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## **REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL**

**Tuesday, 30th January, 2024 at 7.00 pm in the** Conference Room,  
Civic Centre, Silver Street, Enfield, EN1 3XA

### **Membership:**

Mahmut Aksanoglu (Chair), Hivran Dalkaya, Mohammad Islam (Deputy Mayor),  
Joanne Laban, David Skelton, Edward Smith, Nelly Gyosheva and Ahmet Hasan  
(Associate Cabinet Member (Enfield North))

### **AGENDA – PART 1**

**1. WELCOME & APOLOGIES**

**2. DECLARATIONS OF INTEREST**

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

**3. MINUTES OF PREVIOUS MEETINGS (Pages 1 - 10)**

To agree the minutes of the previous meetings held on 12<sup>th</sup> October and 1<sup>st</sup> November 2023.

**4. PLANNING PERFORMANCE (Pages 11 - 22)**

To receive the report and presentation of Karen Page, Head of Planning & Building Control.

**5. WORK PROGRAMME 2023/24** (Pages 23 - 24)

To note the Regeneration & Economic Development Scrutiny Panel Work Programme 2023/24.

**6. DATES OF FUTURE MEETINGS**

To note the date of the next meeting as follows:

Tuesday 26 March 2024

The meeting will commence at 7:00pm and will be held in the Conference Room at the Civic Centre.

**7. EXCLUSION OF THE PRESS AND PUBLIC**

To consider passing a resolution under Section 100(A) of the Local Government Act 1972 excluding the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006). (Members are asked to refer to the part 2 agenda.)

**AGENDA – PART 2**

**8. STRATEGIC INDUSTRIAL LAND** (Pages 25 - 48)

To receive a presentation from Nick Denny, Director of Property.

**This item will contain exempt information as defined in Paragraph 3 (Information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A 3 to the Local Government Act 1972, as amended.**

## **MINUTES OF THE MEETING OF THE REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL HELD ON THURSDAY, 12TH OCTOBER, 2023**

**MEMBERS:** Councillors Mahmut Aksanoglu (Chair), Hivran Dalkaya, Ahmet Hasan, Mohammad Islam (Deputy Mayor), Joanne Laban, Edward Smith, (Associate Cabinet Member (Enfield North), Mahym Bedekova and Hannah Dyson

**Officers:**

Joanne Drew (Director of Housing & Regeneration), Richard Eason (Programme Director, Journeys & Places) Andrea Bugli (Capital Delivery Manager, Place Shaping Team), Amena Matin (Head of Regeneration)

**Also Attending:**

Councillor Nesil Caliskan, Leader of the Council  
Adam Messaili, Enfield Youth Council Member

### **1. WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting and introductions were made.

Apologies for absence were received from Cllr Nelly Gyosheva and Cllr David Skelton. Cllr Gyosheva was substituted by Cllr Mahym Bedekova, and Cllr Skelton was substituted by Cllr Dyson.

Apologies for lateness were also received from the Leader of the Council, Cllr Nesil Caliskan.

### **2. DECLARATIONS OF INTEREST**

In respect of item 4, Cllr Mahym Bedekova advised that she was the landlord of a property close to Edmonton Green Town Centre.

### **3. MINUTES OF PREVIOUS MEETING**

**AGREED** the minutes of the meeting held on 26 April 2023.

### **4. TOWN CENTRES**

Richard Eason (Programme Director, Journeys & Place) and Andrea Bugli (Capital Delivery Manager Place Shaping Team) provided the Panel with a presentation capturing the latest activity, opportunities, engagement activities and local support within the Borough's primary Town Centres.

Questions were invited from Members.

## REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL - 12.10.2023

Members had queries on the Pearson's refurbishment, to which officers explained that Palace Gardens are considering a 'light-touch' redesign, which could possibly see the rear exterior shop front being pushed forward to the overhang to allow for better dressing of the shop window. The Council's role is to provide planning permissions. The Council has held discussions with Palace Gardens and owner representatives on their proposals. Officers confirmed they are having active conversations to ensure that the proposals are attractive while offering a safe environment for all and, by improving the quality of the public realm, the hope was to attract more people to Enfield Town Centre. It was advised that the planning application for Pearson's can be viewed on the Enfield Council Planning Portal.

