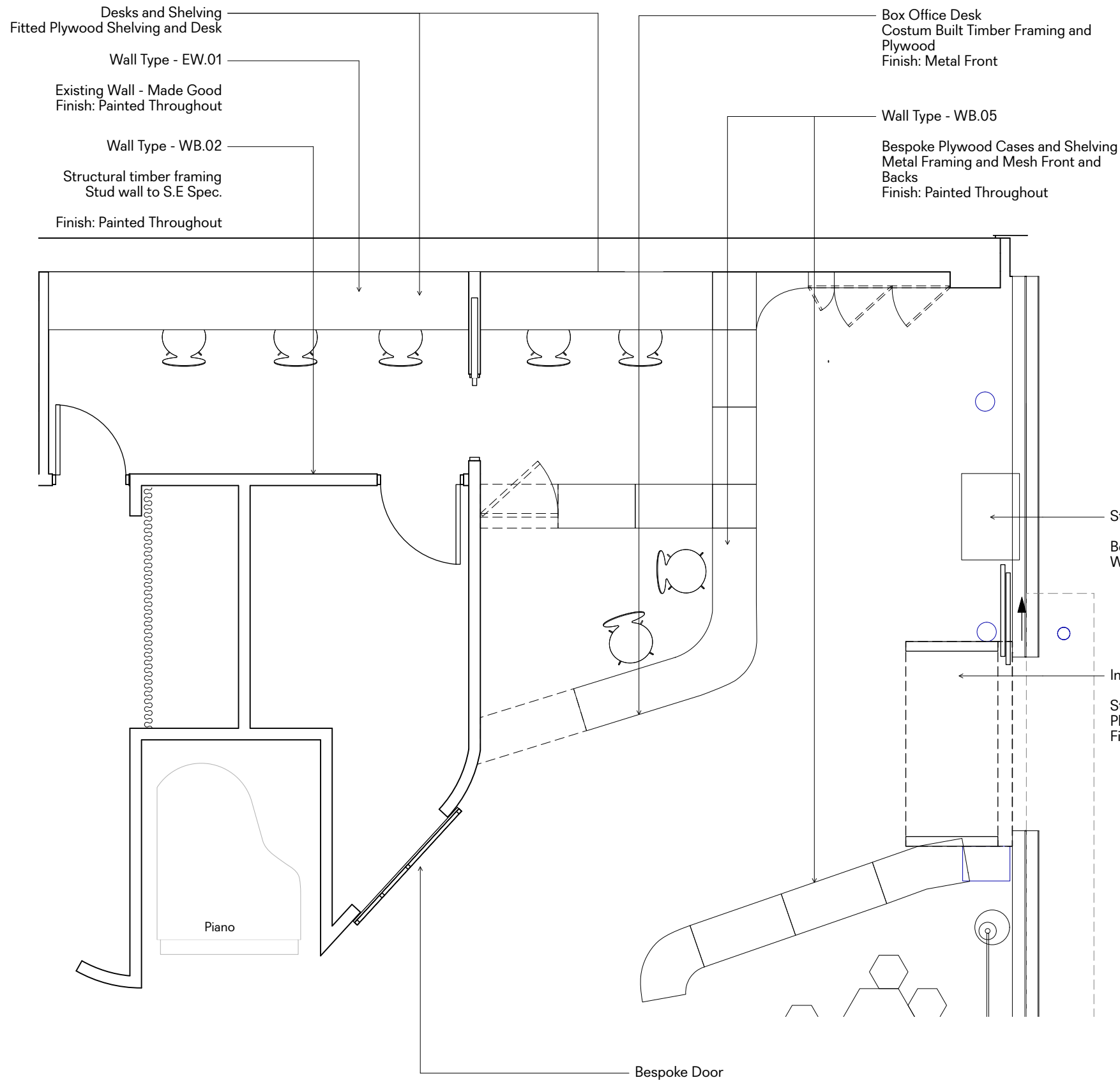
Key Plan

Project	Title	Client
Enfield Museum 39 London Rd. London Enfield EN2 6DS	Tiered Seating Layout	Enfield Museum

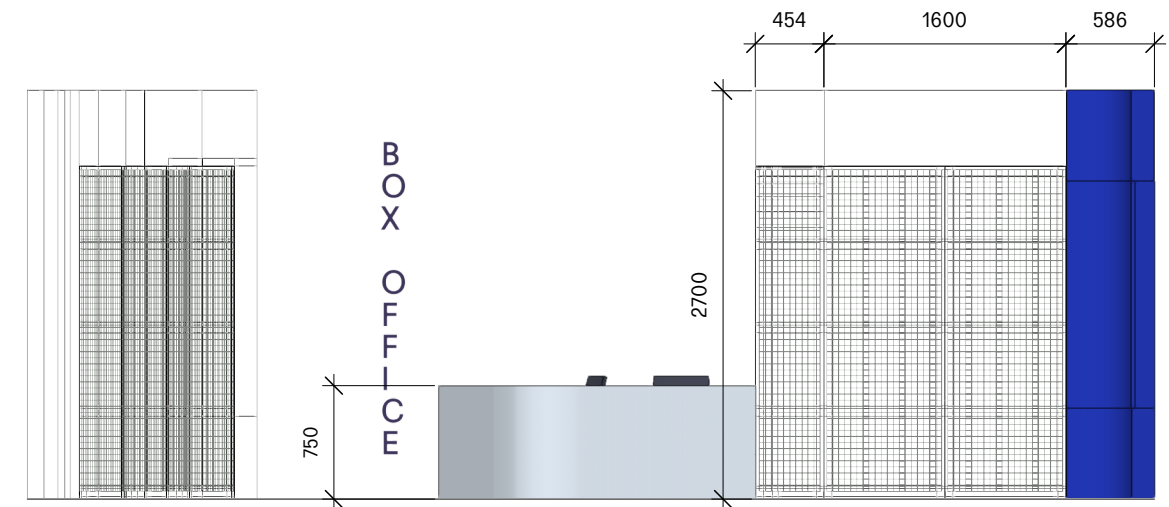
Project No.	Scale @ A1	Date	Drawn by	Number
1170	1:50	29/01/22	CL	A_0121

Status	Rev
Information	100

Dallas-Pierce-Quintero
1 Mentmore Terrace, London, E8 3PN
+44 20 8088 1880
info@d-p-q.uk www.d-p-q.uk



02 Axonometric View - Museum
NTS



3 Box Office / Displays Elevation
NTS

01 Box Office - Store Layout
1:50

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	<p>Project</p> <p>Enfield Museum</p> <p>39 London Rd, London Enfield EN2 6DS</p>	<p>Title</p> <p>Box Office Layout</p>	<p>Client</p> <p>Enfield Museum</p>			
	<p>Project No.</p> <p>1170</p>	<p>Scale @ A1</p> <p>1:50</p>	<p>Date</p> <p>29/01/22</p>	<p>Drawn by</p> <p>CL</p>	<p>Number</p> <p>A_0122</p>	<p>Status</p> <p>Information</p>
					<p>Rev</p> <p>100</p>	

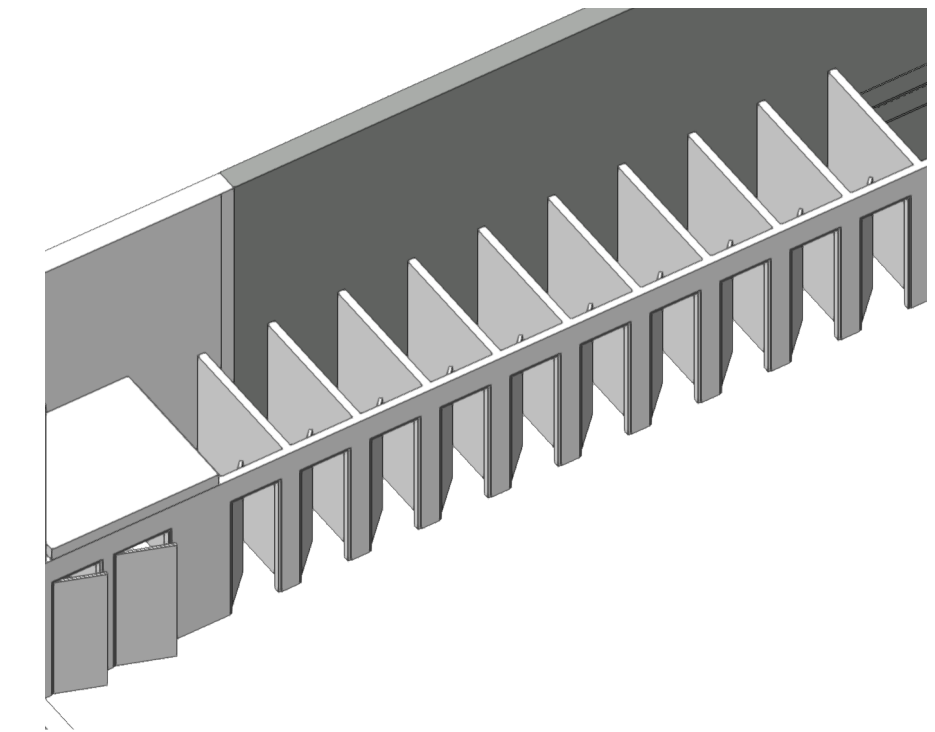
Finishes:
 Floor: Forbo Marmoleum
 Finish: Painted Throughout

Wall Type - EW.01
 Existing Wall - Made Good
 Finish: Painted Throughout

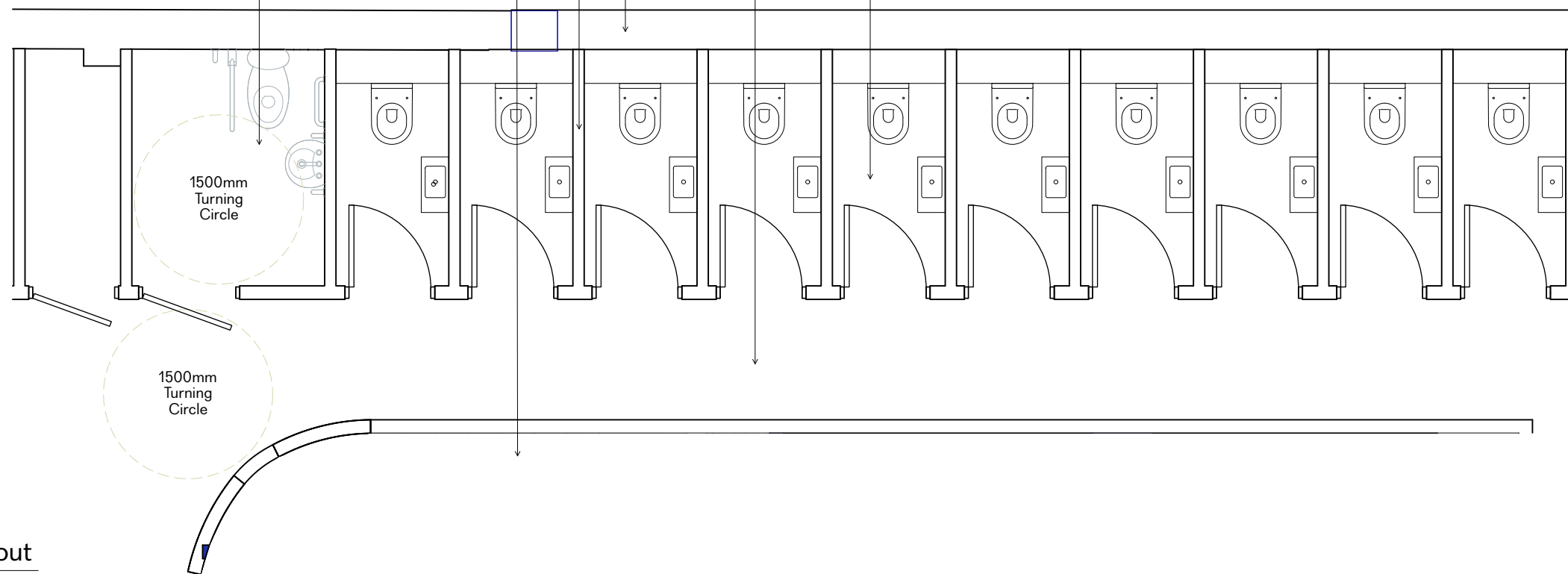
Wall Type - WB.03
 Structural timber framing
 Stud wall to S.E Spec.

