Enfield's Town Centres: Places for Everyone

A Framework for the Management of Enfield's Town Centres

[Draft without maps, diagrams and illustrations]

October 2014

Draft Foreword

The Council made clear its strategic intention towards the development of its town centres in the adopted Enfield Plan 'Core Strategy, 2010'. This has been further supplemented by the Development Management Document which sets out planning policies for the protection and enhancement of town centres. To support the implementation of this Framework, the Council has and will continue to invest, in regeneration and town centre improvement across the borough through a number of interventions to ensure that we continue to protect existing jobs and encourage new growth and job creation.

There is considerable evidence from Central Government and from the Mayor of London's office that the most successful town centres:

- Have a mix of attractions that draw a range of different groups at different times,
- Are accessible by a variety of efficient and effective modes of transport;
- Have an amenity which is attractive, clean and safe; and
- Are planned, managed and promoted in a positive way.

Enfield's town centres score highly against these criteria, but there is more that we can aim to do. This Town Centres Management Framework, informed by our Town Centre Managers and public consultation is a tool that can be used to build on the good work that has already been done to date, taking the practice of town centre management to the next level and making all of our town centres even better places to shop, visit, live in and enjoy, because we love all of Enfield's town centres

IMG 1

Councillor Sitkin
Cabinet Member for Economic
Development

IMG 2

Councillor Bond
Cabinet Member for Environment and
Community Safety

IMG 3

Councillor Simbodyal
Cabinet Member for Culture,
Sport, Youth and Public
Health

IMG 4

Councillor Oykener
Cabinet Member for Housing
and Estate Regeneration

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Executive Summary

In London, town centres give us a sense of local identity that we would not otherwise have in such an enormous metropolis. Our town centres matter. They may need to adapt and change to meet new challenges, but they are fundamental to our way of life. They must continue to be valued and well-managed.

Enfield's high streets and town centres need to be attractive and safe destinations with a strong identity able to adapt to changing patterns and the opportunities offered by the growth in social media. They must operate as multifunctional social centres with a distinct offer in order to compete effectively with larger out-of-town locations and other high streets elsewhere in London.

Recent reports by the Government such as The Portas Review and the Mayor of London's Town Centres Supplementary Planning Guidance, have sought to offer insight into how town centres can develop for the future. In Enfield, we have always been more ambitious than just providing a selection of high street chains to our residents and this diversity of uses and experiences in our town centres is something that we must celebrate, cherish and build on.

Enfield is unique in that we have a high percentage of independently family-run businesses that also live in the area. Businesses often highlight their commitment to the area, interest in local issues and willingness to employ local people and support regeneration. In this way, we are already ahead of many other London Boroughs whose high streets are facing similar challenges.

Enfield has so much to build on given the range of town centres across the borough, their character and the range of shopping offer and other diverse experiences.

However, we cannot afford to become complacent. We need to ensure that all of our town centres remain attractive and vibrant, despite competition from other places and changing trends in retailing, economic and social activity.

Responsibility for town centres has traditionally been divided between the public and private sectors – the private sector concentrating on individual properties and business interests, while local authorities generally look after the public realm and governance duties. This relationship is now beginning to change and the Government now realise that local authorities, in partnership with the private sector and the local community, should develop town centre management action plans together to co-ordinate improvements to their centres.

The effective management and promotion of individual town centres can help to enhance their vitality and viability, with both sectors and the local community working together and pooling resources to achieve dynamic and vibrant town centres.

This framework therefore presents an approach for how we might build on the strength of existing relationships with businesses, service providers and communities, and take a fresh look at how our town centres could be managed in future. The framework takes into account recent changes in legislation affecting people in receipt of benefits, new powers available to local authorities and changes to financing.

This document is not intended to dictate how our town centres should be run, or to be an inflexible blueprint, but is intended to be a reference point to develop management action plans for the town centres we love.

We hope to work even more closely with all relevant partners and stakeholders to address the challenges facing our centres as well as exploit their opportunities and:

(i) Stimulate the production of Town Centre Management Action Plans for each of our town centres;

(ii) Support the implementation of Enfield Council's regeneration and economic development ambitions;

(iii) Enable each of Enfield's town centres and high streets to meet their full potential;

(iv) Provide a strategic framework for the delivery of initiatives in our local centres; and

(v) Continue to adapt and diversify to meet the needs of the Borough's residents, businesses and visitors.

Introduction

1.1 Introduction

1.1.1 Creating vibrant, prosperous communities is at the heart of our regeneration plans for Enfield. We are continually investing in a number of town centres, delivering new homes, improving open spaces, shops, leisure and community facilities.

1.1.2 However, to be successful in promoting strong communities, there needs to be a focus on how well town centres function and operate, from the day to day needs of shoppers, retailers and businesses to the general needs of our customers. Town centres need to offer something for everyone, be able to move with the times and be destinations that people want to return to on a regular basis.

1.1.3 This Town Centres Management Framework is to be used as a reference point for anyone involved or interested in the management of Enfield's Town Centres within the context of strong partnership working and inclusive governance.

1.1.4 This document provides a snapshot of what our town centres are like now and the challenges that they must overcome in the future. It then sets out suggestions as to how, in cooperation with local partners and stakeholders, coherent town centre management action plans can be produced for each of our town centres.

1.1.5 This framework is designed to empower everyone who is interested in keeping our centres as the main focus for community, civic, leisure and retail activities. The Council will use this to enable the management and development of Enfield's centres to be more widely shared with partners.

1.2 Policy Context

1.2.1 At the national level, the Localism Act (2011) has at its core, the purpose of helping people and their locally elected representatives to achieve their own ambitions. The Act introduced the general power of competence; duty to cooperate; Community Infrastructure Levy; Community Right to Bid; Neighbourhood Plans; Community Right to Build and Neighbourhood Development Orders as new vehicles designed to drive change and bring in prosperity into local areas.

1.2.2 The Government's new style National Planning Policy Framework (NPPF) sets out the Government's planning policies for England with a presumption in favour of sustainable development at its heart. The framework[1] sets out planning policy guidance to ensure the viability and vitality of town centres. It states that, planning policies should be positive, promote competitive town centre environments and manage the growth of centres over the plan period.

1.2.3 In addition to the NPPF, the continued neglect and demise of town centres has led to Central Government commissioning Mary Portas[2] to investigate and report on solutions for re-energising town centres. In the Portas Review into the future of high streets, she says "High streets must be ready to experiment, try new things, take risks and become destinations again. They need to be

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[1] DCLG (2012) National Planning Policy Framework, Para. 23 - 27

[2] DCLG (2011) The Portas Review: an independent review into the future of our high streets

spaces and places that people want to be in. High streets of the future must be a hub of the community that local people are proud of and want to protect"[3].

1.2.4 The Mayor of London's London Plan[4] which is the Mayor of London's spatial development strategy for Greater London strongly supports a wide range of uses to enhance the vitality and viability of town centres and enable all parts of London to make a contribution to London's success[5].

1.2.5 The Mayor's adopted Supplementary Planning Guidance (SPG) on Town Centres, July 2014, seeks to provide additional guidance to help promote vitality and viability in London's town, neighbourhood and local centres. The SPG contains a set of recommendations which are especially relevant to the issues experienced across the Borough.[6] This Framework seeks to identify how town centre management can support and promote delivery of these recommendations, to ensure that our town centres remain desirable and attractive places to shop, visit, work and be entertained in.

1.3 What is the aim of The Town Centres Management Framework?

1.3.1 The Town Centres Management Framework (TCMF) is a resource that provides guidance for anyone involved in producing their local Town Centre Management Action Plan. This will almost certainly include, for example, our existing Town Centre Managers, the North London Chamber of Commerce, retailers, landowners, Enterprise Enfield and groups representing local community and neighbourhood interests.

1.5 What is the Council's Aim?

1.5.1 Our aim is to further promote Enfield's town centres as the main focus for retail, community, leisure and civic activity through good town centre management built on strong, resilient and sustainable partnerships.

1.6 What are the Council's Objectives?

1.6.1 Our objectives are to:

- Harness and empower the local community, voluntary, public and private sectors to further develop our town centres;
- Embrace partnership in all its forms for the benefit of our centres and for those who live, work, play and visit them;
- Innovate and be creative with the future direction of our centres; and
- Promote inclusive models of governance, enabling all stakeholders to shape our town centres.

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[3] DCLG (2011) The Portas Review: an independent review into the future of our high streets, p14

[4] GLA (2011)The London Plan: Spatial Development Strategy for Greater London

[5] GLA (2011)The London Plan: Spatial Development Strategy for Greater London, p 38 and p109

[6] GLA (2013) Sustainable Design and Construction: Draft Supplementary Planning Guidance

1.7 Context

1.7.1 Enfield's town centres and high streets reflect and serve the interests of local communities and are much more than just places to shop. They also provide an environment for a range of leisure, civic, entertainment and social activities, offer access to services and express the diverse heritage and culture of local communities.

1.7.2 Town centres in general face many challenges, not only due to the post-recession recovery but also changes in the way that people shop, such as the growth in online retail and competition with out-of-centre shopping centres. In addition, customers are looking to make their money go further as they have to cope with rising food prices and household bills, whilst their incomes are relatively constrained. Future developments in secure super-fast broadband and the new fifth generation mobile phone communications are also likely to promote a greater level of e-commerce (online shopping) and m-commerce (mobile phone shopping).