Members raised concerns on possible plans to change the market square cobble stones which have been in place since Tudor times, and it was reiterated that residents would not be happy to see these removed. Officers advised that they had received a wide range of public opinion on the cobbles. However, to move forward with any proposal for this area, a planning application would have to be submitted to Enfield Council which would follow the same process as any other development issue. The heritage of this area would play a key role in any planned development and no changes would be made without a discussion with the Market Trust.

Members requested clarification on the proposed plans for Coleman Parade and whether these included a dedicated loading bay. Officers advised that the current plans would see the slip road pedestrianised, and the loading bay moved forward to the carriage side of the road.

As requested at the previous meeting of the Regeneration & Economic Development Scrutiny Panel, Members were still awaiting an update on the proposed numbers and location of the electrical charging points which were currently situated at Coleman Parade.

**Action:** Officers will clarify and circulate this information to Members as soon as possible.

In response to questions regarding the Enfield Town Art mural alongside Marks & Spencer, towards Cecil Road, Officers advised that it is designed to lighten the alleyway making it feel more pleasant to walk through. Close work will continue with council colleagues who inherit the maintenance of the mural with careful thought being given to the future revenue stream for its ongoing upkeep. It was also confirmed that there was a Youth Engagement Action Plan in place and the young people champions had been involved with the murals in other town centres in the borough.

In response to concerns raised regarding the safety of the proposed neighbourhood spaces, especially at night-time, Officers confirmed that they are working closely with the council's Community Safety and CCTV teams together with the Met Police's Design Out Crime Team to ensure the safety of these areas and this has always been a priority in the design process.

## **REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL - 12.10.2023**

Further information was provided on the launch of Angel Yard, the Living Room Library and the Fore Street murals and officers answered questions raised by members relating to these projects. The presentation also included further updates on the proposed plans for Palmers Green and Southgate.

The Chair thanked Officers for their informative update.

The Panel agreed:

I. To note the report and looked forward to receiving further updates when available.

Richard and Andrea left the meeting at this point.

### **5. ECONOMIC CONDITIONS AND IMPACT ON HOUSING**

Amena Matin, Head of Regeneration & Growth presented this item, which provided an overview of the current economic conditions, progress at Joyce Avenue and Snells Park (J&S) estates, successes, which there have been a number of, particularly around resident engagement and procurement of grant funding, as well as challenges and responses to these, which has included the mobilisation of the professional services team to progress the masterplan for up to 2000 homes over 10 phases which has good support from residents.

A lot has been happening on the estates in terms of the Council's investments and overall commitment to this project. There have however been a number of challenges; the economy has changed since the start of the project in terms of interest rates, building costs and other external factors, which have all impacted on affordability and viability of the scheme. The other changes relate to enhanced building regulatory standards which were not known in September 2021. However, the Council is continuously reviewing the affordability and viability of the scheme and exploring delivery routes to offset the call on debt and respond to market conditions.

Questions were invited from members.

In response to concerns from Members regarding the viability of the scheme the Leader of the Council, Cllr Caliskan confirmed that there was still a political commitment for the plan to proceed and the way to ensure this would include a re-design, applying for extra grant funding and looking to work with a wide range of partners. She added that the Council are open to looking at the chronology of the phasing so that the scheme can progress and de-risk any loss of grant funding.

Members sought clarification regarding the requirement of a second staircase and Officers advised that in December 2022 the Mayor of London indicated that this would be a requirement in all new high-rise buildings above 30m and more recently (July 2023) Government has announced an intention to move to a secondary stair exit at 18m which has impacted on the scheme progression through planning as the Council intends to redesign and future proof the homes. Therefore, the tender process was abandoned pending a new

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procurement. Officers advised that to move forward and have confidence in the viability of the scheme depended on further guidance from the Government and it was hoped that a formal announcement would be made later this year. However, Members were reminded that the whole sector is in the same situation, therefore re-designing schemes seems the best solution at this time, rather than waiting for Government guidance that may never come.

In response to questions regarding funding, it was confirmed that in October 2021, the GLA allocated grant for 338 homes of which 88 will be for existing leaseholders who wish to stay and take up a new shared ownership home and 250 social rented homes for tenants who wish to remain on the estate. The grant funding approved at this stage was £54.4m. A revised bid was submitted in March 2023 to offset the changing inflationary pressures and approved. This increased the grant allocation to £64,476m (an uplift of £10,060m). The Council was then awarded £50m from the GLA Land Fund for buybacks (subject to contract). This is additional subsidy which will be applied to purchase of leaseholder properties, which overall reduces borrowing call on capital in the early years of the HRA Business Plan. Officers said that the Council have received support at all points from the GLA as they have the confidence that the scheme will be delivered.