Wall Type - WB.03
 Structural timber framing
 Stud wall to S.E Spec.

Accessible WC
 Doc. M Compliance



02 Axonometric View - Museum
 NTS



01 Museum Exhibit Layout
 1:50

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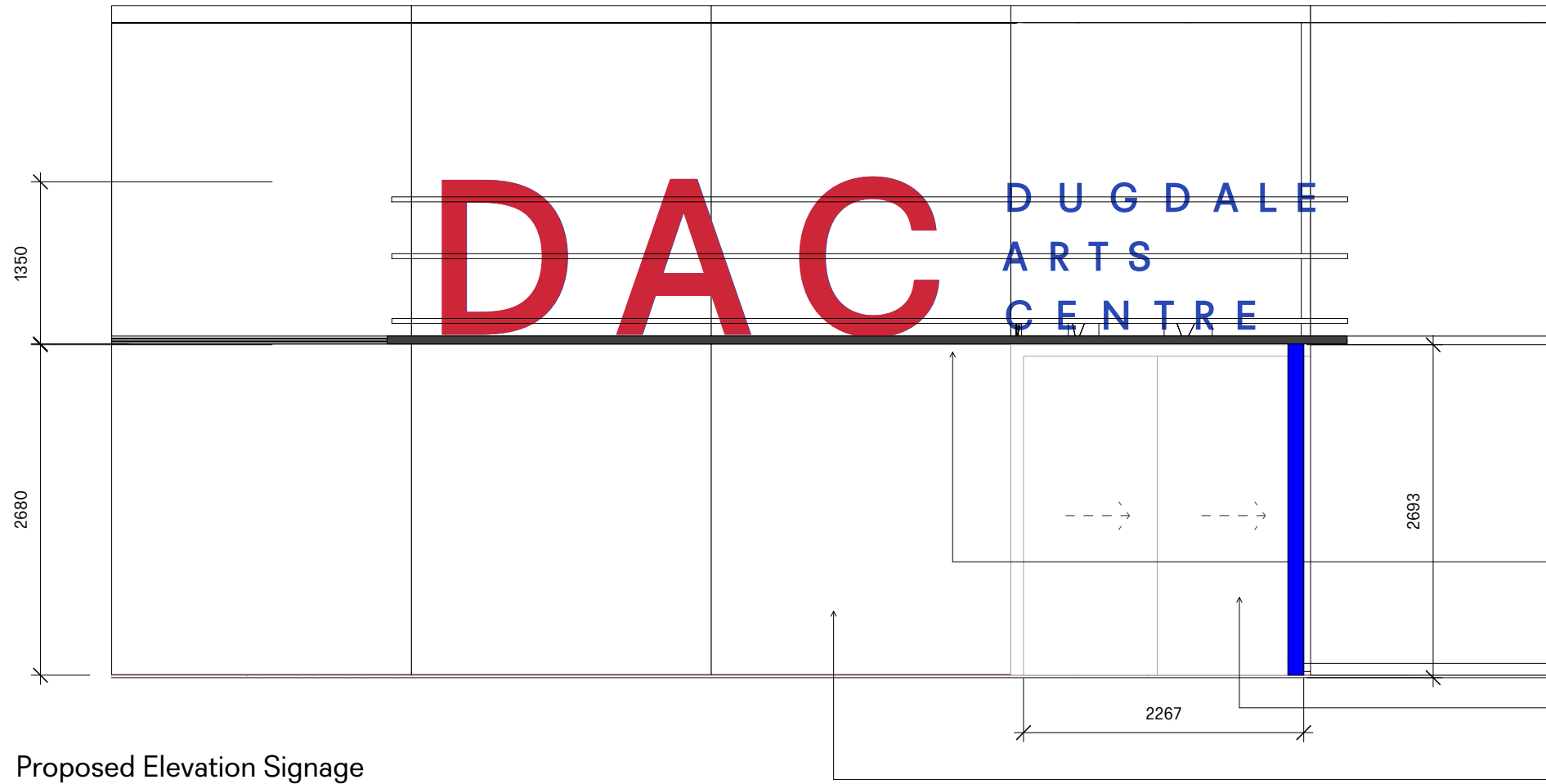
Rev.	Rev. Date	Reason For Issue	Chk	Key
100	11/02/2022	QS Issue Draft		

Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan

Consultants
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Building Control
Quantity Surveyor
Contractor

		Dallas-Pierce-Quintero 1 Mentmore Terrace, London, E8 3PN + 44 20 8088 1880		info@d-p-q.uk www.d-p-q.uk	
Project Enfield Museum 39 London Rd, London Enfield EN2 6DS		Title WC Block Layout		Client Enfield Museum	
Project No. 1170	Scale @ A1 1:50	Date 29/01/22	Drawn by CL	Number A_0123	Status Information
					Rev 100