1.7.3 That said most people want to see, touch and feel the things that they are thinking of buying before they make a purchase, and the best place for the majority of people to do this is in their local town centre. In addition, people enjoy the range of shops that town centres offer, from supermarkets to small independent retailers which provide those local goods and services that you just cannot find anywhere else. Retailers and businesses know their customers and are sensitive to changing trends and are continually improving their offer. They will remain one of the core reasons why people will continue to use, value and enjoy Enfield's town centres.

1.7.4 In addition, town centres host a wealth of services, ranging from libraries and leisure services, to restaurants and cafes, hairdressers, estate agents, health services and a wide range of meeting spaces and places.

1.7.5 Whilst Enfield Town is situated in the middle of the Borough, most of Enfield's centres are located towards the east and reflect early population settlement patterns. The District Centres are evenly spread with smaller local centres dotted around the larger centres. Retail Parks by their nature are sited on major arterial roads to attract the motorist and are mainly located in the east and south of the borough. Figure 1 shows their distribution.

1.7.6 Some of Enfield's centres have taken on a distinct character of their own. For example, Palmers Green has a cluster of Mediterranean restaurants that support the local evening economy and Fore Street in Edmonton Green has a diverse mix of cultural retailers that reflects the needs of the centres population.

Figure 1. Enfield's Distribution of Town Centres and Retail Parks

IMG 5

1.7.7 Being the northern most London borough means that choice of where people spend their time shopping or carrying out leisure activities is varied. With direct train routes into central London, and orbital routes of the M25 and the A406 North Circular, people can easily access other centres if they are not satisfied with the local offer. Figure 2 shows the competition our centres constantly face and the importance of promoting 'Brand Enfield'.

1.7.8 Working with the Mayor's Outer London Fund (OLF1 and 2), a range of interventions including physical improvements and events have been held over recent years to promote the vibrancy of some of our town centres, particularly in the east of the Borough. This has provided opportunities for people to come together and celebrate, as well as rediscover their local High Streets, through street processions, pop-up markets, festive lighting and a range of community inspired activities.

Figure 2. Enfield's Out of Borough Competition

IMG 6

2. A Portrait of the Borough

2.1 Enfield's Characteristics

2.1.1 Enfield has a population of 322,426 people (mid-2013 GLA population projection) - the fourth largest in London. It has 10,980 VAT registered businesses making it the 19th largest in London and a workforce of 110,000 (19th in London). According to the Office for National Statistics there are approximately 8,860 businesses located in Enfield's town centres with a workforce mainly in retail, professional firms, recruitment and estate agents, health care, doctors, dentists, pharmacies and opticians, cafes and restaurants and a range of personal service providers such as hairdressers, shoe repairers and dry cleaners.

2.1.2 The Retail Sector in Enfield has approximately 1,190 VAT/PAYE registered businesses and a workforce of 10,589. Enfield's Retail Sector includes some of our largest employers such as supermarkets in and on the edge of town centres and stores located in our three retail parks.

2.1.3 The retail sector accounts for 11% of employees and has seen new jobs come into the borough over the past five years, particularly due to new large supermarkets, Dotcom operations and independent ethnic food stores opening on our high streets, the latter which reflects the changing profile of our residents. Retailing provides a lot of jobs particularly for people starting work for the first time.

2.1.4 Enfield's large population and growing business base support Enfield's one major town centre, Enfield Town. The four District Centres include Angel Edmonton, Edmonton Green, Palmers Green and Southgate, along with 61 other local centres and local parades (see Annex 1).

2.1.5 The profile of Enfield's population has developed over the past 30 years with an influx of Commonwealth citizens since the 70s and 80s and Eastern Europeans since 2004 following the expansion of the European Union. This change in the profile of the borough's population is reflected in the trend over decades of thriving Turkish, Cypriot, Greek, African and East European cafes, restaurants and food shops. Second generation families have introduced the opening of clothing, jewellery and other retail shops and professional businesses adding to the diversity and increase in local shop owners.

2.1.6 Census figures from 2001 to 2011 indicate black and minority ethnic groups have increased in Enfield by 5.2% which has diversified the types of shops and products that are available in the borough.   For example, Southgate has a high concentration of Jewish, Muslim and Cypriot residents reflected in the variety of Turkish and Cypriot restaurants, cafes and shops and Cyprus Bank in the town. Further information about Enfield can be found in Annex 1.

2.2 Enfield's current Town Centre Arrangements

2.2.1 Enfield Council currently contracts with the Enfield Business and Retailers Association (EBRA) to provide Town Centre Management. EBRA is an active non-profit making company working in partnership with the community, businesses and the Council. EBRA assist in the co-ordination of funding and promotion of the 'Enfield shopping experience' through marketing and special promotions. EBRA also chairs the meetings of 10 Retail, Business and Traders Forums, which aim to highlight concerns and issues in the town centres.

2.2.2 Enfield has two full-time and one part-time town centre managers and one voluntary Co-ordinator who manages the main town centres. These roles have direct engagement with businesses and retailers and undertake mediation between parties, chair regular town centre association meetings and resolve arising issues. They act as the interface between stakeholders and are a regular point of contact in relation to town centres.

2.2.3 The following Town Centres are supported by the EBRA town centre managers:

- Enfield Town (Palace Exchange and Palace Gardens each has a Centre Manager dedicated to their respective shopping centres. The Enfield Charitable Trust manages the charter market in Enfield Town);
- Edmonton Green (St Modwen– has a dedicated centre manager);
- Angel Edmonton;
- Palmers Green;
- Southgate;
- Ponders End;
- Enfield Highway;
- Enfield Wash;
- Cockfosters;
- Oakwood;
- Winchmore Hill; and
- New Southgate.

2.2.4 **St Modwen**

Additional town centre management support is provided through St Modwen who has been managing the Edmonton Green Shopping Centre since 1999. The 27 acre site houses 120 retail and restaurant units, 40 market stalls, 750 residential units, hotel, community uses and offices. http://www.edmontongreencentre.co.uk/

2.2.5 **Palace Gardens Shopping Centre**

The Palace Gardens Shopping Centre is located in Enfield Town and comprises 40 shop units including some of the main high street shopping names such as Marks & Spencer's, Boots and Waitrose.

http://www.palacegardensenfield.co.uk/

2.2.6 **Palace Exchange Shopping Centre**

Situated alongside Palace Gardens is the Palace Exchange shopping centre which is also located in the centre of Enfield Town, it accommodates 25 retail stores. The Palace Exchange has undergone extensive modernisation that continues the pedestrianised shopping precinct from Palace Gardens.

http://www.palaceexchange.co.uk/

2.2.7 **North London Chamber of Commerce (NLCC)**

NLCC are commissioned by Enfield Council to provide business development and engagement support. The commission includes developing Connect Direct, an online directory of businesses in Enfield, including town centre businesses.

http://www.nlcc.co.uk

2.2.8 **Enterprise Enfield**
Enterprise Enfield are a key stakeholder supporting business start-ups in Enfield including managing the Enfield Creative Market on the A1010 Hertford Road, setting up a pop-up shop in Enfield Town and providing a test-trading opportunity for new traders, including retail businesses.

http://www.enterpriseenfield.org/

2.2.9 **Enfield Strategic Partnership**
In addition, the Enfield Strategic Partnership (ESP) currently provides strategic guidance across a range of issues relevant to the future of Enfield's town centres. The partnership acts as a forum for identifying, analysing and solving problems across agencies. The members are made up of the Enfield Council, Enfield Homes, Enfield Police Service, Enfield Racial Equality Council, JobCentre Plus, NHS Enfield, Middlesex University, Christian Action Housing, Enfield Voluntary Action, College of North East London, the Business Sector and Young People's representatives. The current Business and Enterprise Thematic Action Group (TAG) currently presides as the main forum for discussing all related business and town centre needs.

http://www.enfield.gov.uk/esp/

2.2.10 The partnership is all underpinned by the ESP's Sustainable Community Strategy (SCS) which sets a list of priorities to be focussed on. Town Centres are also included within the SCS and are progressed through a number of Thematic Action Groups to advance delivery (See Annex 2). 2.2.11 In terms of guiding spatial strategy, the Council's Core Strategy provides supportive strategic planning policies to ensure town centres continue to function with vitality and vibrancy. The Core Strategy is a delivery tool of Enfield's Sustainable Community Strategy and it plays a big role in promoting, protecting and shaping how our town centres function (See Annex 2).

3. Our Key Achievements

3.1 Positive Things are Happening.

3.1.3 In Enfield we have undertaken interventions that have had a positive impact on the health and vitality of our town centres. Events, improvements to accessibility, the public realm and targeted measures for retailers and other businesses have helped to increase footfall in our centres, push up the average spend of visitors, make them more welcoming and attractive destinations and have given people reasons to visit by providing entertainment and activities for people of all ages.

3.1.4 We understand that in order to safeguard the health of our town centres in the future the offer they provide needs to continue to diversify and evolve with the needs of our population and we want to ensure that the management structure in place for each centre is the right one for this job.