In response to a question regarding the 50% affordable housing target as part of the strategy, it was confirmed that this is still the aspiration.

Following a question regarding the Council's confidence in Vistry as a partner, and whether they remain as supportive of the scheme as they did two years ago, the Leader said that Vistry are very supportive in the partnership, but it was recognised that there are challenges from their perspective as well as the Council's perspective around viability. As the Leader, Cllr Caliskan said that her responsibility is that the scheme is viable from the Council's perspective but again, recognised that as a partner, Vistry must ensure that their schemes are viable too. She added that one of the benefits of doing the scheme site by site and phase by phase is because had a different approach been adopted, the Council would now be in a situation where the Master Developer would have complete control of the overall site, and therefore as a Council, we would not be able to negotiate at any stage.

The Chair thanked Officers for their report and attendance at the meeting.

The Panel agreed:

I. To note the report.

### **6. WORK PROGRAMME 2023/24**

**NOTED** the Regeneration & Economic Development Scrutiny Panel Work Programme 2023/24.

### **7. DATES OF FUTURE MEETINGS**

**REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL - 12.10.2023**

**NOTED** the date of future meetings as follows:

Wednesday 1 November 2023

Tuesday 30 January 2024

Tuesday 25 March 2024

The meeting ended at 9.00 pm.

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## **MINUTES OF THE MEETING OF THE REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL HELD ON WEDNESDAY, 1ST NOVEMBER, 2023**

**MEMBERS:** Councillors Mahmut Aksanoglu (Chair), Mohammad Islam (Deputy Mayor), Joanne Laban, David Skelton, Edward Smith, Nelly Gyosheva, Ahmet Hasan (Associate Cabinet Member (Enfield North)) and Nia Stevens

**Officers:** Brett Leahy (Director of Planning and Growth), May Hope (Plan Making Manager), Stacey Gilmour (Governance & Scrutiny Officer)

### **Also Attending:**

Cllr Nesil Caliskan (Leader of the Council)  
Adam Messaili (Enfield Youth Council Member)  
Ruth Mobenge (Enfield Youth Council Member)  
Sevgi Rifat (Lead Youth Participation Worker)  
Simon Allin (Local Democracy Reporter)

### **1. WELCOME & APOLOGIES**

The Chair welcomed everyone to the meeting and introductions were made.

Apologies for absence were received from Cllr Hivran Dalkaya who was substituted by Cllr Nia Stevens.

Apologies for lateness were also received from the Leader of the Council, Cllr Nesil Caliskan.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest received regarding any item on the agenda.

### **3. UPDATE ON ENFIELD'S LOCAL PLAN PROGRESS - TO FOLLOW**

Brett Leahy, Director of Planning and Growth introduced the report which provided a comprehensive update on the ongoing development and progress of the new Enfield Local Plan (ELP) as it advances through the various stages of planning. Enfield Council is currently in the process of updating its existing Local Plan, which is a crucial document that will guide the spatial development of Enfield Borough up to and beyond 2041.

Enfield Council's housing target in its Local Plan is set to be inflated from 25,000 to 35,000, with suggestions that at least 9,000 will now be allocated to the Green Belt. The original version of the document was designed to deliver 25,000 homes across the borough up to 2039, but the new version, which will

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be examined by a planning inspector, significantly increases the housing target to 35,000 homes up to 2041.

The new Local Plan is currently being revised before a fresh round of consultation starts next month. It includes proposals to release around 13% of the borough's Green Belt land for development, including large sites at Crews Hill and Vicarage Farm in World's End.

The Green Belt covers around a third of the Enfield Borough and currently protects previously undeveloped land from being built on. Under policies set out in the Local Plan, which was approved in 2021, de-designating the Green Belt is only justified in 'exceptional circumstances'

Following questions on this issue from Members, Brett advised that the Local Plan involved balancing various elements, including housing need, employment, and economic growth. He went on to say that the current Local Plan is out of date and not fit for purpose because it fails the four statutory housing tests. He explained that the consequence of this is the London Plan (finalised in 2021) is also out-of-date as it also fails the four statutory housing tests as set by Government. He added that urban sites alone could not deliver the number of homes, affordable units and family-sized houses needed by the boroughs' residents.