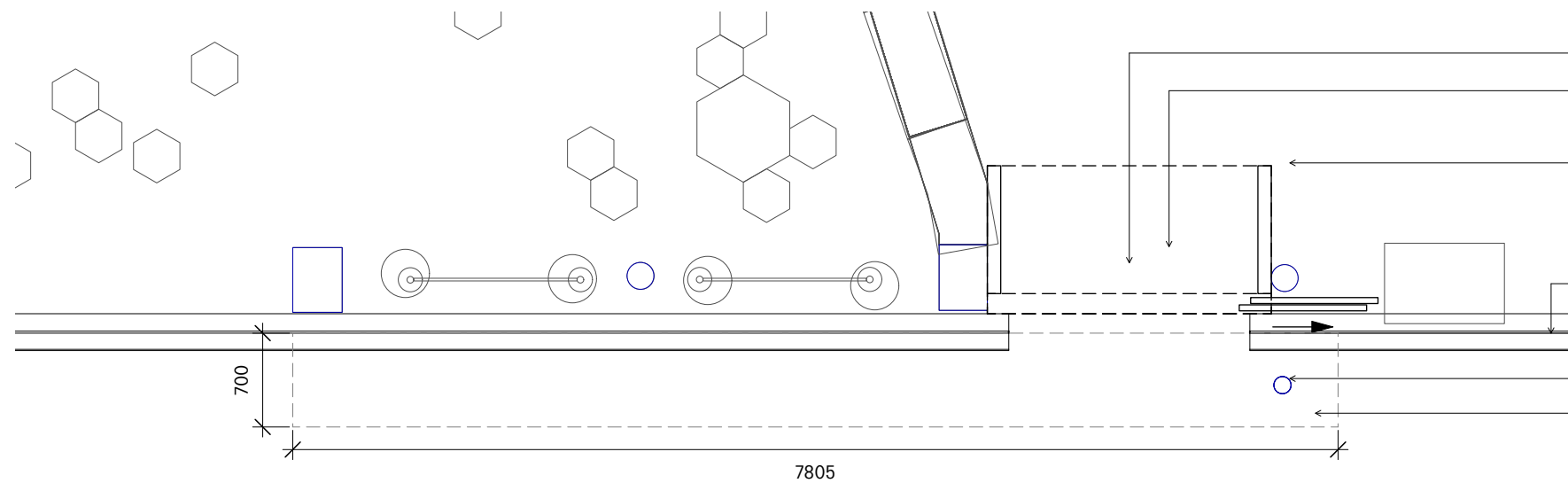


01 Proposed Elevation Signage
1:50



03 External Elevation - Signage and Entrance
NTS

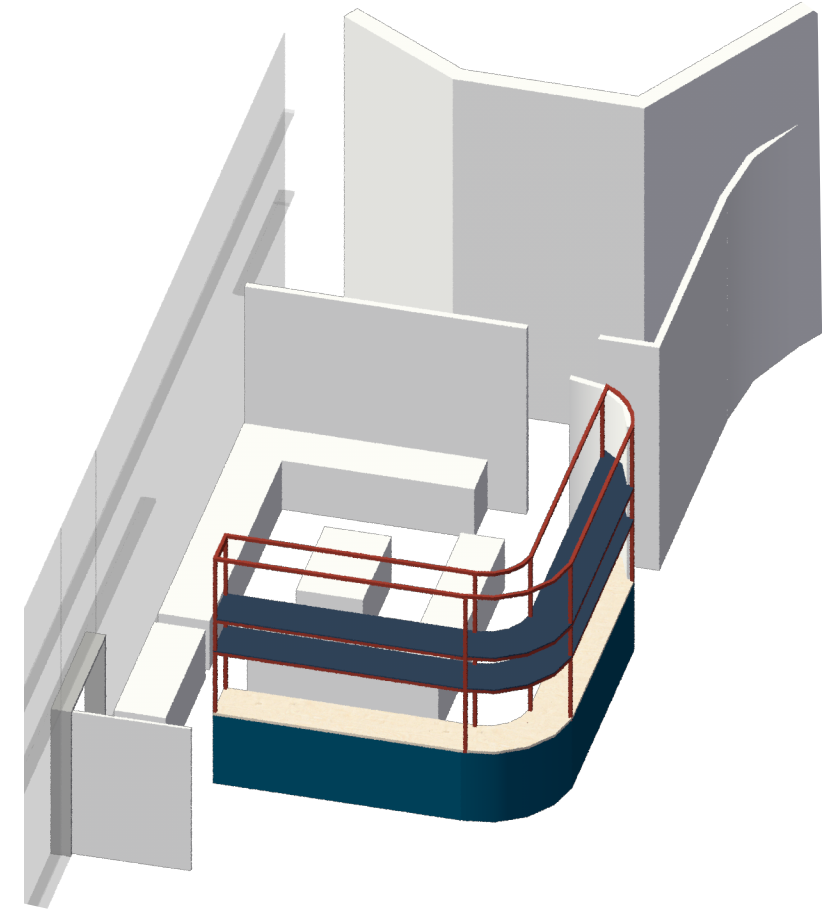
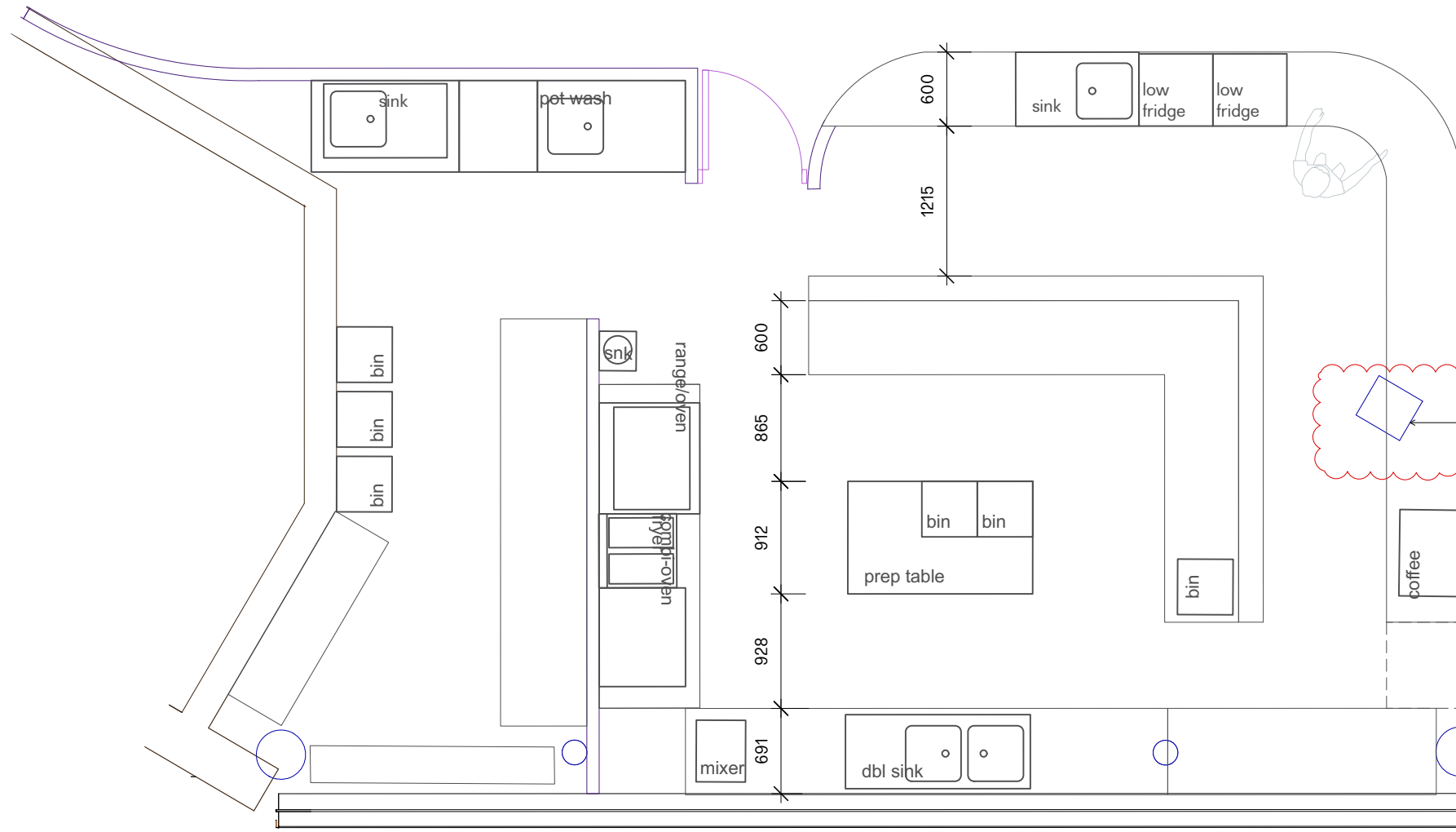
- Proposed External Canopy - Design TBD
Technical Design - Facade Engineers
- Proposed Illuminated Signage Above Canopy
- Proposed External Column
- Proposed New Automatic Sliding Doors
- Existing Curtain Walling System



02 Proposed Plan Layout Canopy and Signage
NTS

- Proposed New Automated Sliding Door
- Entrance Heat Curtain Above
- Internal Entrance Portal
- Structural Timber Framing
Plywood Clad
Finish: TBD
- Existing Curtain Wall
- Proposed External Column
- Proposed External Canopy - Design TBD
Technical Design - Facade Engineers
- Proposed Illuminated Signage Above Canopy

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02 Axonometric View - Kitchen and Bar
NTS

Proposed Servery & Bar Counter

Existing Column

Existing Column

Proposed New Automated Swing Door

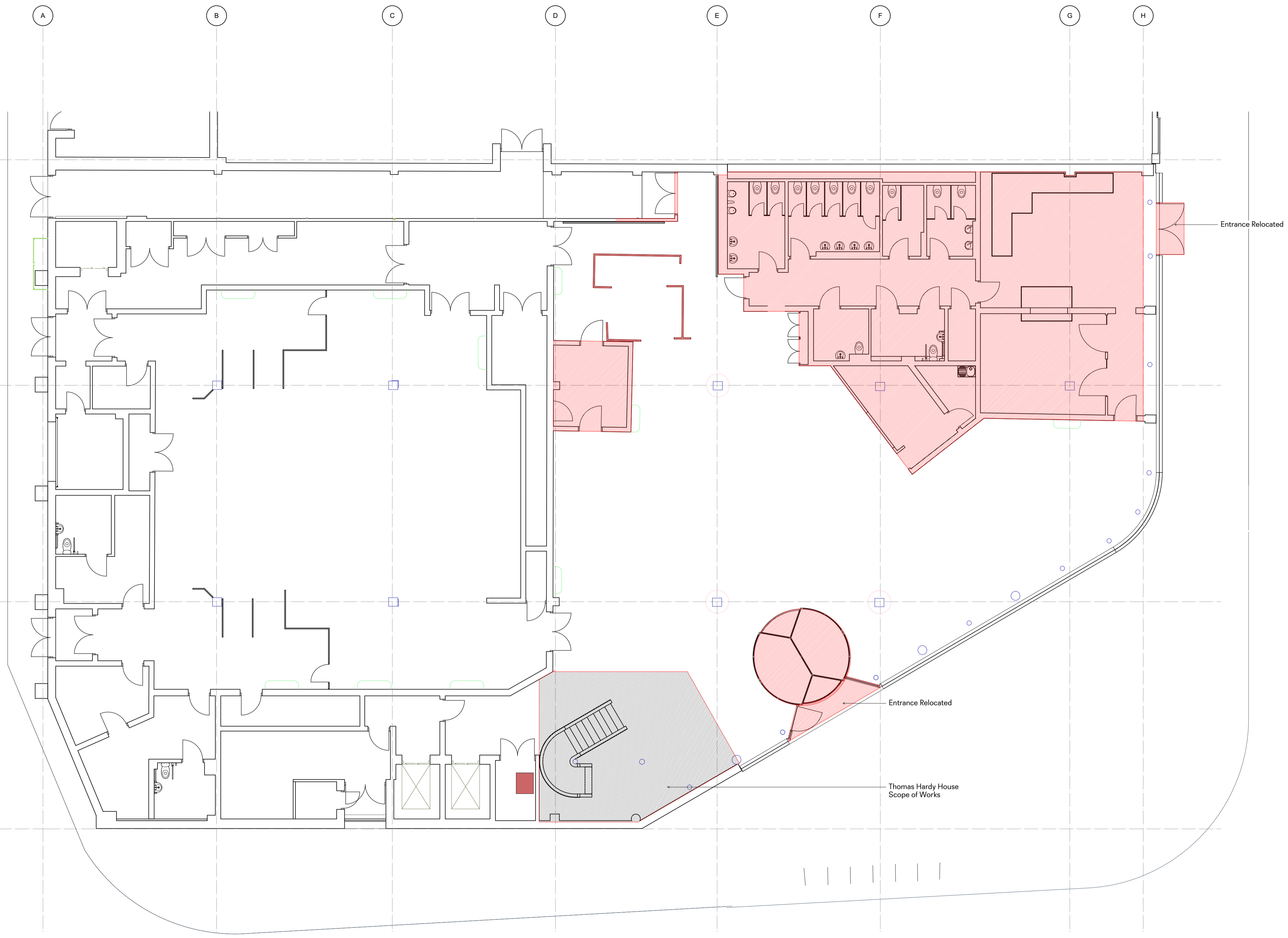
Existing Curtain Wall

Proposed External Canopy - Design TBD
Technical Design - Facade Engineers

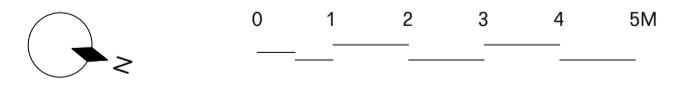
Proposed Illuminated Signage Above Canopy

01 Proposed Kitchen Layout
1:50

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	<p>Project No.</p> <p>1170</p>	<p>Scale @ A1</p> <p>1:50</p>	<p>Date</p> <p>29/01/22</p>	<p>Drawn by</p> <p>CL</p>	<p>Number</p> <p>A_0125</p>	<p>Status</p> <p>Information</p>	<p>Rev</p> <p>P00</p>	