3.1.5 Examples of some of the interventions undertaken by Enfield Council and through a partnership approach to improve the overall vitality and vibrancy of the centres are throughout this document. A more comprehensive list of these is below:

Events in our Town Centres

- A series of festive events in North East Enfield as part of a 2-year Outer London Fund programme to support the town centres
- Enfield's Christmas Festival
- Ponders End Festival of Light for Diwali
- The Enfield Town Show
- The Teddy Bears Picnic at Enfield Town Library
- Edmonton Green Olympic Celebration Events
- Edmonton Green Carnival
- Enfield Kitchen food festival in Southgate
- Festive Tree Lighting across the Borough

Town Centre Improvements

- Improvements to Edmonton Green Shopping centre including North Square and South Mall public realm enhancements in partnership with St Modwens
- The refurbishment of Ponders End Park
- Public art installations along South Street, Ponders End
- The re-installation of the Edmonton Town Hall Clock on Edmonton Green High Street
- Edmonton Green Station Poetry Wall
- Improvements to the shop fronts and canopies along Fore Street in Angel Edmonton
- Bridge Street Underpass lighting in Edmonton Green

Promoting Retail Diversity

- Pop-up shops along the high streets
- Supporting new markets across the Borough including the Creative Market.
- The refurbishment and expansion of Edmonton Green Shopping Centre

Accessibility

- The redevelopment of Edmonton Green Bus Station
- Improving accessibility for those with limited mobility through Shopmobility
- The installation of two lifts at Edmonton Green Station
- A series of gateway public realm projects designed to attract visitors and increase footfall to town centres. Areas targeted include Albany Park, Enfield Highway and Holmesdale.

Improved Facilities

- The building of the Dugdale Centre
- The refurbishment of Enfield Town Library
- Neon signs for Fore Street Library and a museum cabinet in the front window, visible to passers by
- New library sign and community garden at Ponders End Library
- Bridport House lighting to discourage anti-social behaviour in the area
- Forty Hall Wall and Stories of Bravery at Edmonton Green Library to celebrate local heroes.
- Re-provision of a new library, GP surgery, dentist and community space at the Ordnance Road facility in Enfield Lock
- Refurbishment of the Green Towers to create a state of the art community space in Edmonton Green town centre

- Improvements to the Enfield Business Centre to include a new modern reception area, extra office space and waiting area in Enfield Highway.

Supporting Businesses

- Supporting local businesses through Small Business Saturday
- The production of the Enfield Town Guide
- Retailer training for small businesses
- Window dressing training and guidance for businesses.
- Radios for Retailers project across the Borough to aide crime prevention
- Shop front improvements made to 76 council owned shop fronts and 2 businesses in five town centres.

4. Challenges

4.1 Our town centres face many challenges and may need to diversify their offer by becoming slightly less dependent on retailing than they have been historically. Our town centres are constantly evolving in response to change, and, as we all know – the real challenge now is how to manage that change.

4.2 Through consultation using our town centre managers, businesses and our own research we have identified the following challenges that face Enfield's town centres:

- **Changes in customer perceptions of town centre activities, and diversifying town centres to appeal to people who consider visiting them to be as much a leisure experience as a retail one;**

- **Adapting to shifts in working patterns that have significantly changed retail shopping habits. The growth of online shopping and banking has meant that some people use their town centres less often;**

- **Embracing web based technology to promote town centres, and to enhance service delivery;**

- **Building on the variety of Enfield's centres that cater for different groups of people and the large number of new homes expected across parts of the borough. This could, for example, relate to the heritage of the town, retail, cultural pursuits, residential demand, educational institutions or tourism;**

- **Taking a holistic approach. This means improving the whole experience of the town centre and not just particular aspects. There should be something for everyone during the day and evening;**

- **Creating opportunities for consultation with existing residents and businesses. It is important not to focus too strongly on attracting new people and activities to our towns but to listen to existing residents and businesses and their aspirations;**

- **Re-establishing a sense of 'place purpose' in those town centres which may have lost it. Imagination and innovation is needed to support places with a focus on the positive aspects of the town;**

- **Forward planning to ensure we anticipate long term trends and shape our response over the longer term. We also need to consider the fit of the town in the wider area and in relation to neighbouring towns and cities. This might mean a changing role for the town and a re-positioning in marketing terms whilst ensuring we cater for the needs of our new and existing residents**

- **Capturing investment from a range of sources. In the current period of economic recovery there is a need to attract funding and support from a range of sources, both public and private to ensure town centre management initiatives continue to be sustainable public/private partnerships; and**

- **Encouraging our diverse business communities to work together to shape the future of their town centres.**

4.3 The challenges identified above cannot be solved by one group alone. This is why a partnership approach must continue to be employed to ensure that we can meet the aims and objectives of this Framework. A partnership approach will create broader ownership of solutions and increase the likelihood of implementation of agreed actions. There is power in local partnerships.

5. The future of Town Centre Management

5.1 Town Centre Arrangements

5.1.1 Existing town centre management arrangements continue to provide a central point of contact for local businesses, allowing for matters which need resolution to be co-ordinated through the town centre managers.

5.1.2 It is acknowledged that there are competing pressures which can limit the extent to which town centre managers can effect significant changes. Despite that they can, and do, achieve a lot on the ground.

5.1.3 Some consideration of the options for future arrangements is set out as part of this framework. The key principle supporting the future development of effective management delivery will be to increase participation in town centre initiatives/management drawing in more interests and resources and producing town centre management action plans as a shared 'blueprint' for locally determined improvements.

5.1.4 Where appropriate, these partnerships could operate alongside existing business and trader forums, which could serve as the consultative mechanisms for a much wider area and involve a broader cross section of the local community.

5.1.5 As we all know, the advantages of a partnership approach include:

- **Local communities developing town centres in line with their specific needs;**
- **Empowering local people to be involved in the future of their town;**
- **Bringing different stakeholders together;**

- **Agreement of key priorities and action plans;**
- **Maximising the deployment of available resources; and**
- **Greater resilience over time.**

5.2 Centre Specific Priorities

5.2.1 The following sources have been drawn upon (See Annex 3), in order to identify actions and priorities for the development of Enfield's main town centres:

- Recent feedback from meetings with town centre managers,

- Consultation with business and retailers associations and partner agencies,

- The carrying out of detailed SWOT analysis of centres,

- Meetings with resident groups and officers across the Council

5.2.2 The top three priorities for the management and development of some of our main centres are set out below:

Enfield Town	1	More retail being provided at Enfield Town Station
	2	Reconsideration of the road layout
	3	Improving the evening economy

Edmonton Green	1	Increase more comparison shopping floorspace
	2	Increase leisure/entertainment uses
	3	Improve its physical appearance

Angel Edmonton	1	Better relationship between vehicular and pedestrian movements
	2	Diversify town centre offer and increase comparison shopping
	3	Better access to Silver Street Station

Palmers Green	1	Increase police presence and strengthen enforcement
	2	Encourage limited free parking
	3	Public realm improvements particularly Palmers Green Triangle

Southgate	1	Increase police presence and strengthen enforcement
	2	Public realm enhancements
	3	Protect the loss of A1

Ponders End	1	Continuation of regeneration plans and improvements to the public realm
	2	Better access to rail station
	3	Traffic congestion and pollution

| Enfield Highway | 1 | Continuation of regeneration plans and improvements to |

	2	Increase civic and community uses
	3	Increase entertainment offer

Enfield Wash	**1**	Increase number and type of shops
	2	Continuation of regeneration plans and improvements to the public realm
	3	Improve parking opportunities

Cockfosters	**1**	Keep office uses to continue supporting retailers
	2	Promote Cockfosters as a niche shopping destination
	3	Increase policing

Oakwood	**1**	Diversify business types
	2	Increase policing and secure by design
	3	Expand evening economy

Winchmore Hill	**1**	Reduce vacancies and address high rents
	2	Increase footfall due to large supermarket at the edge of the centre
	3	Positive marketing of its top-end niche independents

New Southgate	**1**	Delivery of regeneration plans and improve public realm
	2	Sporadic retail units which has affected its function
	3	Lack of evening economy

5.2.3 These priorities share some common issues. For instance, the regeneration areas of Enfield Town, New Southgate, Ponders End, Angel Edmonton and Edmonton Green all require infrastructure upgrades to assist in improving the environment for people using the town centre.

5.2.4 Centres based in the west of the borough (Cockfosters, Oakwood, Southgate and Winchmore Hill) all experience issues over the promotion and marketing of the centre to attract and retain customers. Centres such as Enfield Wash and Enfield Highway could benefit from a greater diversity of shops and other services to assist in increasing the amount of footfall.

5.3 What should Town Centre Management deliver?

5.3.1 We are very fortunate in Enfield because we are not starting from scratch in our town centres. Over the past few years, we have taken a range of positive actions that all relate to what is needed to deliver good town centre management as defined by the Association of Town Centre Management (ATCM).

5.3.2 The ACTM believe that successful management of any centre (or centres) is to do with the relationship between different areas and how they interact to create vibrancy and vitality in that centre. This is made up of a mix of statutory and non-statutory functions, and contains the following key ingredients:

Figure 3 – Function of Town Centre Management (ATCM/ Leeds Metro University 2000)[7]

IMG 7 NEW

5.3.3The analysis in section 5.2 indicates a pattern of similar issues and priorities amongst our town centres that will help to focus where and how improvements can and should be made.

5.3.4 Good town centre management will have a strong local strategy that takes into account a unique view of a centre. Having people from a range of backgrounds and interests will be central to ensuring it's able to focus on the individual place, its economy, the business and the people that it serves. This is with the aim that it can exploit opportunities, address the weaknesses and counter the threats by maximising its strengths.