The Leader of the Council, Councillor Nesil Caliskan said that while the London Plan was really critical, the authority also had to work within the framework of national requirements. She added that ultimately a national Planning Inspector would determine whether Enfield's draft Local Plan is adequate or not.

Under further questioning from Members, Officers advised that the new plans for Crews Hill involve building 5,500 homes on a 270-hectare site and that 50% of the site would be developed, with the rest being made up of open space. Vicarage Farm (referred to as Chase Park in the draft Local Plan) is set to deliver 3,765 homes over 167 hectares although landowner Comer Homes has itself suggested building 5,000 here. This would mean more than 9,000 homes being allocated to the Green Belt by the Local Plan in total, up from 6,430 in the previous version of the draft from two years ago. However, these numbers will be confirmed when the revised Local Plan is published next month.

In response to questions from Members regarding the housing mix plans, Officers advised that building on Green Belt sites would allow for greater provision of family homes. 37% of homes at Crews Hill would be three-bedroom and 16% would be four-bedroom, with a target of providing 50% affordable housing across the whole scheme.

In response to a question regarding the public consultation, and the numbers who were for and against building on the Green Belt, it was advised that the Council had received 7,267 responses on the Local Plan. However, a breakdown was not available because it was not a 'yes-or-no' type question.

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Following further discussions, May Hope, Plan Making Manager advised that there are plans to enhance and improve access to the northern part of the borough and to encourage development for recreational uses and leisure activities. She added that money raised from housing schemes would be used to fund projects, which could include local food production, forestry initiatives, landscape restoration projects, eco-tourism, sporting opportunities, natural burial grounds and education and recreational pursuits.

In response to a question regarding the longevity of farming, Officers advised that there was no direction in any of the Local Plan documents seeking to reduce the amount of farmland in the borough in favour of other land uses and said that initiatives such as tree-planting could take place alongside farming.

The Leader of the Council, Councillor Nesil Caliskan concluded by stating that one of the reasons why delivering a Local Plan for Enfield is so challenging is that the borough has the most amount of Green Belt in London but also one of the highest amounts of Strategic Industrial Land (SIL). SIL is protected by the London Plan and Officers said that any that was lost to housing development would have to be re-provided elsewhere in the borough.

The next version of the Local Plan, the Regulation 19 document, is set to be published on 6<sup>th</sup> December. Residents and Councillors will have twelve weeks to examine it before it is debated at the meeting of full council on 6<sup>th</sup> March 2024.

The Chair thanked the Officers for their informative update and their attendance at the meeting.

The Panel agreed:

- I. To note the report and looked forward to receiving further updates as the new Enfield Local Plan progressed.

#### **4. WORK PROGRAMME 2023/24**

**NOTED** the Regeneration & Economic Development Scrutiny Panel Work Programme 2023/24.

#### **5. DATES OF FUTURE MEETINGS**

**NOTED** the date of future meetings as follows:

Tuesday 30 January 2024

Tuesday 25 March 2024

The meeting ended at 21:10 hours.

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## London Borough of Enfield

|                                      |  |
|--------------------------------------|--|
| <b>Report Title</b>                  | Planning Performance                               |
| <b>Report to</b>                     | Regeneration & Economic Development Scrutiny Panel |
| <b>Date of Meeting</b>               | Tuesday 30 January 2024                            |
| <b>Cabinet Member</b>                | Cllr Susan Erbil                                   |
| <b>Executive Director / Director</b> | Brett Leahy  |
| <b>Report Author</b>                 | Karen Page karen.page@enfield.gov.uk               |
| <b>Ward(s) affected</b>              | All  |
| <b>Classification</b>                | Part 1 Public                                      |
| <b>Reason for exemption</b>          | N/A  |

### Purpose of Report

1. To provide an update on the progress of the Planning Wellness and Improvement Project (WIP) which commenced in September 2022 with the aim of improving service performance and officer wellbeing.

### Main Considerations for the Panel

2. To give consideration to the progress made to date in particular in addressing:
  - The backlog of planning applications and enforcement cases
  - The quality of service to customers
  - The wellness of officers

### Background and Options

3. At the start of the transformation process, the Development Management team had over 2200 applications on hand, most of which were legacy (over target) cases. This has reduced now to 629 cases with the majority of live cases being determined within statutory timeframes and without reliance on an Extension of Time. Officer caseloads have also reduced significantly.