01 Existing Ground Floor Plan
1:100



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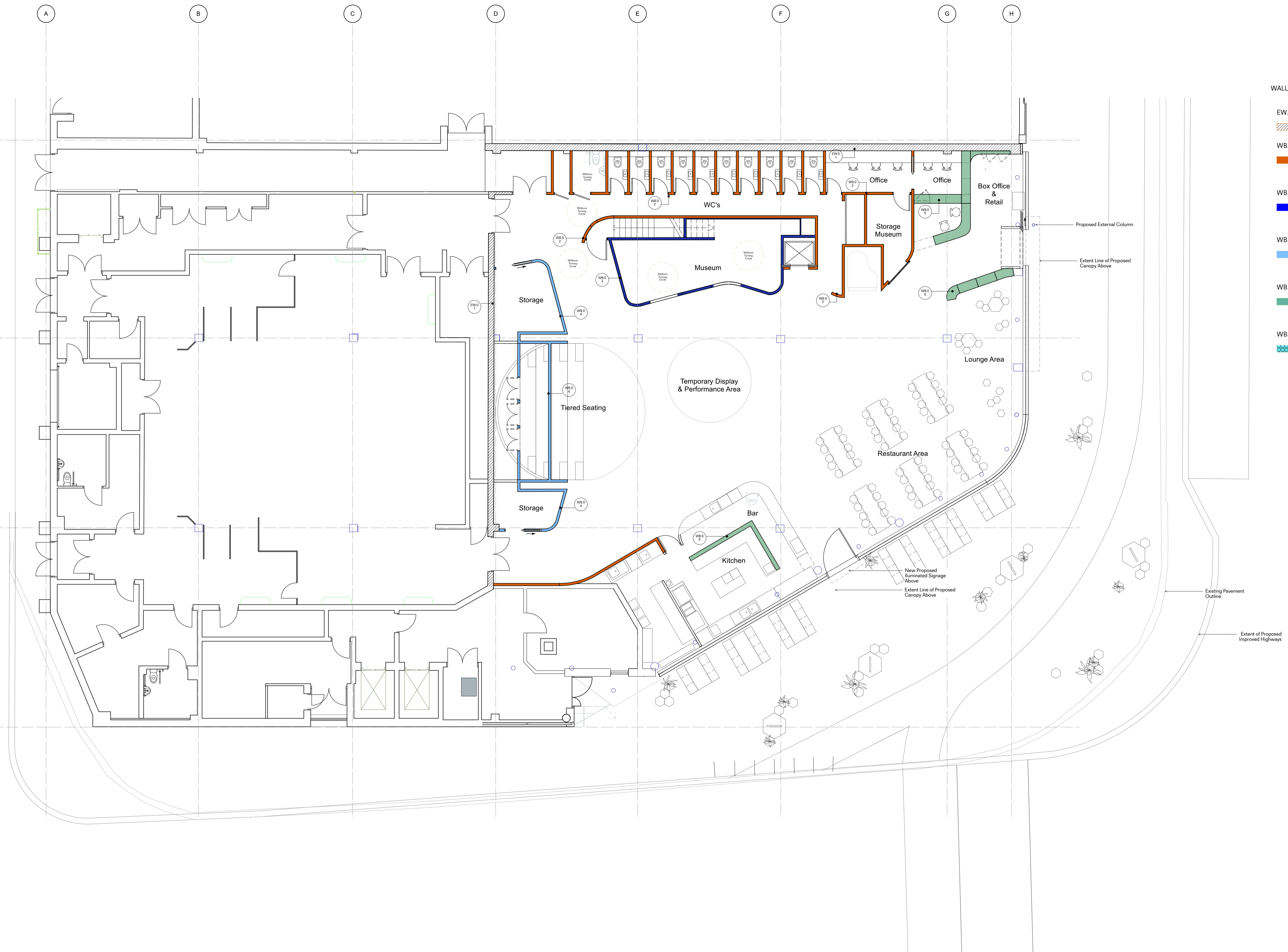
Rev.	Rev. Date	Reason For Issue	Chk	Key
100	04/02/2022	QS Issue Draft		

Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan
 Fabric Removal

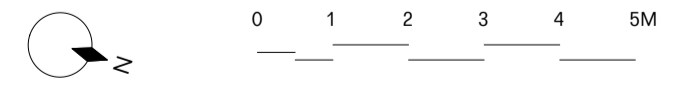
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Dallas-Pierce-Quintero		1 Mentmore Terrace, London, E8 3PN + 44 20 8088 1880	info@d-p-q.uk	www.d-p-q.uk
Project Enfield Museum 38 London Rd, London Enfield EN2 6DS	Title Ground Floor Plan Existing	Client Enfield Museum		



- WALL TYPES**
- EW.01 - EXISTING WALL
MADE GOOD
FINISH: PAINTED THROUGHOUT
 - WB.02 - 120MM
TIMBER STUD WALL
12.5MM PLASTERBOARDED - BOTH SIDES
ACOUSTIC INFILL
FINISH: PAINTED THROUGHOUT
 - WB.03 - 120MM
TIMBER STUD WALL
PLYBOARD - BOTH SIDES
FINISH: PAINTED THROUGHOUT
 - WB.04 - 100MM
TIMBER STUD WALL
PLYBOARD - BOTH SIDES
ACOUSTIC INFILL
FINISH: PAINTED THROUGHOUT
 - WB.05 - 500MM WIDE
PLYBOARD DISPLAY CASES - SHELVING
METAL FRAMING
METAL MESH - FRONT AND BACKS
FINISH: PAINTED THROUGHOUT
 - WB.06 - BESPOKE
STRETCHED MESH BALUSTRADES
FINISH: TBD

01 Proposed Floor Finishes Mezzanine
1:100



General Notes

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100	29/01/2022			

Consultants	Key Plan
Structural Engineer	
Building Control	
Quantity Surveyor	
Contractor	

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1 Mentmore Terrace, London, E8 3PN
+44 20 8088 1880
info@d-p-q.uk www.d-p-q.uk

Project
Enfield Museum
39 London Rd, London
Enfield EN2 6DS

Title
Wall Type Ground Floor

Client
Enfield Museum

Project No.
1170

Scale @ A1
1:100

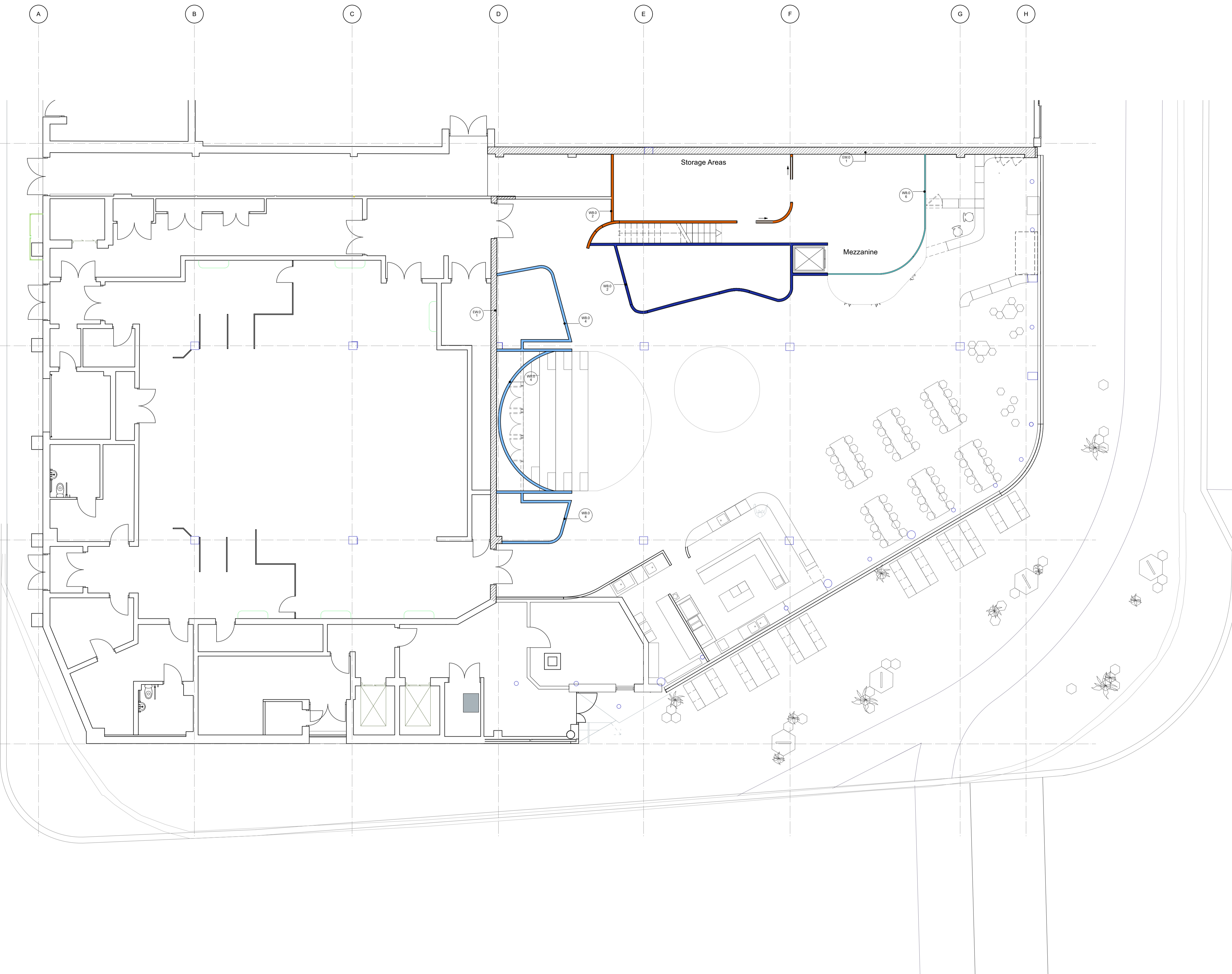
Date
29/01/22

Drawn by
CL

Number
L_1000

Status
Information

Rev
100



- WALL TYPES**
- EW.01 - EXISTING WALL
MADE GOOD
FINISH: PAINTED THROUGHOUT
 - WB.02 - 120MM
TIMBER STUD WALL
12.5MM PLASTERBOARDED - BOTH SIDES
ACOUSTIC INFILL
FINISH: PAINTED THROUGHOUT
 - WB.03 - 120MM
TIMBER STUD WALL
PLYBOARD - BOTH SIDES
FINISH: PAINTED THROUGHOUT
 - WB.04 - 100MM
TIMBER STUD WALL
PLYBOARD - BOTH SIDES
ACOUSTIC INFILL
FINISH: PAINTED THROUGHOUT
 - WB.05 - 500MM WIDE
PLYBOARD DISPLAY CASES - SHELVING
METAL FRAMING
METAL MESH - FRONT AND BACKS
FINISH: PAINTED THROUGHOUT
 - WB.06 - BESPOKE
STRETCHED MESH BALUSTRADES
FINISH: TBD