5.3.5 Dr Steve Norris, Head of Strategic Perspectives, an independent Planning and Economic Development consultancy, told the London Assembly Planning Committee that:

"Not every centre can be a shopping mall. Not every centre will attract a food store. Not every centre can have a street market or independent boutique shops and specialist shops. They have to fit with their local communities. They have to work with their communities."[8]

5.3.6 The draft principles in Annex 4 have been grouped according to the themes that underpin successful Town Centre Management referenced in figure 3. Within each theme, principles are proposed based on the information derived from the SWOT analysis, the priorities mentioned in some of our largest centres above (See Annex 3) and some of the crosscutting challenges mentioned in Section 3.

5.3.7 The principles are allocated across the following themes:

- *Economic Development and Regeneration:* to ensure that centres stay economically healthy and do all they can to improve their vitality.

- *Crime and Safety Planning:* to ensure that visitors feel safe in Enfield's centres.

- *Transport:* to strike a balance between parking, logistics, congestion and pedestrian movement needs to be made to ensure businesses can access their customer base, deliver goods and to enable their employees to reach their workplace.

- *Tourism and Hospitality Management:* to pursue the re-imagination of Enfield's centres as tourist destinations and what we need to do to ensure that visitors local and non-local feel welcome when they visit.

- *Retail Development:* identifying physical structures that can enhance the appearance of our centres to visitors.

- *Leisure:* to create the right conditions to enable residents and visitors to visit places for leisure.

- *Marketing and Promotion:* to utilise all available resources in the process of communicating the value of our centres to potential customers and making sure that our centres are advertised in the best possible way.

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[8] London Assembly Planning Committee meeting, January 2013

- ***Cleaning and Waste Energy Services:*** to ensure that our high streets continue to be kept free from litter, graffiti and illegal street dumping to ensure the smooth running of businesses and attractiveness of all of our centres.

- ***Town Centre Asset Management:*** to encourage public and private sector shop owners to work together to maximise the attractiveness of their assets which will add value to the vitality and vibrancy of our centres and in-turn recoup the benefit in the value of their premises.
- ***Planning and Design:*** deals with the day to day planning applications received by the Council and how they are assessed in relation to its use and the design, ensuring that it reflects the historic character and helps preserve the unique selling point of each centre in the Borough.

5.3.8 These principles are explored in more detail in Annex 4 and can act as guidance for Council teams, in partnership with business associations and key stakeholders, going forward.

6. Models of Governance

6.1 As we all know, our existing town centre management arrangements continue to make a significant contribution to the vitality and viability of our town centres. As we move forward, there may be all sorts of new directions that town centre management could follow, depending on the views of key stakeholders and others. The section below outlines the results of the consultation question on which of the listed governance structures that respondents most preferred:

6.2 Town Teams

6.2.1 This option was preferred by 61% of respondents to the consultation with many of the supporting comments focussing on the desire to involve local businesses and communities in the decision making process.

6.2.2 Supporters of this option in the consultation were of the view that a Town Team offered the most balanced option for the future of town centre management and stressed the need to improve town centres for residents as well as visitors and provide activities that were not solely leisure focussed.

6.2.3 Town Teams are normally made up of local retailers/traders (associations), residents and businesses together with local authority officers and partners with an interest in their centre.

6.2.4 Town Teams should focus on making high streets accessible, attractive and safe. They would recognise the uniqueness of their own town based on its history, its communities and its aspirations. They would see the high street as a brand which needs nurturing and communicating. Critically they would inspire and engage with the public and get people visiting high streets again.

6.2.5 In addition, armed with a shared vision of the future and shaped by the people who will use their high street, the Town Team could have the power to decide the appropriate mix of shops and services for their area. Anything which does not meet the agreed plan simply would not be able to go ahead. The feel and future of their towns will be the responsibility of all, rather than at the sole discretion of a planning executive committee.

6.2.6 Enfield Council is able, along with the [Association of Town and City Management (ATCM)](), to provide document templates, information on starting a town team, ideas for projects and advice on specific local issues, in order to support new Town Teams in Enfield.

6.2.7 An analysis by the ATCM of successful Town Teams has identified common features. These include:

- A robust, inclusive partnership that represents a genuine cross-section of all the elements of town centre activity.
- A realistic, achievable vision for the centre that identifies the necessary steps required for its delivery
- An Action Plan and a programme of projects endorsed and funded by the partners
- A management structure with clear accountabilities to deliver the Action Plan and to monitor and evaluate progress
- Adequate funding identified from a broad base of supporters, sponsors and other sources
- Project delivery focused on addressing local requirements over a sustained period of time. Inclusive ongoing consultation across all sectors of the business, residential and visitor communities with consistent, up-beat communication Monitoring progress against defined and relevant measures and previously identified indicators.

6.3 Business Improvement Districts (BIDs)

6.3.1 BIDs were selected by 7% of the respondents as being the governance model they preferred. All of those who selected this option were business owners themselves.

6.3.2 BIDs provide a structure to enable businesses in an area to take control of the management of services such as street cleansing, waste collection and any other actions to support their business area. To develop this further, BIDs might want to focus on creating a strategic vision taking into account where they would like to see new developments and then proactively addressing each action.

6.4 Town Centres Management Board

6.4.1 Only 7% of respondents supported this option. Five respondents highlighted that they felt this option was not appropriate for Enfield.

6.4.2 This option would involve, a locally derived Board that could be driven by businesses and stakeholders with an interest in all of Enfield's town centres. The Board could for example:
- Prepare and submit funding bids;
- Co-ordinate implementation of new legislation and common issues that require resolution;
- Lead on Enfield's Town Centres marketing and promotion strategy and campaigns on a wide scale; and
- Raise funds from within the Board and other sources to fund projects which support town centres.

6.5 Town Centre Management Action Planning

6.5.1 A Town Centre Management Action Plan template and a Timeline template have been provided within this document (Annex 5) to assist groups that feel any of the options mentioned could be applied to their local centre.

6.5.2 More information is available via [Enfield Council](#) and the [ACTM](#) for anyone that wishes to pursue the formation of a Town Team.

6.6 Resources

6.6.1 The Council has enjoyed recent support for projects from the Mayor's Outer London Fund and the High Street Innovation Fund to assist in high street improvements and initiatives. However, moving forward it is acknowledged that we need to explore a wider range of options for funding high street improvements.

6.6.2 A co-ordinated approach with partners and stakeholders could put Enfield's Town Centres in a much stronger position to access external funding opportunities as they would have a clear business plan and be able to even more clearly demonstrate how funding would achieve targeted outputs.

6.7 Role of the private sector

6.7.1 The private sector plays an absolutely key role in our town centres, from locating their shops and offices to the borough, to hiring local people and attracting people into our town centres. Many of our larger businesses benefit the local community through corporate social responsibility initiatives which include grants, sponsorship and hosting activities and community events. It is acknowledged that the private sector and stakeholders will have a unique perspective of how town centres work and provide a sound basis for investment.

6.8 The Council's role

6.8.1 The Council retains a varied role in the delivery of town centre management. The Council performs a number of statutory functions which assist effective town centre management. These include waste collection and streetscene management, licensing of retail outlets, assessing and improving food safety standards, traffic management and parking controls. These functions will continue to be delivered in the future.

6.8.2 In a climate of limited resourcing and pressure on funding, enhanced town centre management will enable the Council to deliver its regulatory functions, maximise the potential for synergy and target resources in areas where they can make the most difference.

6.8.3 The simple fact is that although the Council will always take a keen interest in its town centres, and will always support them, continuing Central Government funding reductions mean that it may not be able to sustain the current level of its funding indefinitely. The positive here is that this is an opportunity for the private and voluntary sectors to play an even greater role in town centre management as we move forward. We can, and we must make the power of partnerships work even better than they do today, making all of Enfield's town centres exemplary.

6.9 The Role of the Community

6.9.1 In a response to the draft consultation version of this document, a respondent said that the value of having local communities involved in the management of their centre is that they provide the passion and knowledge to drive forward the actions in a plan. This is an invaluable commodity in the management of a centre.

6.9.2 Almost 90% of the UK population live and work in towns and cities, and nearly everyone depends on them for access to shopping, entertainment, leisure, culture, public services and transportation. In a real sense they are everyone's neighbourhood and therefore all sections of the community, including young people are encouraged to play a part in the management of their centre

Annex 1 Key Facts about Enfield

- Population has grown from 6th to 4th largest in London according to the GLA's mid-2013 projections with a population of 322,426 people

- Diverse local customer base served by variety of food and specialist shops

- Planned developments with the Upper Lee Valley, most of which is in Enfield could generate 15,000 new jobs and 7,000 new homes by 2031

- 40% of employed residents work in Enfield, with concentrations employed by 6000 in local town centres

- Offers the best of town and country with over 900 hectares of green space and three theatre venues, a variety of retail centres and choice of eating out and family friendly restaurants

- Enfield has the capacity to grow its retail footprint, mainly in our town centres, and create about 4,300 new jobs by 2025

- Enfield has good transport links supporting our town centres, with 4 tube stations service town centres in the west of the borough, 9 overland stations serving town centres in the eastern corridor and major road routes and bus connections to town centres via A10, A1010 and A406

- Enfield is home to major employers, with the largest industrial area in London after Park Royal

- The Borough is rich in heritage assets. This includes:

    - 5 scheduled monuments and 1 local monument;
    - 22 areas of archaeological interest;
    - 451 statutorily listed and 93 locally listed buildings;
    - 21 conservation areas; and
    - 5 nationally registered and 26 locally registered historic parks and gardens.