4. Similarly, the Planning Enforcement team was carrying a case load of 1446 reports of suspected planning breaches and formal action was only being progressed in response to a limited number of cases.
5. The backlog of enforcement cases has now reduced now to 91 cases with officer caseloads at manageable levels. Over 200 formal notices were served in 2023 representing a significant uplift from the 8 notices served in 2022.
6. Whilst the transformational work undertaken to date has yielded exceptional results, the service will continue to robustly monitor performance and review working practices to ensure workloads remain manageable. We have commenced a review of how we manage appeals, pre-applications and Planning Performance Agreements to ensure that we are working efficiently and delivering high quality outcomes for our customers and communities and continue to explore ways to commercialise our service to provide resilience and help alleviate the budgetary pressures we are facing.

### **Relevance to Council Plans and Strategies**

7. The Planning Wellness and Improvement Project (WIP) supports delivery of the key priorities set out in the Council Plan 2023 to 2026. It also assists in delivering the objectives of the Council's existing and emerging Development Plan Framework.

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**Report Author:** Karen Page  
Head of Planning and Building Control  
Karen.page123@btinternet.com

### **Appendices**

N/A – this item will be supported by a presentation at the meeting.

# Planning Service Wellness and Improvement Project

January 2024

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Striving for excellence



# Development Management Highlights

- August 2022. Service carried 2200 planning applications, with 1960 out of time (backlog) and a growing mountain of complaints.
- Since August 2022 registered a further 4706 applications.
- 16 months later the Service has 629 planning applications awaiting determination with 225 out of time.
- 225 backlog cases left.
- 88% overall reduction.
- Average 80% of all live cases currently determined in time and improving.



# How we did it.....

## Changed how we do things

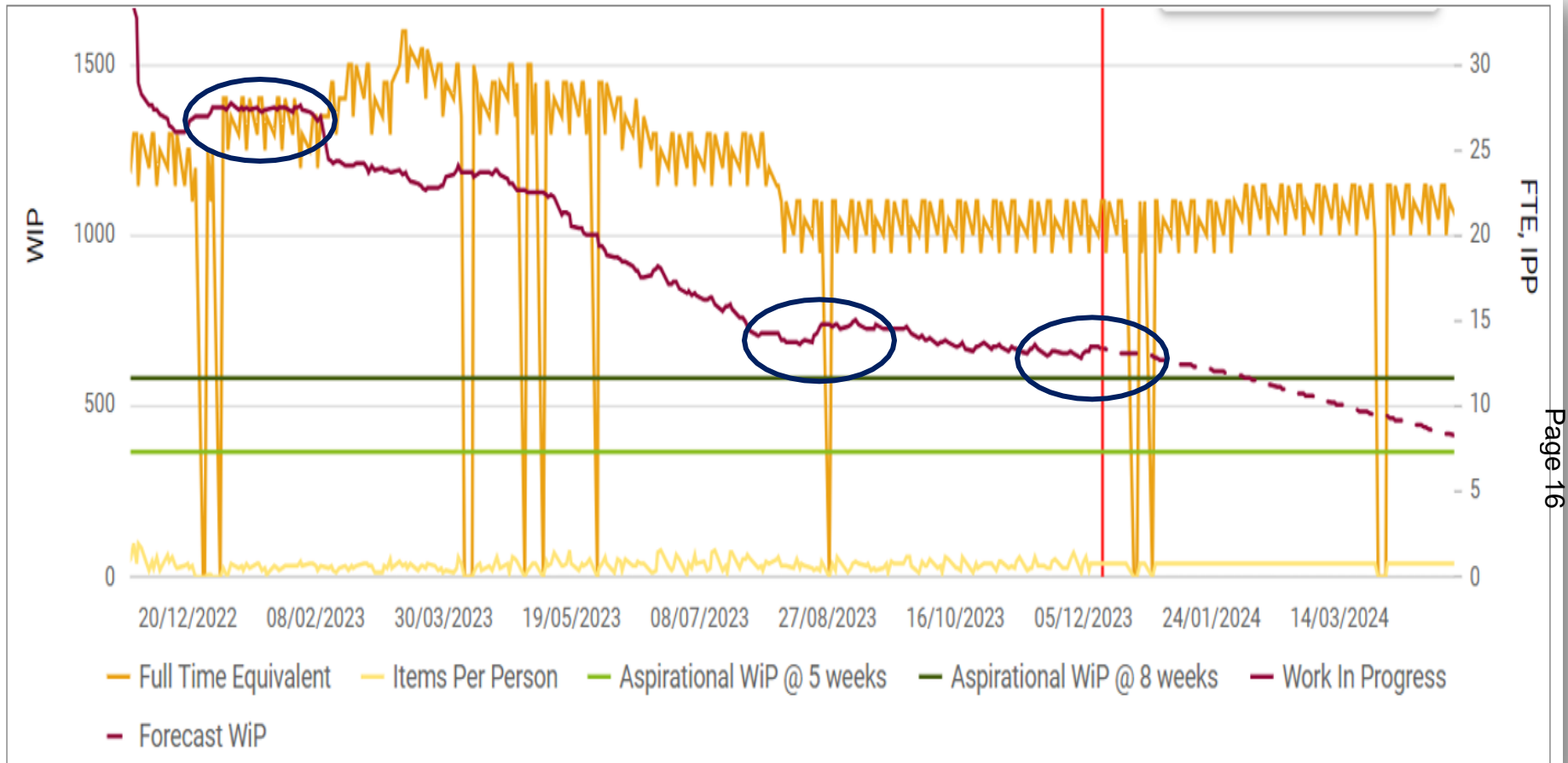
- Streamlined processes
- Focused leadership – defining roles/responsibilities
- Use of forecasting tool
- Established clear expectations for agents/applicants RE: amendments
- Training for consistent approaches