01 Proposed Floor Finishes Mezzanine
1:100

General Notes

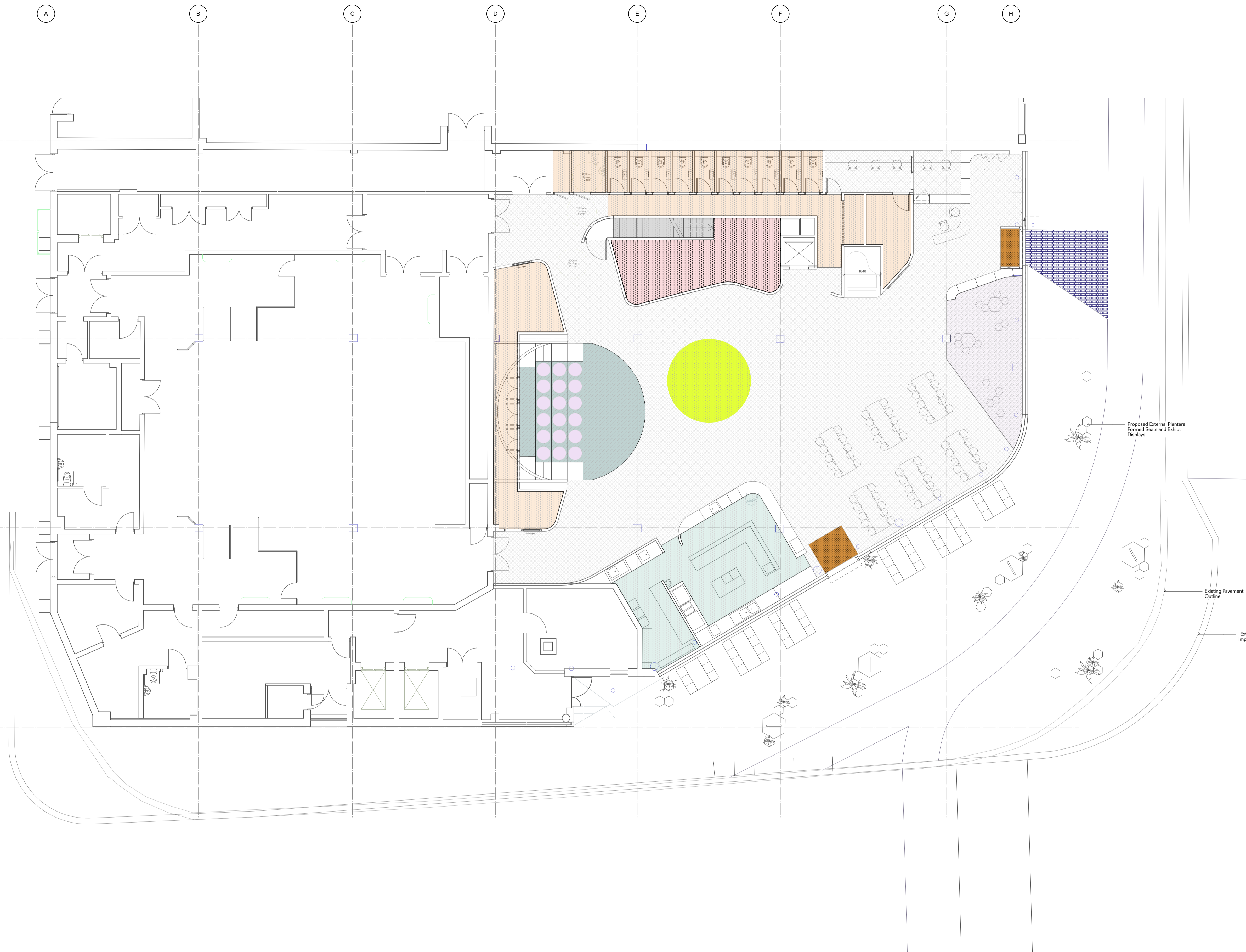
1. Do not scale from this drawing. All dimensions to be checked on site by the contractor and such dimensions to be his responsibility.
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Rev.	Rev. Date	Reason For Issue	Chk	Key
100	29/01/2022			

Consultants	Key Plan
Structural Engineer	
Building Control	
Quantity Surveyor	
Contractor	

Dallas-Pierce-Quintero 1 Mentmore Terrace, London, E8 3PN +44 20 8088 1880 info@d-p-q.uk www.d-p-q.uk		Enfield Museum 38 London Rd, London Enfield EN2 6DS		Wall Type Mezzanine Enfield Museum	
Project No. 1170	Scale @ A1 1:100	Date 29/01/22	Drawn by CL	Number L_1001	Status Information
					Rev 100



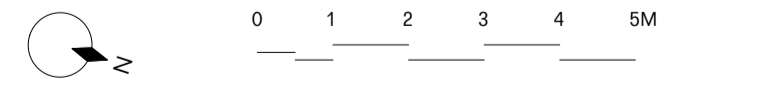
- Entrance Matting
- Existing Metal Tiles - Refurbished
- Forbo Marmoleum
- Forbo Marmoleum
- Tile / Cork Flooring
- Upholstered Seats
- Forbo Marmoleum
- Carpets
- Timber Staircase
- Forbo - Step Safety vinyl
- External Paving

Proposed External Planters
Formed Seats and Exhibit
Displays

Existing Pavement
Outline

Extent of Proposed
Improved Highways

01 Proposed Floor Finishes Ground Floor
1:100



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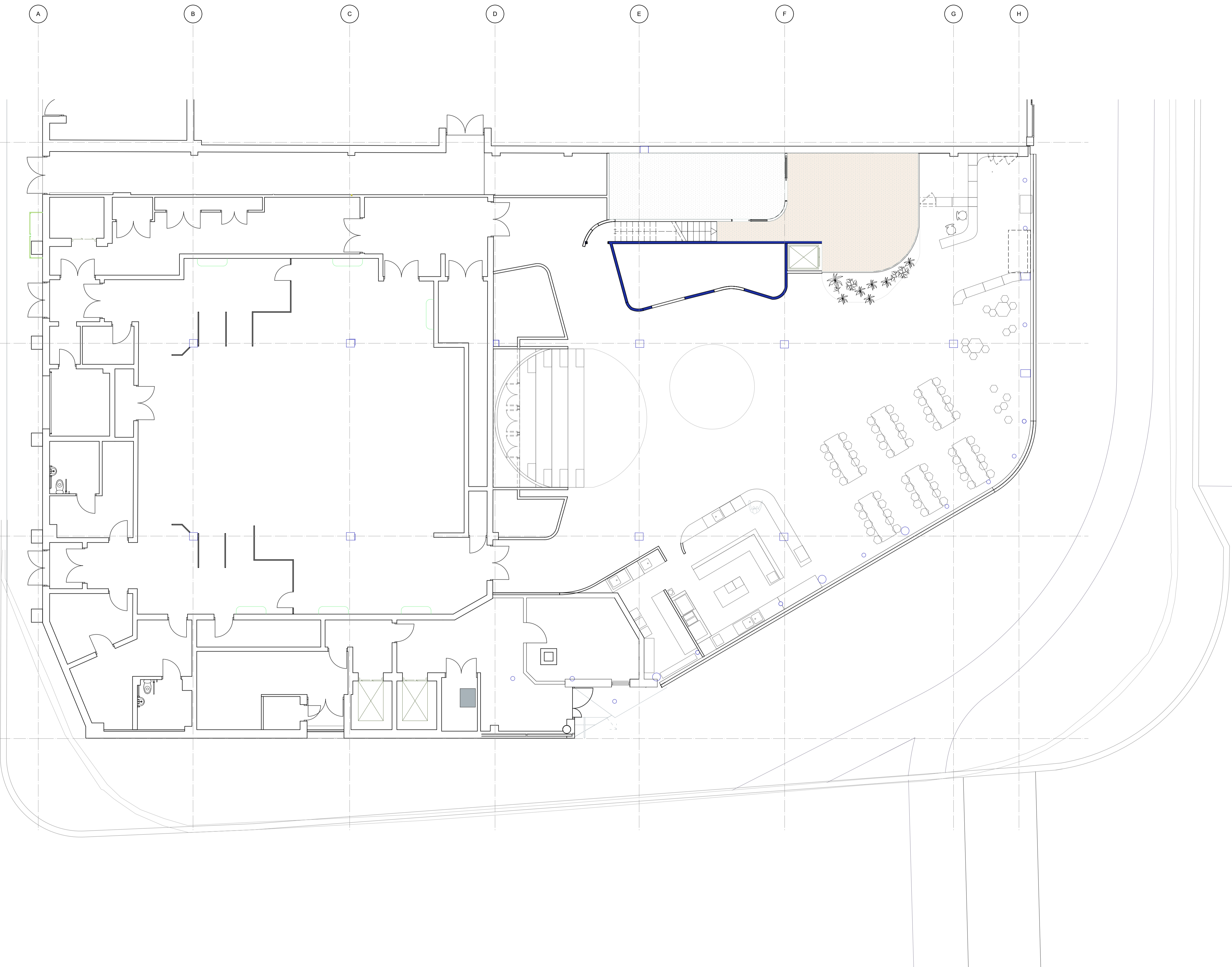
Rev.	Rev. Date	Reason For Issue	Chk	Key
100	29/01/2022	QS Issue Draft		

Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan

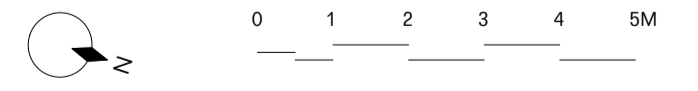
Project No.	Scale @ A1	Date	Drawn by	Number	Status	Rev
1170	1:100	29/01/22	CL	L_4000	Information	100

Dallas-Pierce-Quintero 1 Mentmore Terrace, London, E8 3PN +44 20 8088 1880 info@d-p-q.uk www.d-p-q.uk		Title Ground Floor Plan Proposed Floor Finishes		Client Enfield Museum	
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- Forbo Marmoleum
- Safety Paint on Concrete Deck

01 Proposed Floor Finishes Mezzanine
1:100



General Notes

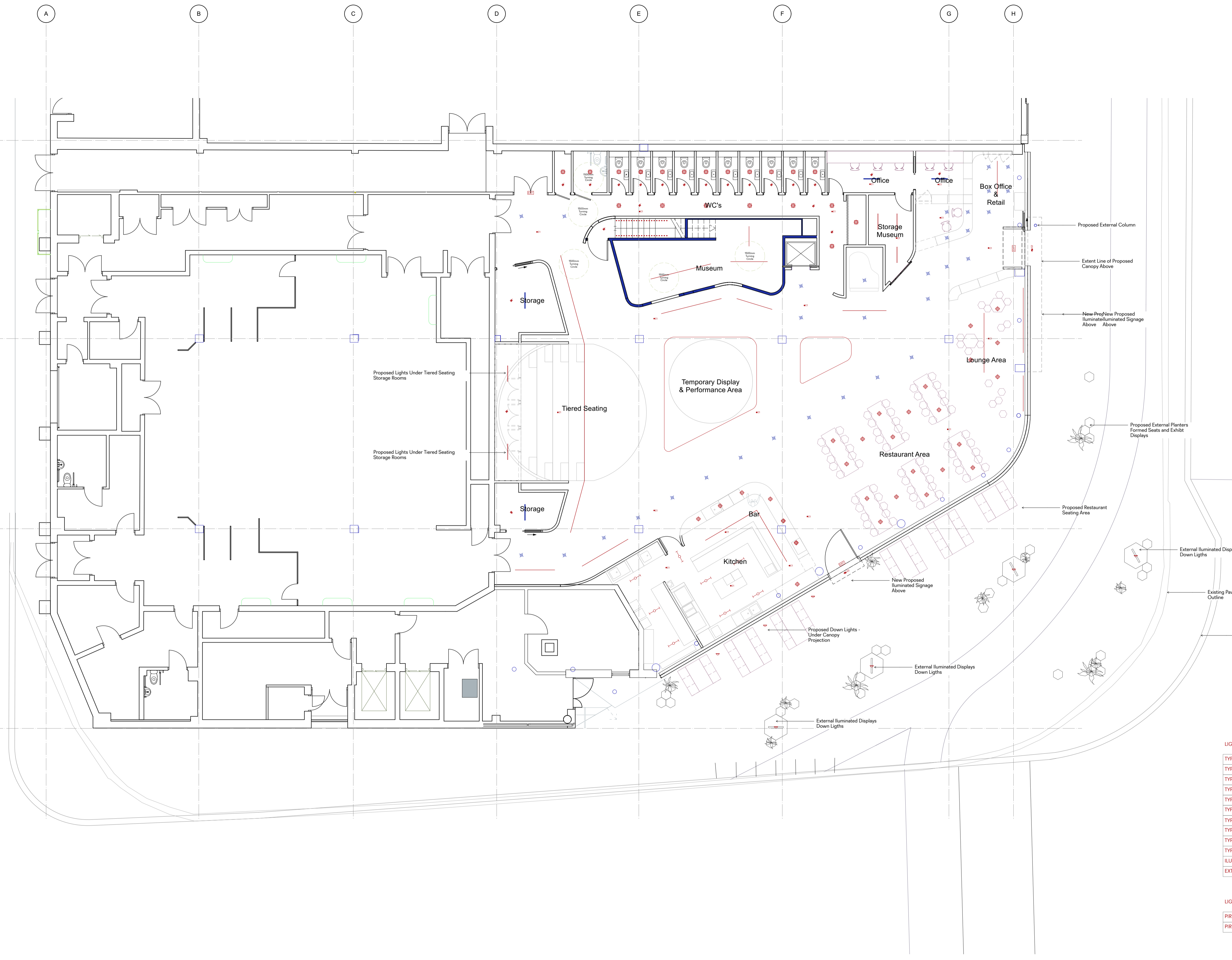
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100	29/01/2022	QS Issue Draft		