Annex 2 Enfield's Strategic Context

Enfield Strategic Partnership

The best example of partnership working is the work of the Enfield Strategic Partnership (ESP) and production and implementation of the Sustainable Community Strategy (SCS) which is the overarching strategy for achieving the ESP's[9] vision and all the key organisations that are part of the ESP have signed up to deliver it. The Strategy was developed through analysis of local needs and is based around themes. The issues pertinent to this framework are spread across Employment and Enterprise; Environment; Housing; Leisure and Culture themes:

- To enhance the health and vitality of town centres to meet the needs of the communities they serve;
- To increase the number of new businesses setting up and coming to the area and sustaining their development;
- To tackle worklessness and reduce levels of unemployment, particularly amongst young people, women and disadvantaged sections of the community;
- To protect and improve the quality of built and open environment;
- To promote sustainable development and support residents and businesses to preserve natural resources, become energy efficient, conserve water, reduce pollution and address the causes of global warming;
- To encourage the use of public transport, walking and cycling through the promotion of safer travel; and
- To make Enfield a place which residents can identify with and feel proud of, and where people from different backgrounds feel valued and can develop positive relationships with their local community.

Enfield's Core Strategy

The Core Strategy carries forward the vision and objectives of the SCS. The Core Strategy sets the major strategic policies for new development in the Borough (see Core Strategic objectives below). The objectives set out in the Core Strategy enables resources to be channelled towards the town centres via mechanisms such as planning obligations, unilateral agreements, community infrastructure and new town centre related development being located in preferred locations.

Enfield's town centres will be the focus for new commercial, retail, leisure, office and related uses. Enfield Town is the Borough's major town centre and will continue to be the focus for large scale retail and leisure development. New retail-led mixed use development will be promoted in the east of the town centre around Enfield Town Station, providing an opportunity to improve the public transport interchange and create a new urban environment complementing the Town's historic core. This area has the capacity to accommodate up to 10,000sqm of new retail floor space and 500 new homes, new health and public sector services.

The physical, social and economic regeneration of Edmonton Green and its surrounding neighbourhoods including Angel Edmonton will continue, building on the new and improved shopping, leisure facilities and housing completed to date and improving connections to the new community at Meridian Water and the Borough's other town centres.

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[99] *The ESP brings together all the major public sector organisations, local businesses, community and voluntary groups to work collectively to improve the quality of life for local people. Our partners include:*
• Enfield Council • Enfield Homes • Enfield Racial Equality Council • NHS Enfield • Enfield Youth Assembly• Housing Associations • Local business organisations • Metropolitan Police Service • Middlesex University • Job Centre Plus North and North East London

The Core Strategy also sets Enfield's hierarchy of centres according to their size and function. Enfield Town is identified as a Major Centre and Edmonton Green, Angel Edmonton, Southgate and Palmers Green as District Centres. The other smaller centres fall within Local and Neighbourhood centres. See Table 1 for centres and their category.

Table 1. Enfield's Hierarchy of Town Centres

Status	Centre	
Major Town Centre	Enfield Town	
District Centres (4)	Angel Edmonton	Edmonton Green
	Southgate	Palmers Green
Large Local Centres (16)	Baker St	Hertford Road Centre
	Bounces Road	Lancaster Road
	Bowes Road	Oakwood
	Bush Hill Park	Ordinance Road
	Chaseside	Ponders End
	Cockfosters	Winchmore Hill Broadway
	Enfield Highway	Winchmore Hill Green
	Enfield Wash	Winchmore Hill Green Dragon
Small Local Centres (11)	Green Lanes	Hertford Road
	Aldermans Hill	Main Avenue
	Arnos Grove	Southgate
	Bush Hill Parade	Silver Street
	Cambridge Circus	Windmill Hill
	Freezywater	
Local Parades (34)	Barrowell Green	Hoppers Road
	Brimsdown	Huxley Parade
	Bullsmoor	Kempe Road
	Bury Street West	Mottingham Road
	Caterhatch Lane	Nightingale Road
	Chaseville Park Road	Percival Road
	Durants Road	South Street
	Dysons Road	Southbury Road
	Empire Parade	Southbury Road Kingsway
	Enfield Island Village	Southbury Green
	Enfield Lock	The Grangeway
	Enfield Road/Linksway	The Town Road
	Firs Lane	Victoria Road
	Green Street	Westerham Avenue
	Hadley Wood	Whittington Road
	Hazelbury Road	Winchester Road
	Hertford Road North	High Street (Southgate)

The Council is in the process of preparing a range of Area Action Plans (AAP) and a Development Management Document (DMD) which will provide detailed development guidance for assessing planning applications, particularly those involving change of use, newly created and loss of floorspace. These documents will eventually be incorporated into Enfield's Local Plan to assist in supporting the regeneration agenda and supporting economic development.

The Council is also undertaking work on specific Area Action Plans to assist in the management of large scale regeneration within a given area. The following Plans (and associated new housing to be built) are currently in production:

- Enfield Town (*500 homes*);
- Edmonton Green (*emerging*);
- Central Leeside (*including Meridian Water, 5,420 homes*);

- North East Enfield (*including Ponders End, 1,000*);and
- North Circular Road (*up to 2,000 homes*)

These area action plans sets out a planning framework for areas of opportunity, change and areas of conservation over the next 10-15 years. These documents will become increasingly important as they emerge. The Spatial diagram graphically shows the location of the regeneration plans which cover a number of prominent town centres.

Figure 3. Enfield's Spatial Strategy

IMG 8

Annex 3 Profile of Enfield's main town centres

A SWOT analysis has been carried out by Enfield's Town Centre Managers to ascertain what the main strengths, weakness, opportunities and threats to our main centres are. The SWOT analysis was carried out during Spring 2013 and a summary of the key findings is set out over the next few pages.

Enfield's Town Centre Managers

IMG 9	**Tahsin Ibrahim: Town Centre Manager for Edmonton and North East Enfield** **Tahsin.ibrahim@ebra.org.uk** **020 8804 4775 work** **07779 624 146 mobile**
IMG 10	**Mark Rudling: Town Centre Manager for Enfield Town Cockfosters and Southgate** **Mark.rudling@ebra.org.uk** **07985 469 711 mobile**
IMG 11	**Mark Leaver: Town Centre Manager for Palmers Green and Winchmore Hill** **Mark.Leaver@ebra.org.uk** **07779 624 147 mobile**
IMG 12	**Ollie Prigmore: Chair of EBRA and voluntary Co-ordinator** **Olly.p@btclick.com** **020 8360 7771**

1.1 Enfield Town

Strengths:	Weaknesses:
• Enfield Town's Market Town status is part of its uniqueness • Attractive Town Centre • Historical working Market Place • Blend of smaller independent businesses & large retailers • Active local Business Association • Good choice of national brands for comparison & convenience goods • Good choice of cafes, restaurants and bars • Presence of Tourist Information Centre and museum, library and range of health and other services • Presence of major banks & building societies • Large post office • Cluster of public & private sector workforce supporting day time economy • Centrally located geographically within the Borough • Ample parking facilities • Town Park events • Good CCTV coverage of public areas	• Leakage of spend to centres outside Enfield. • Lack of footfall in some areas • Capturing passenger spend from the 2 local train stations • Volume of vehicles using the town as a cut through to A10/M25 but not stopping • Lack of late opening hours of local shops • Evening economy is relatively limited • Lack of large retail units to attract major stores • Due to its size, Enfield Town is perceived as being in between a medium town centre & a major shopping destination • No completely covered shopping centre • Lack of signage to signpost customers to shopping offer outside Palace Gardens and Exchange
Opportunities:	Threats:
• Development at Enfield Town Station will grow retail offer • Additional residential units under construction • Growing Enfield Town's retail offer • Signage improvements to highlight heritage, amenities & direct visitors. • Planned 'Cycle Enfield' improvements. • Electric vehicle points planned, establishing Enfield as green and low carbon borough. • Introduction of themed markets (not a Saturday) on open space near bank & Library Green to attract footfall to Church St • Family events to increase footfall & Enfield Town's offer • Encourage the Arts into the Town • Promote Town Market • Christmas weekend extravaganza	• Numbers of long-term vacant shops where even a few can detract from the look of a high street, particularly our secondary parades. • Market failure of national brands creating voids and jobs loss. • Some reported crime and retail security issues. • Some antisocial behaviour by school children in Church Street • Lack of investment in evening economy. • Out of town destination shopping centres. Westfield/Brent Cross etc. • Impact of the Brookfield Farm redevelopment • Betting shops

1.2 Edmonton Green

Strengths:	Weaknesses:
• Convenience shopping – including a number of market style green grocers, bakers, butchers, newsagents and a frozen food shop (Iceland), supporting the supermarket stores. • Comparison shopping – a small range of independent shops with some national multiples. • Services – including banks, restaurants/cafés, a number of takeaways, estate agents, post office and a small hotel. • Community facilities – a number of adult educational and advice centres, public open space, a library and a leisure centre • Strong regeneration partners and local business association	• Evening economy limited to restaurants and cafes. No bars, or evening leisure such as cinema, bowling, ice-skating, music venues. • The location of the market does not give the feeling of an open street market. • The Art Zone in the shopping centre, Millfield theatre on Silver Street and the Edmonton Carnival has not captured the attention of the community. • Not enough arts, cultural or tourist facilities.
Opportunities:	Threats:
• A Regeneration Priority Area • An emerging masterplan to guide new development and inward investment opportunities. • The regeneration of Edmonton Green is continuing. South Mall and North Square has recently been refurbished. • Green Towers Community Centre re-opened after an extensive refurbishment providing a multipurpose facility for the community. • New development planned at Meridian Water. • New development will be supported by improved transport network, Community facilities, socio-economic interventions and improvements to the public realm. • Edmonton Green Station improvement with lifts and better lighting and security will enhance its use.	• Competition with other town centres. • Space for other complementary uses to support the centre. • Lack of investment in the evening economy.