## Secured additional temporary agency support

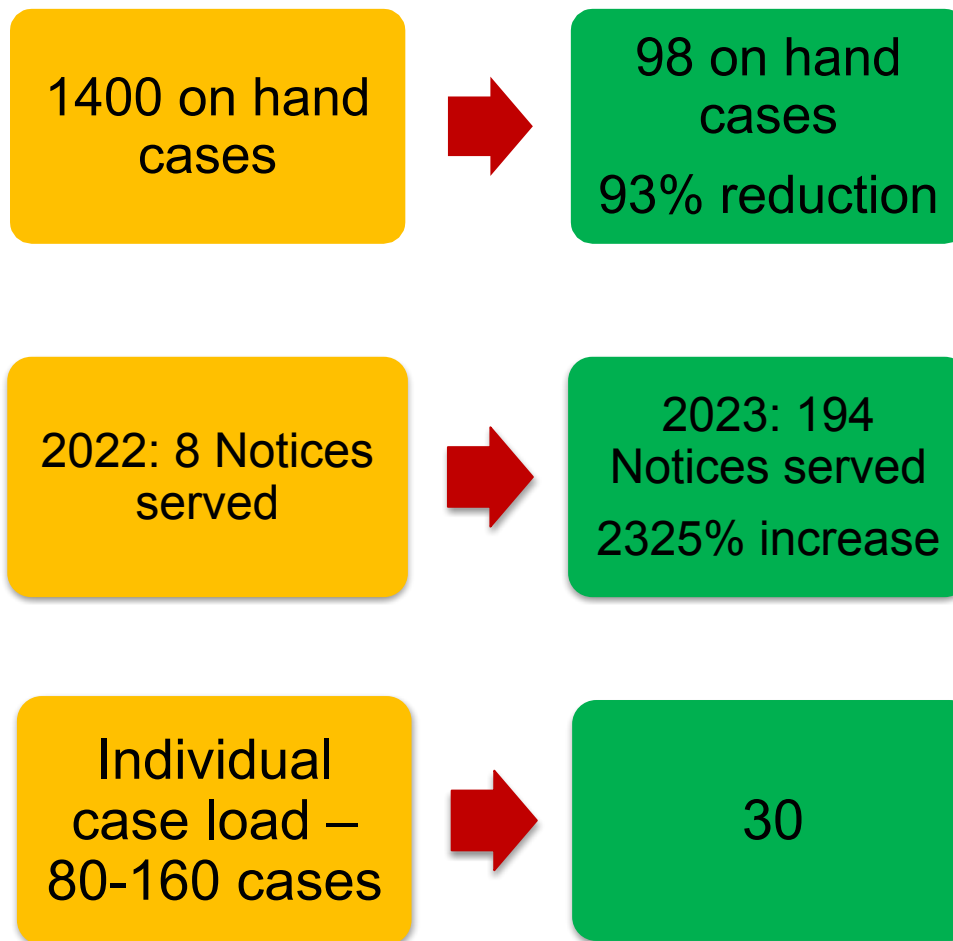
## Established a Fast Track Team utilising Tech Support