Consultants	Key Plan
Structural Engineer	
Building Control	
Quantity Surveyor	
Contractor	

Dallas-Pierce-Quintero 1 Mentmore Terrace, London, E8 3PN +44 20 8088 1880 info@d-p-q.uk www.d-p-q.uk		Enfield Museum 38 London Rd, London Enfield EN2 6DS		Enfield Museum Client	
Project No. 1170		Scale @ A1 1:100		Date 29/01/22	
Drawn by CL		Number L_4001		Status Information	
Rev 100					



LIGHTING TYPES

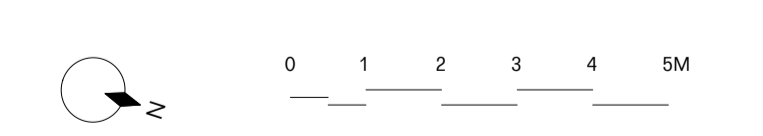


LIGHTING LEGEND

TYPE A - LINEAR LED LIGHTS	
TYPE B - LED LINEAR LIGHTS	
TYPE C - RECESSED LED STRIP	
TYPE D - RECESSED SPOT IP RATED	
TYPE E1 - STAND ALONE SELF TEST EMERGENCY LED DOWNLIGHT	
TYPE E2 - SURFACE MOUNTED IP65 LED SELF-TEST EMERGENCY BULKHEAD LUMINAIRE	
TYPE F - FEATURE CYLINDER PENDANT LIGHT	
TYPE G - TRACK LIGHTING / EXHIBITION LIGHTING	
TYPE H - LED CYLINDER PENDANT LIGHT	
TYPE K - KITCHEN LIGHT SUSPENDED LED IP RATED	
ILLUMINATED LED EMERGENCY EXIT SIGN	
EXTERNAL DOWNLIGHT	

LIGHTING CONTROL

PIR PRESENCE DETECTOR	
PIR ABSENCE DETECTOR	



01 Proposed Floor Finishes Mezzanine
1:100

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100	29/01/2022			

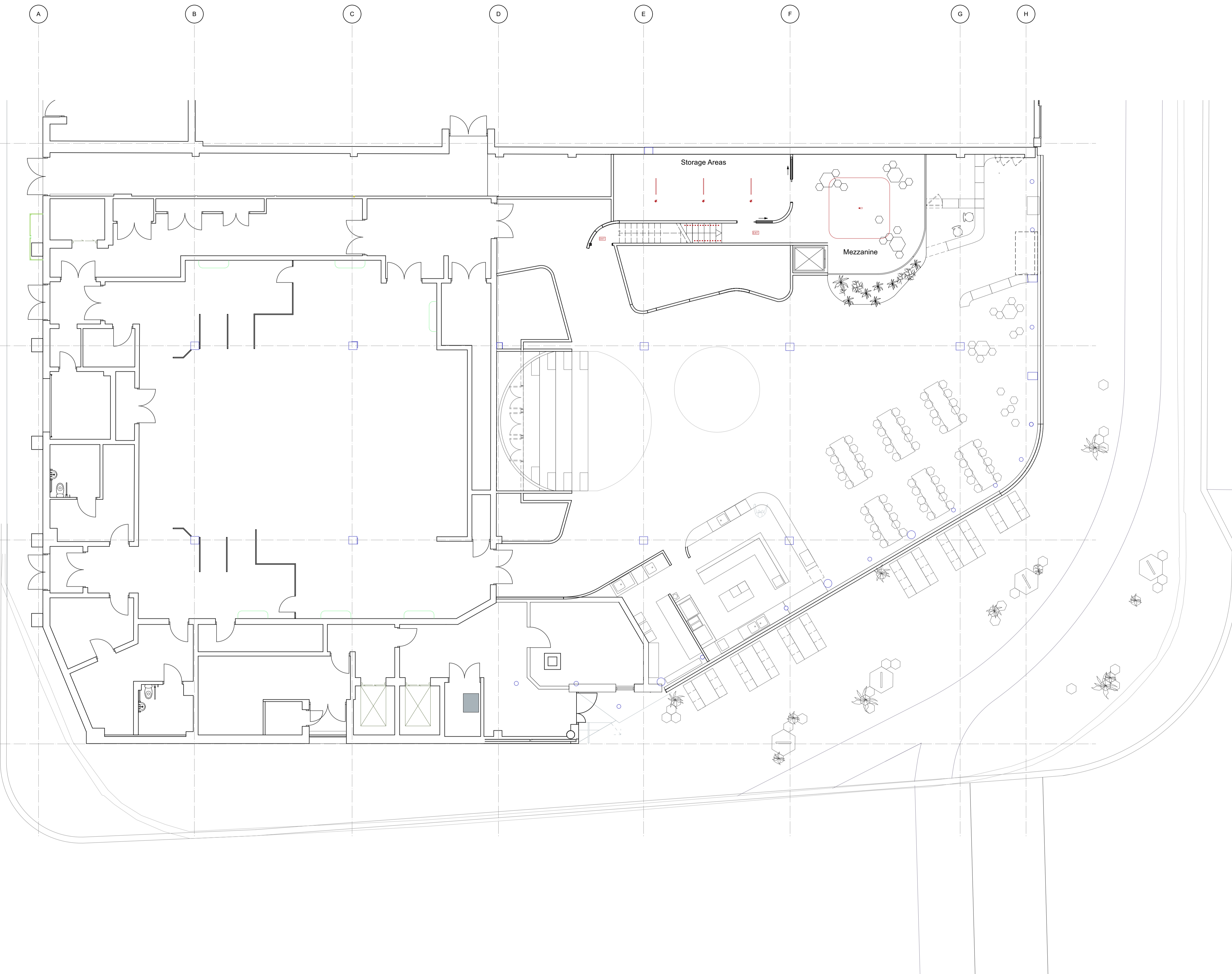
Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan

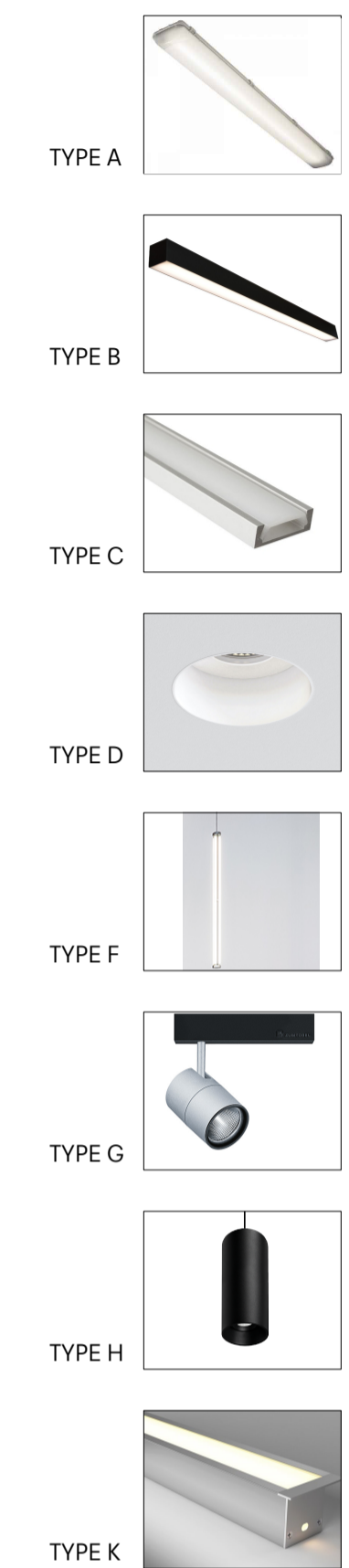
Project
Enfield Museum
38 London Rd, London
ENfield EN2 6DS

Dallas-Pierce-Quintero
1 Mentmore Terrace, London, E8 3PN
info@d-p-q.uk
www.d-p-q.uk

Title	Client
Lighting Plan Ground Floor	Enfield Museum
Project No. 1170	Scale @ A1 1:100
Date 29/01/22	Drawn by CL
Number L_4500	Status Information
Rev 100	

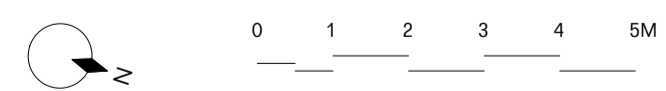


LIGHTING TYPES



LIGHTING LEGEND

TYPE A - LINEAR LED LIGHTS	
TYPE B - LED LINEAR LIGHTS	
TYPE C - RECESSED LED STRIP	
TYPE D - RECESSED SPOT IP RATED	
TYPE E1 - STAND ALONE SELF TEST EMERGENCY LED DOWNLIGHT	
TYPE E2 - SURFACE MOUNTED PIR LED SELF TEST EMERGENCY BULKHEAD LUMINAIRE	
TYPE F - FEATURE CYLINDER PENDANT LIGHT	
TYPE G - TRACK LIGHTING / EXHIBITION LIGHTING	
TYPE H - LED CYLINDER PENDANT LIGHT	
TYPE K - KITCHEN LIGHT SUSPENDED LED IP RATED	
EXTERNAL UPLIGHT	
EXTERNAL DOWNLIGHT	
ILLUMINATED LED EMERGENCY EXIT SIGN	
LIGHTING CONTROL	
PIR PRESENCE DETECTOR	
PIR ABSENCE DETECTOR	