1.3 Angel Edmonton

Strengths:	Weaknesses:
• Convenience shopping – including a number of green grocers, butcher, bakers and newsagents, supporting the Lidl store. These facilities serve both main and top up food shopping trips. • Comparison shopping – a range of comparison shops primarily serving lower order shopping needs. There are only a few multiples, e.g. Superdrug and Tesco express; • Services – including several banks, estate agents, takeaways, hairdressers and a library. • County Court brings people to the area. • Community facilities – including a job centre, health centre and dentist. • Entertainment – including pubs, restaurants and amusement arcades. • An active local business association • An active Community Action Partnership in Enfield(CAPE) branch	• Evening economy limited to restaurants and bars • Millfield theatre on Silver Street and the Edmonton Carnival has not captured the attention of the community at large to increase the footfall into the area. • Not enough Wi-Fi hotspots and affordable meeting places so that people can work in a more flexible way. • The Silver Street station needs better lighting and step free access. • There are a number of banks, well known high street retailers in the town centre but the majority of shops are family owned convenience stores.
Opportunities:	Threats:
• New development of Highmead, and Tottenham Hotspurs' new Football stadium nearby • New development will be supported by improved transport network, Community facilities, socio-economic interventions and improvements to the public realm • Large number of shops are Council properties	• Perception of crime and anti-social behaviour in the area • The high street environment is severely compromised by traffic infrastructure and congestion

1.4 Palmers Green

Strengths:	Weaknesses:
- Very active business association with a passionate chairman. - Excellent catering venues including Restaurants, Cafe's, Tea Rooms, Take Aways, Public Houses & Banqueting Suite. - Well supported evening economy. - Green space with Broomfield Park. - Post Office, newly refurbished. - Historic Library refurbished - Good bus service for the surrounding area & into central London. - Good overground train service from Hertford North into central London. - Lodge Drive car park very good for daytime economy. - Good diverse range of small independent businesses	- Very few national brands for retail (i.e.; Boots Chemist, Starbucks, KFC & McDonalds) - Very little signage for "No Drinking Zone" more needed on main road & side streets. - No signage for littering £80 fine. - Parking strategy needs to be reviewed regularly.
Opportunities:	Threats:
20 Minute Free Parking - Regenerating Palmers Green Triangle giving the core of the Town Centre a new look with The Clock, New Tree & colourful planters. - Fluorescent signage to be renewed for Lodge Drive car park & keeping it open until midnight to help evening footfall.	- Perception of crime - Some reports of antisocial behaviour

1.5 Southgate

Strengths:	Weaknesses:
• Newly re-launched business association with a very active chairman & core committee. • Good selection of Restaurants, Bars/Pubs, Cafe's, Take-Aways. • Easy access to 3 parks, Oakwood, Grovelands & Broomfield. • Good bus service for local area & connection to central London • Good access from Piccadilly Line Underground • Town centre cleanliness & expedient reporting of fly tipping. • Diversity of small independent businesses surviving in the current climate. • Newly regenerated Southgate roundabout.	• Perceived lack of security in the town centre • Very little signage for "No Drinking Zone" & "Dropping Litter £80 fine" • Lack of off street parking facilities.
Opportunities:	Threats:
• 20 Min Free Parking. • Improve signage for parks, station & college. • Major Opportunity would be to restore Broomfield House.	• Future loss of A1 use. • Perception of crime

1.6 Ponders End

Strengths:	Weaknesses:
• Well informed local community • Ponders End Park (refurbished space) • Active community portals (PECDT, ARA) • Vibrant local festivals (Mela, seasonal festive events) • Business communication platforms (Business forum & North East Enfield Town Team) • 'Big Four' Supermarket presence in the area • Good rail access to the area	• Lack of diverse retail offer • 'Big Four' supermarket presence adds no footfall value to the surrounding area • Public perception of area due to media focus on crime and ASB • Traffic congestion and pollution through main high street • Poor high street aesthetics – long term vacant units and undeveloped sites
Opportunities:	Threats:
• Redevelopment of High Street/ former Middlesex University site. • Project Spark initiative for vacant business units or vacant land will add innovation and creativity to the area	• Uncertain economic prospects affecting local independent traders • Redevelopment may temporarily decrease the attractiveness of the area

1.7 Enfield Highway

Strengths:	Weaknesses:
• The centre serves shoppers from the north eastern part of Enfield providing intermediate range of retail services to the local community, including a school uniform shop, a number of green grocers, butcher, bakers and newsagents. • Services include a bank, estate agents, takeaways, hairdressers and a library. • Entertainment – includes pubs, restaurants and cafes. • The existing centre includes intermediate areas of non-retail in a variety of building style. These include a library, a community hall and the Enfield Business Centre.	• The overall quality of the environment is quite poor and lacks street furniture and landscaping. • Durant's Park, The historical St James Church and cemetery gardens and Enfield College are disconnected from the main centre.
Opportunities:	Threats:
• Enfield Highway town centre is a functional neighbourhood centre. • The three storey high buildings on either side lining Hertford Road provides a tawny character, it also provides accommodation for local customers. • Opportunities may exist to improve the access to the civic and community uses, including Durant's Park, The historical St James Church and cemetery gardens and Enfield College making them a focal point of the town centre and community life.	• The busy nature of Hertford Road tends to impede pedestrian movements.

1.8 Enfield Wash

Strengths:	Weaknesses:
• The centre serves shoppers from the eastern part of Enfield providing a range of convenience shopping – including a number of green grocers, butchers, bakers, newsagents, together with jewelers, home appliances and the Co-op supermarket • Library, several banks, estate agents, takeaways and hairdressers • pubs, restaurants and coffee shops • Albany Park and the leisure centre nearby	• The town centre is interspersed with over 100 m in length of residential properties to the south • Apart from the co-op there are no household name retailers or multiples • Hertford Road is a busy main road, with limited customer parking • Poor street scene and street furniture
Opportunities:	Threats:
• The junction of Hertford Road, Turkey Street and Ordnance Road has a very distinctive character through the Turkey Brook giving the area an urban frontage and making the watercourse a public feature • The new Joint Service Centre development with improved health and Community facilities will increase the footfall • The development of the New Options Health and Community facility • A large concentration of Council owned shop premises • The location and size of the co-op supermarket and car park lends itself to further development into an attractive shopping venue	• The busy nature of Hertford Road tends to impede pedestrian movements • A large number of local shoppers prefer nearby Waltham Cross with some big name stores and ample parking facilities

1.9 Cockfosters

Strengths:	Weaknesses:
• Perceived quality location • Attractive street scene • Good passing trade • Good selection of niche shops well presented • Good selection of cafes & restaurants • Good evening economy • Easy parking facilities • Underground station • Large residential area within walking distance • Perceived safe location	• Lack of major brands • Lack of identity • High cost of rent & rates • Station located distance from shops • Viewed by some as an easy target for crime • Perceived as relatively expensive to shop
Opportunities:	**Threats:**
• Proposed new housing development • Market identity • Attract new businesses to complement existing ones	• Some empty units • Out of town destination shopping centres • No CCTV coverage

1.10 Oakwood

Strengths:	Weaknesses:
• Good location for convenience shopping • Good selection of small shops & services • Attractive street scene • Post Office • Library • Good access- proximity to Underground station • Free parking	• No parking between 2.00pm & 3.00pm • Lack of major brands • Lack of identity • Lack of business user parking
Opportunities:	**Threats:**
• Market identity • Expand evening economy	• Large supermarket opening • Some reports of an increase in crime

1.11 Winchmore Hill

Strengths:	Weaknesses:
• Good demographics • Good selection of quality niche independent shops and services • Good at capturing passing trade • Buoyant evening economy • Perceived as safe location • Village feel to the centre	• High rent & rates • Relatively high number of vacant units
Opportunities:	Threats:
• Market identity • Attract entrepreneurs into vacant shops	• Relatively high number of vacant units • Customers using local supermarket due to free parking stops people from wandering into the centre.

1.10 New Southgate

Strengths:	Weaknesses:
• Large residential area • Underground station • Free parking available	• Tired appearance • Evening economy
Opportunities:	Threats:
• New housing development increasing customer base	• Misdirected retail from new developments which could limit the effectiveness of the centre

Annex 4 Town Centre Management Principles

In managing our town centres, partners and stakeholders may want to adopt a set of guiding principles which can be applied to each town centre as appropriate. All of these principles will not be suitable for all town centres and should be selected along with the appropriate methods to support them on a case by case basis. These are presented here under relevant themes for ease of reference.

Economic Development and Regeneration

This section seeks to ensure centres stay economically healthy and do all they can to improve their viability.

EDR1 'High Street' first approach
New proposals should enhance the Unique Selling Point of the town centre. Regeneration schemes will need to have regard to the characteristics of each town centre. This could be taken to mean things such as the heritage or general layout of the centre.