- Focus on quick win applications
- 438 applications determined
- 92% decisions issued in 6 weeks

# Forecasting and forward planning....



# Planning Enforcement: Highlights



# How we did it....

- Tech Support Team triage all new reports (100% in 3 working days).
- New online reporting form – Mandatory fields to improve/control quality and number of enquiries.
- Focused leadership to clear historic cases.
- Early peer review of new cases to determine appropriate course of action.
- Focus on serving notices without delay.

# Wellness and Improvement

## Self-Fulfilling Results:

- Faster customer service and application processing.
- Reduced delays and costs for developers.
- Positioning Council as a development enabler.
- Attracting investment to the area.

## Wider Community Benefits:

- Capacity increase enhances customer and community experiences.
- Tangible improvements to the local environment.

## Benefits for team members:

- Clear career progression.
- Stable and fully staffed team.
- Manageable caseloads.

# Challenges along the way...

- Restructuring – disruptive and demotivating.
- Unfamiliar process – initial rebellion, required behavioural change and stepping up at all levels.
- Member confidence and support for new ways of working.
- Up and down in terms of progress, requires constant oversight, leadership and process adaptation.
- Quick wins now exhausted – tricky legacy cases left to work through.

# The transformation work doesn't stop

## Development Management:

- Target of 580 cases on hand
- Sustaining case loads at manageable levels
- Pre-application review – fees and process
- S106 process review to speed up decision making
- Review of refusals and appeals process

## Enforcement:

- Communications Plan
- Sustaining performance
- Focus on progressing formal action to address most serious breaches

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**REGENERATION & ECONOMIC DEVELOPMENT SCRUTINY PANEL WORK PROGRAMME 2023/24**

| <b>Date of meeting</b>           | <b>Topic</b>   | <b>Report Author</b>                | <b>Lead Members</b> | <b>Executive Director/ Director</b> | <b>Reason for proposal</b>   | <b>Other committee/ Cabinet/Council approvals?</b> |
|----------------------------------|--|-------------------------------------|---------------------|-------------------------------------|--|--|
| <b>26<sup>th</sup> June 2023</b> | Work Planning  |                                     |                     |                                     |  |  |
| <b>12 OCT</b>                    | Town Centres   | Andrew Catcheside/<br>Richard Eason |                     | Brett Leahy                         | Regeneration – How will investment impact the Borough? Enfield Town & Edmonton Green |  |
|                                  | Economic conditions (Estate regeneration .eg Joyce & Snells) | TBC- Amena Matin to be included     |                     | Joanne Drew/<br>James Wheeler       | Market conditions and impact on housing i.e. Joyce & Snells.                         |  |
| <b>1<sup>st</sup> NOV</b>        | Local Plan- Progress & Timelines                             | May Hope                            |                     | Brett Leahy                         | A priority as set out by the Leader  |  |
| <b>30<sup>TH</sup> JAN</b>       | Planning Performance   | Brett Leahy                         |                     | Sarah Cary                          | Peer Review, Backlogs & improvements should be monitored.                            |  |
|                                  | Strategic Industrial   | May                                 |                     | Brett Leahy                         | Private and Council. Land  |  |

|                              |                                       |                                    |  |                     |  |  |
|------------------------------|---------------------------------------|------------------------------------|--|---------------------|--|--|
|                              | land                                  | Hope/Jennifer Gutteridge           |  | Penny James Wheeler | value, CIL and what it means for jobs & development in the borough. How do we maximise opportunities? To include an update on on Montague and Claverings |  |
| <b>26<sup>TH</sup> MARCH</b> | Partnerships & Skill gaps and funding | Ann-Marie Liddiard/ Nat Buckeridge |  | Brett Leahy         | Are we using the money received to get the best we can for skills? Aligned to our Council Plan. Skills gaps  |  |
|                              | Meridian Water                        | TBC                                |  | Penny Halliday      |  |  |

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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