01 Proposed Floor Finishes Mezzanine
1:100

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100	29/01/2022			

Consultants	Key Plan
Structural Engineer	
Building Control	
Quantity Surveyor	
Contractor	

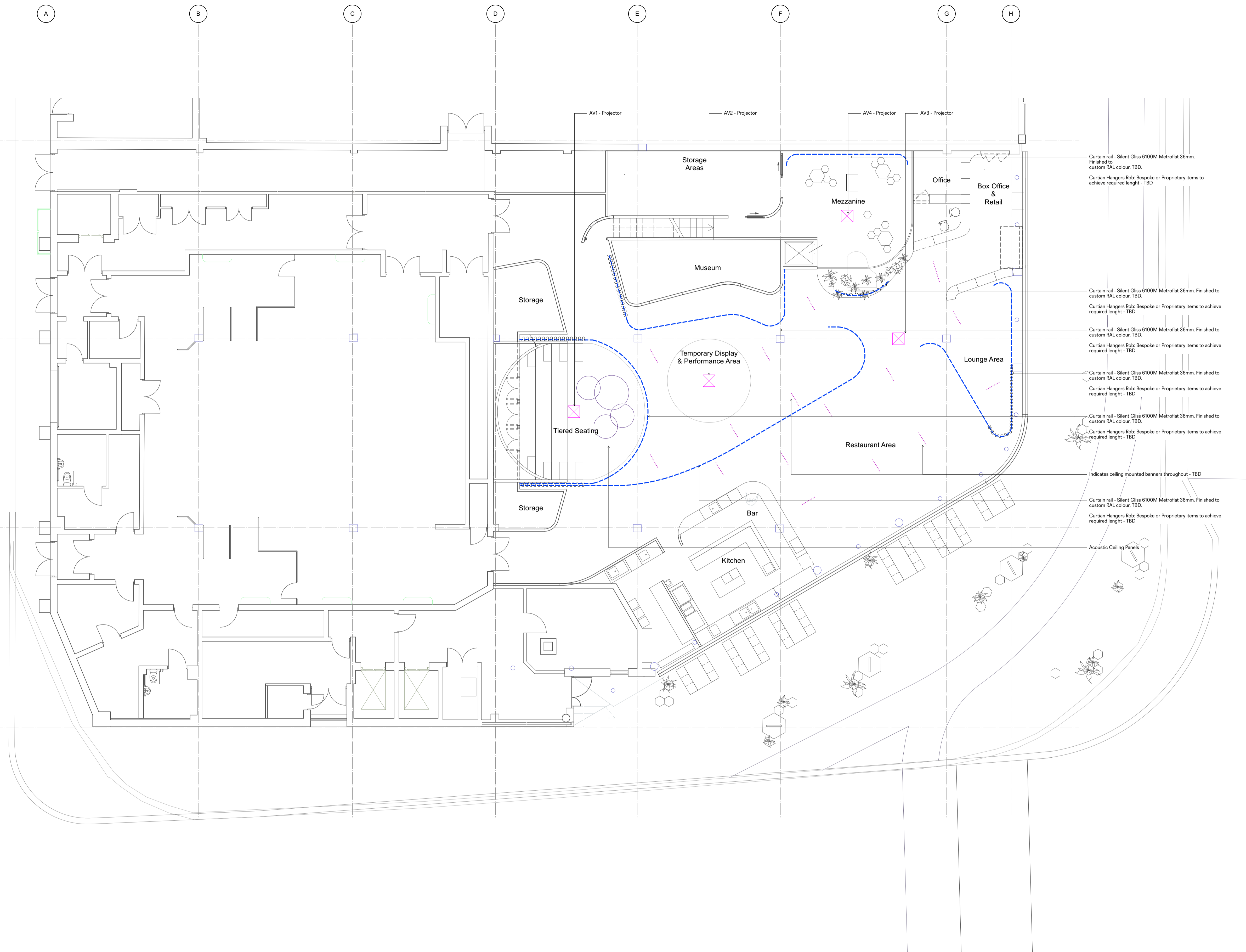
Dallas-Pierce-Quintero
 1 Mentmore Terrace, London, E8 3PN
 +44 20 8088 1880
 info@d-p-q.uk www.d-p-q.uk

Project
Enfield Museum
 38 London Rd, London
 Enfield EN2 6DS

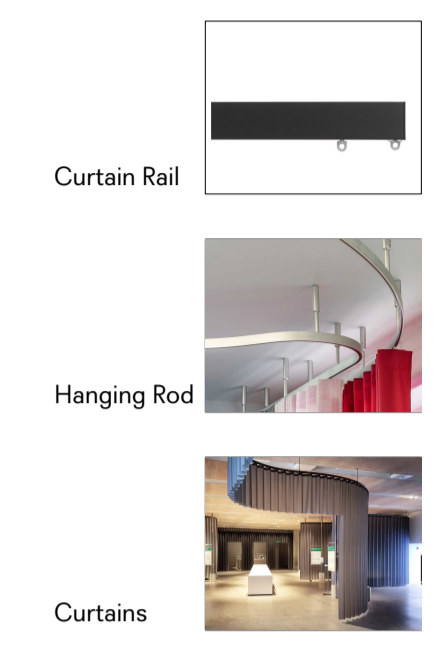
Title
Lighting Plan Mezzanine

Client
Enfield Museum

Project No. 1170	Scale @ A1 1:100	Date 29/01/22	Drawn by CL	Number L_4501	Status Information	Rev 100
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CURTAIN AND TRACK TYPES



Note: Curtains Types A & B - TBD
Fabrics by Creation Bauman

GB.01
Graphic Banners: Allow for high level banners
proprietary fixing and mounting rods.
AV / Interactivities: Allow for AV Hardware and Projector

CP.01
Ceiling Panels: Allow for Acoustic Panels

Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtain Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD

Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtain Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD

Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtain Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD

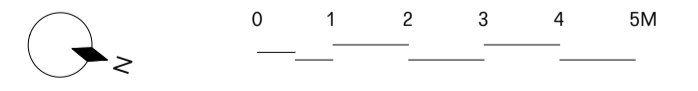
Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtain Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD

Indicates ceiling mounted banners throughout - TBD

Curtain rail - Silent Gliss 6100M Metroflat 36mm. Finished to custom RAL colour, TBD.
Curtain Hangers Rob: Bespoke or Proprietary items to achieve required length - TBD

Acoustic Ceiling Panels

01 Proposed Curtain Track and Curtains
1:100



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Rev.	Rev. Date	Reason For Issue	Chk	Key
100	04/02/2022	QS Issue Draft		

Consultants
Structural Engineer
Building Control
Quantity Surveyor
Contractor

Key Plan

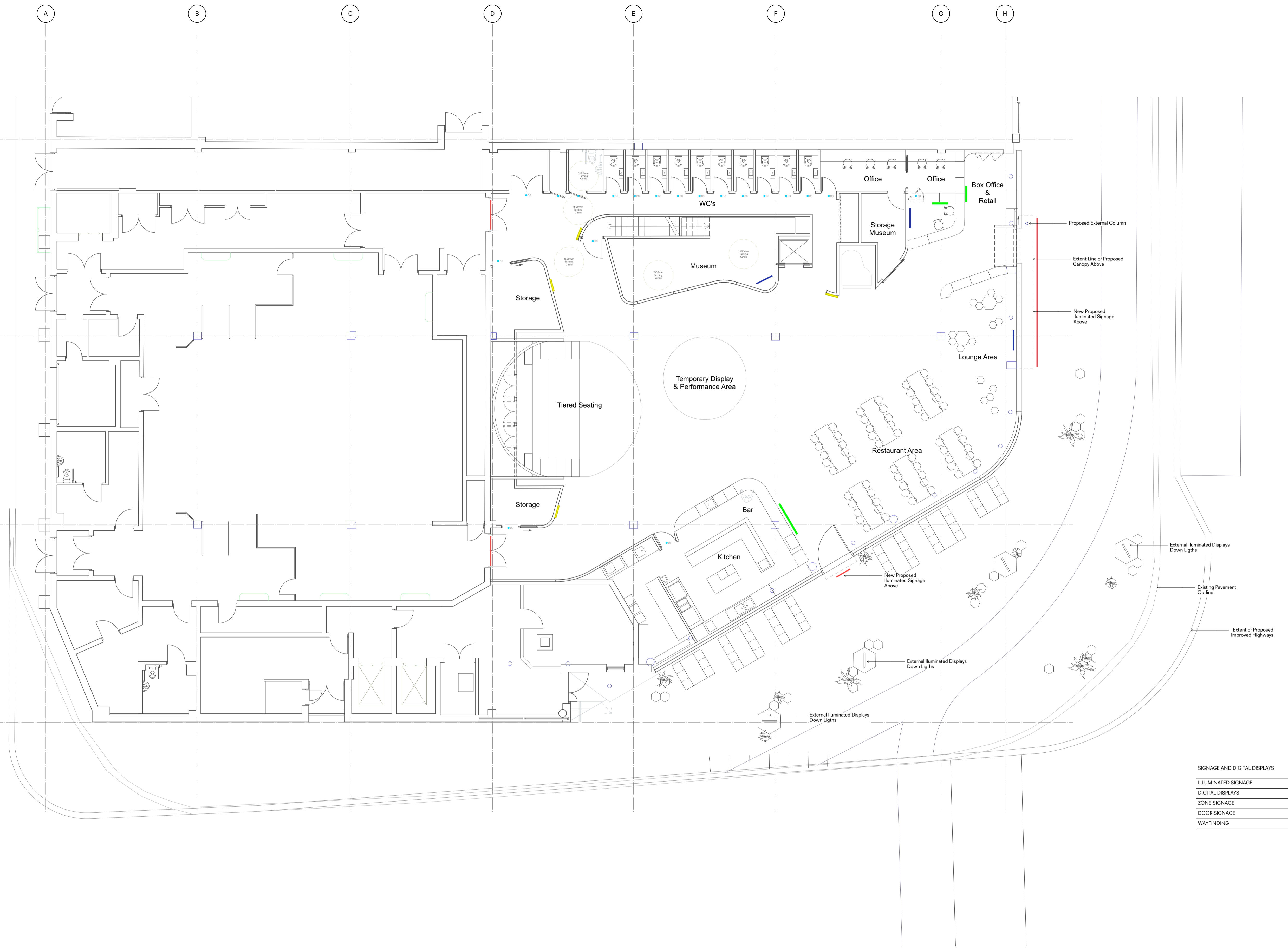
Project No.	Scale @ A1	Date	Drawn by	Number	Status	Rev
1170	1:100	29/01/22	CL	L_4502	Information	100