EDR2 Strengthening centres during the working week
Most centres experience the lowest trade during the working week. Good Town Centre Management will identify those particular times and propose interventions to increase trade.

EDR3 Retail Start-ups
We will support retail start-ups in our town centres with new trading initiatives and opportunities afforded through larger retail partners.

EDR4 Skills & Training
This principle seeks to work with small businesses to arrange training needs suited to their business at flexible times suited to them. It also seeks to encourage new initiatives to promote the training and employment of young people in local shops such as that being developed in Enfield Town Centre by the Centre for Business and Social Action (CBSA).

EDR5 World Wide Connectivity
Opportunities for Wi-Fi hotspots will be promoted and encouraged in our centres. The opportunity to build in wireless connectivity into our centres will assist in enabling the modern shopper to roam freely around whilst being connected to the internet.

EDR6 Reinforcing the function of the High Street
Opportunities will be taken to improve the retail offer and to add complementary uses when development and regeneration proposals are being considered and promoted. Examples of complementary uses could include; leisure, culture, sports activities and uses for children and young people.

EDR7 Markets
Street markets will be welcomed and supported as part of the diversity of town centre uses. Where it is appropriate to do so, themed markets will also be encouraged into our centres to vary and support existing street markets and town centre vibrancy.

Crime and Safety Planning

This section reflects the aim of ensuring visitors feel safe on Enfield's high streets. Everyone should be able to enjoy the experience of using our town centres without being intimidated by people engaged in anti-social behavior. Retail crime is of major concern for local businesses as is the deployment of officers on the street and the recording of crimes against businesses.

CSP1 Crime and Safety
Active joint working with the Metropolitan Police and Community Safety Team to further reduce the fear of crime, address street drinking and anti-social behaviour hotspots in our town centres and in ensuring resources are deployed effectively.

CSP2 Proactive engagement with the Borough Commander
To develop specific town centre crime prevention practices and safe by design remedial measures to assist in creating safer high streets. This could involve things such as 'Towncentre Watch' (Neighbourhood Watch) whereby retailers, traders and office workers all come together to monitor and be vigilant of crime in the centre.

CSP3 Natural Surveillance
This principle seeks to encourage any method of natural surveillance in our centres to reduce crime, the fear of safety and to de-risk the potential of any crime happening. This can be achieved in a number of ways, including; ensuring our centres have low landscaping, street lights, street designs that increase pedestrian usage, remove hidden places. More cross cutting ideas such as ensuring empty or underutilised office and retail units above ground are re-used as homes. This would assist in providing new homes and would have a positive effect on reducing the fear of crime.

Transport (Public and Private)

This section seeks a balance between parking, logistics and congestion needs to be made to ensure businesses can access their customer base, deliver goods and to enable their employees to reach their workplace.

T1 Logistics
Most town centre businesses need to be able to accept deliveries of goods or enable their customers to make brief stops to pick-up e.g. medications and also shop. We will periodically review how this is managed to assist businesses and retailers. This could include, ensuring that specific lay-bys for heavy goods vehicles are constructed well enough to withstand their weight and ensuring that well designed bays allow for easy access and egress without adding to congestion.

T2 Sustainable Car Ownership
To promote and implement vehicle charging points and car club bays in town centres to encourage sustainable car ownership

T3 Reconsideration of road layouts and bus stops to enhance the shopping experience
This principle promotes modern integrated ways to encourage shoppers and visitors to visit the width and breadth of our centres to ensure we give our businesses the best opportunity to capture footfall. Placing buses in convenient locations with real time bus information and modern bus stops to enhance the attraction of public transport will be supported across Enfield's centres.

T4 Cyclists

Providing well-designed cycle storage, especially in centres close to parks, the Upper Lea Valley and some of our designated cycle routes should be encouraged.

T5 Short and Long- Stay Parking
A parking strategy that promotes additional footfall in centres during less busier times and encourages the turnover of parking space to assist retailers will be promoted. This will be kept under review.

T6 Pedestrians
An appropriate balance between public transport, cyclists, private car and pedestrians, spaces should be designed so that more interaction is encouraged on streets. This has particularly worked well in areas where this is significant high footfall, e.g. Camden Town and South Kensington

Tourism and Hospitality Management

This section refers to the re-imagination of Enfield's centres as tourist destinations and what we need to do to ensure that visitors local and non-local feel welcome when they visit.

TH1 Regular satisfaction surveys
Monitoring of how well Enfield's town centres our performing will be carried out to inform future planning of our centres through periodic surveys.

TH2 Accessible centres
Accessibility improvements will be encouraged to ensure Enfield's shops and transport hubs are accessible to all.

Retail Development and Asset Management

This section refers to physical structures that can enhance the appearance of our centres to visitors and seeks to encourage the public and private sector shop owners to work together to maximise the attractiveness of their assets that add value to the vitality and vibrancy of our centres.

RD1 Physical Development
During the medium to long term, improvements in the quality of the streetscape will be encouraged. Future designs will need to be both high quality and low maintenance. Features such as architectural lighting help to make areas attractive and at the same time feel safe and inviting. This principle seeks to ensure our building stock and wider town centre realm is developed in a way that positively enhances the retail, civic, entertainment and leisure offer.

RD2 Encouraging a Mixed Retail Offer
A mixed retail offer should be promoted throughout our centres where it is appropriate to do so, ranging from large multiple retailers to small independent businesses to locate and thrive in our town centres. Variety of services should be encouraged to ensure a centre has all the facilities it needs to support its community.

RD3 Active Street Frontages
Active street frontages will be supported in the appropriate town centre locations where it supports additional footfall and activity

RD4 Pop-ups and Micro Business Support
Where possible and feasible to do so, the procurement of empty and dormant shops for temporary use by entrepreneurs or businesses new to retail will be encouraged.

Leisure

This section seeks to create the right conditions to enable residents and visitors to visit places for leisure.

L1 Events
A range of events and activities should be encouraged in our centres over festive periods in the year. For example; Halloween, Christmas, Eid, Diwali and Rosh Hashanah.

L2 Entertainment Centres
A programme of street entertainment should be programmed in throughout the year together with the necessary licences to enable street based entertainment in appropriate locations.

L3 Café Culture
In some centres, having tables and chairs outside in suitable locations creates a sense of activity, has a positive social aspect and adds a distinctive character that attracts other people.

Marketing and Promotion

This section seeks to utilise all available resources in the process of communicating the value of our centres to potential customers and making sure that our centres are advertised in the best possible way.

MP1 Marketing and Promotion
Enfield's primary centres [Enfield Town, Edmonton Green, Angel Edmonton, Southgate, Palmers Green, Winchmore Hill & Ponders End] should have dedicated web pages focussed specifically on promoting the town centre, activities, services and products. For example; "Enfield Means Business" website and the Connect Direct Online Directory.

MP2 Pro-Active Inward Investment
This principle directs the production of a framework to ensure we maximise occupancy rates in our centres by actively marketing Enfield as a place to do business in.

MP3 Public Engagement
A communications concordat will be produced to ensure the spread of information between the public, investors, businesses/retailers and stakeholders are kept up to date with activities in their area.

MP4 Social Media
Town centre retailers and traders will be encouraged to promote and make their businesses accessible through all forms of social media including "Enfield Means Business" website and the Connect Direct Online Directory. For example, Facebook, Twitter and YouTube.

MP5 Town Centre Management Action Plans

Each town centre will benefit from a concise customer facing document and be clear about what the aims and priorities of each centre will be towards improving its appeal to customers and businesses. The action plan will focus on specific interventions for its centre.

Public Realm

This section seeks to ensure that our high streets continue to be kept free from litter, graffiti and illegal street dumping to ensure the smooth running of businesses and attractiveness of all of our centres.

CWE1 Targeted Enviro days
On-going awareness campaigns into looking after our high streets will be encouraged. This will be carried out via marketing campaigns, enforcement and planned events with local volunteers and the general public.

CWE2 Shopfront Design
Proposals for improving shopfronts should have regard to the Shopfronts and Associated Advertisements Supplementary Design Guidance to inform its design. Keeping the façade as identical to the other shop units creates a more attractive and uniformed look to the street. The design and fittings should respect the local context and be in keeping with the character of the area.

CWE3 Attractive Centres
Public realm enhancements will be promoted to improve the appeal and the desirability of our centres. Examples of on-going greening improvements such as Enfield/London in Bloom competitions could be a method of enhancing the streetscape. Improvements will be directed towards provision and maintenance of seating, lighting, window dressing, weeding of pavements and the replacement of cracked paving stones.

CWE 4 Wayfinding and Visual Clutter
Clear wayfinding where it contributes to information in relation to the centre will be promoted in areas where it is appropriate to do so. Steps to proactively reduce unnecessary street furniture, signage, badly sited A- Boards and other paraphernalia which would detract from the town centre environment will be encouraged.

Public Health and Healthy lifestyles

PHL1 Access to High Quality Open Space
Promote the inclusion of high quality open spaces within or close to town centres. The improvement or creation of high quality open spaces will be encouraged in town centres where it is appropriate to do so. Open spaces give town centres a different feel and a place to relax and enjoy. Open spaces are well known for the positive contribution it plays in wider health objectives and therefore an important commodity to conserve and improve.

Planning and Design

This section seeks deals with the day to day planning applications received by the Council and how they are assessed in relation to its use and the design ensuring that it reflects the historic character and helps preserve the unique selling point of each centre in the Borough.

PD1 Improve the town centre mix
Variety will be encouraged in centres by allowing the sensitive application of local and national planning policies in order to promote vitality and vibrancy.

PD2 Town Centre Design
Proposed applications within town centres should, wherever possible, support the unique selling points of Town Centres and positively reinforce their characters. Emphasis will be given to the use of high quality materials that are well designed and fit in with the uniqueness of each centre.

Annex 5 Town Centre Management Action Plan - Guidance and Template

If you decide to create an action plan for your town centre you may want to adopt a structure that includes the following:

- A mission statement
- A vision
- A set of objectives
- Specific projects or actions that can deliver the chosen objectives

In order to combine everyone's suggestions it is advised that you follow the attached template and – guidance notes below:

Mission

- This should encompass your purpose and primary objectives;
- Identify the key measure or measures of your success;
- Identify the prime audience;
- Set out the mission in as few words as possible.

Help in mission statement creation:

1. First identify what you consider could be the town teams "winning idea".
2. This is the idea or approach that will make your town centre stand out from its competitors, and is the reason that customers will come to it and not your competitors.
3. Next identify what you see as the key measures of our success. Make sure you choose the most important measures (and not too many of them!)
4. Combine your winning idea and success measures into a tangible and measurable goal.
5. Refine the words until you have a concise and precise statement of what you consider to be your mission, which expresses your ideas, measures and desired result.

Worked example:

- Imagine the example of a town centre that wants show that they are a great place to live, visit and work – this will be the action goal of the statement.
- Identify the two key features that make the town centre an attractive destination– its historic market and good range of housing.
- Create the mission statement – which is the action goal that combines the winning idea and key features.

The mission statement of the Town is:

"To sustain and improve the life of our town for visitors and residents by appreciating and investing in its historic market which attracts visitors and also meeting the needs of its residents with a diverse retail and housing offer."

Examples of town centre mission statements:

"Our mission is to enhance and create a good vibrant town centre for shopping, working and living. We endeavour to ensure that the town centre is a safe, fun and friendly shopping environment and that every visit to the town centre is a good experience." - Ashford Town Centre

"To maximise the use of the Town Centre as a focus for the creation of a pleasant living, working, shopping and leisure environment; to encourage the inhabitants of Ware and the business community to take an interest in their Town Centre and the facilities which it offers; to promote the benefits of Ware to a wider audience." –Ware Town Centre Partnership

"Our Mission is to make Bedford the preferred place to shop, work, live, visit and have fun." – Bedford BID

"WV One is a city centre partnership which works in a co-ordinated and proactive way across the city to attract new investment, shopping and leisure facilities and to encourage continued improvement in the city's environment, safety and access." – Wolverhampton Town Centre

Vision

There are certain characteristics that most vision statements have in common. In general, vision statements should be:

- Understood and shared by all members of the community
- Broad enough to include a diverse variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate - for example, they are generally short enough to fit on a T-shirt

Help in vision statement creation:

Once you've created your mission statement, move on to create your vision statement:

1. First identify your mission – then think about how to expand it into a broader vision.
2. Next, identify what you, your customers and other stakeholders will value most about how we will achieve this mission. Distil these into the values that you should have.
3. Combine your mission and values, and polish the words until you have a vision statement inspiring enough to energise and motivate people inside and outside your group.

Worked example:

Using the example mission statement developed for the town, the following can be identified as being the things that people value about the town:

- Sense of history,
- Modern housing,
- Diverse retail offer.

Here's the Vision Statement for the town based on these values:

"Proud of our past and investing in our future"

Examples of town centre vision statements:

"By 2020 Bromley will be widely recognised as one of the best London boroughs to live in"- London Borough of Bromley

"To improve the prosperity of Slough's Town Centre and enhance the well-being of the community, creating a viable and sustainable Town Centre economy" – Slough Town Team

Objectives

There are many good reasons to develop specific objectives for your organisation. They include:

- Developing objectives helps your organisation create *specific* and *feasible* ways in which to carry out your mission.
- Completed objectives can serve as a marker to show members of your organisation, funders, and the greater community what your initiative has accomplished.
- Creating objectives helps your organisation set priorities for its goals.
- It helps individuals and work groups set guidelines and develop the task list of things that need to be done.
- It re-emphasises your mission throughout the process of change, which helps keep members of the organisation working toward the same long-term goals.
- Developing the list of objectives can serve as a completeness check, to make sure your organisation is attacking the issue on all appropriate fronts.

Good objectives should have the following characteristics:

- They are *specific*. That is, they tell *how much* (e.g., 40%) of *what* is to be achieved (e.g., what behavior of whom or what outcome) *by when* (e.g., by 2015)?

- They are *measurable*. Information concerning the objective can be collected, detected, or obtained from records (at least potentially).

- They are *achievable*. Not only are the objectives themselves possible, it is likely that your organisation will be able to pull them off.

- They are *relevant* to the mission. Your organisation has a clear understanding of how these objectives fit in with the overall vision and mission of the group.

- They are *timed*. Your organisation has developed a timeline (a portion of which is made clear in the objectives) by which they will be achieved.

- They are *challenging*. They stretch the group to set its aims on significant improvements that are important to members of the community.

Projects/Actions:

Each action or project should be aligned to an objective set in the previous section. For each action/project the following needs to be defined:

- *Process* – the actions needed to complete the project/action
- *Timeframe* – duration of the project/action

- *Measures* – how its effectiveness will be measured
- *Stakeholders* – who will be involved and their role
- *Resources* – the sources of, type and amount of resource required to deliver the project/action
-

Suggested headings for actions:

1. Clean and safe
2. Marketing and events
3. Attracting visitors
4. Capital projects including environmental projects
5. Transport and accessibility
6. Inward investment i.e. attracting new shops/businesses into the town

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Example town centre objectives – Broadstairs Town Team:

- *"Support and assist community-led initiatives to grow, for the greater good of Broadstairs, the town, its people, and its businesses*
- *Show to a wider audience the fabulous things Broadstairs has to offer*
- *Tell everyone more about Broadstairs so they love it as much as we do"*

Example town centre objectives – Yeovil Town team:

- *Generate more footfall and consumer spend*
- *Raise Yeovil's profile in Somerset as a major shopping and business centre*
- *To create a clean, pleasant town centre with open spaces*
- *Maintain our walkways, streets and buildings in a good state of repair*
- *Maintain convenient access to the town centre in the face of increasing traffic congestion*
- *Provide a wider range of leisure opportunities within the town*
- *Create a happier and healthier place to work, live, shop and relax*
- *Create an enjoyable, varied and exciting shopping experience*
- *Provide easy, accessible parking*
- *Maintain a safe, secure and hassle free centre*
- *Provide good facilities for the disabled*
- *Organise seasonal events and attractions*

Timeline/Action Plan

It is important to draw up a timeline and action plan – even if the projects are only categorised as short, medium and long term – in order to keep your projects on track. Two example action plan and timeline formats are attached to these guidelines – one is an implementation plan for a specific project and the other is a more comprehensive approach to setting targets and timescales for actions.

Ensure that you follow up on the action plan regularly. You are asking members to be accountable, and to get things done on a regular basis. If they have agreed, you should help them fulfill their commitment as best you can.

Town Centre Management Action Plan

Our Mission:

Our Vision:

Our Objectives:

Clean and safe
1.
2.
3.

Marketing and events
1.
2.
3.

Attracting visitors
1.
2.
3.

Capital projects including environmental projects
1.
2.
3.

Transport and accessibility

    1.

    2.

    3.

Inward investment i.e. attracting new shops/businesses into the town

    1.

    2.

    3.

Actions/Projects:

Timeline/Action Plan:

(See attached templates)

SUGGESTED FORMAT FOR ACTION PLAN

Group Name: _____

Date: _____

This action plan is in two parts:

1. **Main Targets** that measure our success in reaching our School's Travel Plan objectives
2. **Actions and Initiatives** planned to help us work towards our objectives

1. Main Targets

Objective	Target	Target Date	Progress
Summary of objectives *Summarise the objectives from within your plan here*	**Summary of Targets** *It is important that each objective has a Specific, Measurable, Achievable and Realistic target.* *Completing this section is a useful way of checking that you have set measurable targets for each objective*	**Target Date for completion** *It is important that each objective is Time bound.*	*Space to make notes on progress, barriers that led to a target not being achieved and any new approaches identified as a result*

2. Actions and Initiatives

(It is a good idea to create an action plan table for EACH of your objectives)

OBJECTIVE: _____ e.g. Increase the number of people using the Enfield Town Market

TARGET: _____ e.g. Increase the number of people using the Market by 25 – 50% by October 2015

Proposed Action	Key Milestones (Key tasks that need to be carried out to implement actions)	Responsible Person	Partners to consult / engage	Target Date	Success Indicator (How you can measure / demonstrate that an action is complete)	Progress (Details of progress to date, useful information, and barriers encountered etc.)
For example…. *Produce posters to put on buses in the Borough advertising the market*	*For example….* *Contact bus companies to agree to posters on their buses by March 2015*	*For example….* *Mrs Erkmen*	*For example* *The Old Enfield Charitable Trust (who manage the market)* *Enfield Council* *TfL*	*For example...* *October 2014*	*For example…..* *This could be a survey of how many people noticed an advert on a bus before, during and after the marketing campaign. .* *This could also be a survey of the footfall around the market area.*	*For example….* *Meeting held with bus companies on 5th March 2014*