Dallas-Pierce-Quintero
1 Mentmore Terrace, London, E8 3PN
+44 20 8088 1680
info@d-p-q.uk www.d-p-q.uk

Enfield Museum
39 London Rd, London
Enfield EN2 6DS

Proposed RCP Signage, Curtains and AV

Enfield Museum



SIGNAGE AND DIGITAL DISPLAYS

ILLUMINATED SIGNAGE	Red line
DIGITAL DISPLAYS	Blue line
ZONE SIGNAGE	Green line
DOOR SIGNAGE	Blue dot with 'DS'
WAYFINDING	Yellow line

01 Proposed Floor Finishes Mezzanine
1:100

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Rev.	Rev. Date	Reason For Issue	Chk	Key
100	29/01/2022			

Consultants	Key Plan
Structural Engineer	
Building Control	
Quantity Surveyor	
Contractor	

Dallas-Pierce-Quintero

1 Mentmore Terrace, London, E8 3PN
+44 20 8088 1880

Project No. 1170

Scale @ A1 1:100

Date 29/01/22

Drawn by CL

Number L_4600

Status Information

Rev 100

Enfield Museum

38 London Rd, London
Enfield EN2 6DS

Signage and Display Layout

Client Enfield Museum

0 1 2 3 4 5M

Thank you

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Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups you consulted and their views. Consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

Title of service activity / policy/ strategy/ budget change/ decision that you are assessing	Dugdale Refurbishment
Lead officer(s) name(s) and contact details	Rebekah Polding rebekah.polding@enfield.gov.uk 07894 700931
Team/ Department	Cultural Development Property and Economy Place
Executive Director	Sarah Cary
Cabinet Member	Councillor Ian Barnes
Date of EqIA completion	22/02/2022

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

The proposal is to refurbish the Dugdale Arts Centre, improving its capacity as a sustainable placemaking cultural hub for Enfield Town.

The proposal responds to the need and opportunity created by the conversion of floors one and two of Thomas Hardy House to a Children and Family Services Hub, including:

- addressing the need to make Museum of Enfield a central feature,
- to create a full size, environmentally friendly commercial kitchen able to serve 75 covers and provide revenue for the service,
- to create an outward-facing and engaging approach to the centre which makes use of the surrounding public realm
- retaining existing theatre whilst creating new cultural spaces including permanent and temporary museum exhibition display, education space, pop-up retail point for local creative businesses, gallery area and flexible seating and performance areas.

The proposal will deliver an improved visitor experience at the Dugdale Arts Centre, improved visibility of the museum, capacity to deliver additional programming day and

evening including for schools, a sustainable income stream to support cultural activity, a public welcome to Enfield Town Centre and a key cultural and community anchor point for a revitalised Enfield Town, including its evening economy.

Staff, service users and the wider community will be impacted. The DAC will have new office spaces and operational capabilities for staff to manage. Service users will have an improved experience including new entryways and flow around the building, additional cultural opportunity and new locally-sourced and sustainable food offer including evening dining. Wider community will benefit from the improved public realm and welcome to Enfield Town, with a boosted evening economy.

SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Age

This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g. older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

People of all ages will be able to access and benefit from the refurbishment of the Dugdale Arts Centre. There have always been and will continue to be cultural offers and activities for all age groups at the Dugdale Arts Centre, including performances for families with young children and content delivered by and enjoyed by older people.

The refurbished centre will continue to offer programming and a welcome to all age groups.

There are proportionately more children and young people under 20 in Enfield than in both London and England overall. While, the percentage of over 65s in Enfield is still lower than in England overall.¹ However, Enfield's over 65 population is predicted to grow by 23% in the next 10 years and is the part of our population projected to grow fastest.

Children and young people in education may also particularly benefit from this proposal as it includes opportunities for school trips and educational engagement.

The architect brief includes the importance of an inclusive welcome to all age groups, with appropriate provision for e.g. older people with mobility or sight impairments or the safety and enjoyment of young children on site.

Mitigating actions to be taken

No mitigating action to be taken.

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

We anticipate that the refurbishment to the Dugdale will have a positive impact on people affected by disability. As part of its inclusive approach the Dugdale Arts Centre welcomes

¹ <https://new.enfield.gov.uk/services/your-council/borough-and-wards-profiles/borough-profile-2020-your-council.pdf>

people with all abilities who will be able to participate in the cultural offer and activities.

Estimates from 2020 indicate that, among working-age people (aged 16-64 years) in Enfield, 53,000 had some level of disability – around 25% of the working-age population².

Physical access into the building and activities

Access to the Dugdale Centre and the activities on offer for people with physical disabilities will need to be taken into consideration in the design process to ensure all residents can access the building.

Mental health

In Enfield, around a fifth of adults are estimated to have depression or anxiety, while one tenth of children and young people are estimated to have a mental health disorder. This comes at both a human and financial cost: the estimated annual cost of common mental disorders (depression or anxiety) in Enfield is £98 million. In addition, as the number of people with long term conditions increases and with an ageing population who may experience high levels of physical inactivity and social isolation, innovative and effective treatments is necessary. Engagement in art and culture can help manage mental-ill health and support recovery³, as well as creating space for social connection.

Mitigating actions to be taken

We will ensure that there is full wheelchair access and that a wide range of disabilities are considered and addressed in design, including accessible signage and careful sound design.

The Council's disability advisory group are meeting with architects in March 2022 to review and comment on plans.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

We do not have robust local data with regard to gender reassignment, however GIRES estimates that around 650,000 people in the UK, 1% of the population, are estimated to experience some degree of gender non-conformity. If GIRES' estimates are correct and the distribution among Enfield's population were typical of their national research, this would equate to around 3,350 individuals with some degree of gender non-conformity.

Having facilities that everyone can use – like gender-neutral single stall toilets and

² 2021 borough profile. <https://new.enfield.gov.uk/services/your-council/borough-and-wards-profiles/borough-profile-2021-your-council.pdf>

³ Coulton, S., Clift, S., Skingley, A. & Rodriguez, J. Effectiveness and cost-effectiveness of community singing on mental health-related quality of life of older people: randomised controlled trial. *Br. J. Psychiatry J. Ment. Sci.* 207, 250–255 (2015)

changing rooms with private space makes life easier for many people, including families, people with disabilities and many LGBTQ+ people. If access to public toilets is restricted for trans peoples' this can severely limit their ability to live their lives freely.⁴

Mitigating actions to be taken

The new toilets in the Dugdale Arts Centre will be gender neutral. This addresses issues that people who have undergone or undergoing gender assignment may face in public toilet facilities. As part of its inclusive approach the Dugdale Arts Centre welcomes all people whether or not they have undergone or are undergoing gender reassignment so that they can participate in the cultural offer and activities being delivered through the refurbishment.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

It is considered that this proposal is unlikely to have a disproportionate impact on the grounds of Marriage and Civil partnership.

Mitigating actions to be taken

No mitigating action to be taken.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

The refurbishment to the Dugdale Arts Centre will have a positive impact on all people including those who are pregnant or going through the maternity period. The refurbishment will ensure that a range of recreational and cultural activities are available that will appeal to a wide range of people, including people who are pregnant or going through the maternity period.

The birth rate in Enfield was 15.1 births per 1000 people in 2016, approximately 28 per cent above the national average that year of 11.8, though on par with the Outer London average of 15.0 per 1000 people. Therefore, there are statistically more likely to be

⁴ <https://www.stonewall.org.uk/truth-about-trans#public-toilets>

pregnant and maternal people who reside in Enfield than the national average.

Toilet facilities

Females have more reasons and take longer to use a toilet than men, for example due to periods or pregnancy, and the lack of equality in toilet provision for females is well-recognised⁵.

British Toilet Association advises that for every 10,000 people using an area, there should be at least one unisex baby-changing facility. Alternatively, changing units should be provided in both the male and female washrooms.⁶

Mitigating actions to be taken

The toilets in the Dugdale centre are publicly accessible (not just to paying customers).

The centre also regularly hosts a Breastfeeding Mums Café session and will continue to do so following refurbishment.

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

The refurbishment to the Dugdale Arts Centre will have a positive impact on all people including people from different ethnicities or national origins.

The redesign of Museum of Enfield will place a greater emphasis on the history of Enfield's people than was possible with the previous arrangement. The diversity of our community will, be more fully represented and will provide a more positive, inclusive welcome. This includes the opening temporary exhibition, Stories of Enfield, which features heritage work from 15 different community groups including several groups based on race.

Mitigating actions to be taken

No mitigating action to be taken.

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

⁵ <https://www.kingsfund.org.uk/blog/2019/04/do-we-care-enough-public-toilets>

⁶ <http://www.btaloos.co.uk/>

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

The refurbishment of the Dugdale Centre will have a positive impact on all residents regardless of their religion or belief. The refurbishment will ensure that a range of recreational and cultural activities are available that will appeal to a wide range of people.

Mitigating actions to be taken

No mitigating action identified.

Sex

Sex refers to whether you are a female or male.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on females or males?

Please provide evidence to explain why this group may be particularly affected.

According to the Census 2011, in Enfield 48.9 per cent of residents identify as male and 51.1 per cent as female. This is very similar to the percentage split for London as a whole (49 per cent male, 51 per cent female).

The refurbishment of the Dugdale Centre will have a positive impact on all residents regardless of their sex. The refurbishment will ensure that a range of recreational and cultural activities are available that will appeal to a wide range of people, regardless of their sex.

Toilet and baby changing provision

Some females have more reasons and take longer to use a toilet than males, for example due to periods or pregnancy, and the lack of equality in toilet provision for females is well-recognised.

The British Toilet Association advises that for every 10,000 people using an area, there should be at least one unisex baby-changing facility. Alternatively, changing units should be provided in both the male and female washrooms.⁷

Mitigating actions to be taken

The new toilets in the Dugdale Arts Centre will be gender neutral. This removes any inequality between provision for male and female customers and will have a positive impact for all.

⁷ <http://www.btaloos.co.uk/>

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

The refurbishment of the Dugdale Centre will have a positive impact on all residents regardless of their sexual orientation. The refurbishment will ensure that a range of recreational and cultural activities are available that will appeal to a wide range of people, regardless of their sex.

Mitigating actions to be taken

No mitigating action to be taken.

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

The service being retendered is for any vulnerable female from any socio-economic group who requires support from domestic abuse.

The refurbishment of the Dugdale Centre will have a positive impact on all residents regardless of their socio-economic circumstance. The refurbishment will ensure that a range of recreational and cultural activities are available that will appeal to a wide range of people. The extended cultural offer will particularly benefit people from low income or deprived communities in Enfield.

Mitigating actions to be taken.

No mitigating action to be taken.

SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

The service is monitored on a quarterly basis. Attendance figures will be reviewed to ensure that no fewer customers than previously attend the centre. Provision for young people is monitored specifically and will also be checked to ensure that there is no diminution in service.

Responsibility will lie with the Head of Cultural Development and Dugdale Programme Manager.

SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments

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