

MUNICIPAL YEAR 2016/2017 REPORT NO. 200

MEETING TITLE AND DATE:
CABINET - 8 February 2017

REPORT OF:
Executive Director –
Regeneration & Environment

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Agenda – Part: 1

Item: 11

Subject: Ponders End High Street: Phase 2
Delivery Programme

Wards: Ponders End
Key Decision No: 4382

Cabinet Members consulted: Cllr Ahmet
Oykener and Cllr Alan Sitkin

1. EXECUTIVE SUMMARY

- 1.1 The report seeks authorisation to initiate the Ponders End (Phase 2) programme, and a budget to progress design work with the objective of delivering a minimum of 300 new homes, together with commercial, community and high quality civic uses.
- 1.2 This report also sets out the Council's approach for developing Ponders End High Street for the continued regeneration of Ponders End as part of a 'Ponders End rolling programme', and it identifies the resources needed to deliver future phases of the programme as outlined in the Neighbourhood Regeneration Capital Programme Report Key Decision 4229.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the progress made to date on the ongoing Regeneration of Ponders End and agrees the next phase of programme;
- 2.2 Authorises draw down of approved 16-17 budget for expenditure of no more than £1.0m to progress design and architectural work across sites at Ponders End identified and in accordance with the scope under section 7;
- 2.3 Authorises draw down of approved 16-17 budget for of £100k to carry out a series of small to medium scale public realm improvements;
- 2.4 Approves the Ponders End governance arrangements; and
- 2.5 Authorises draw down of approved 16-17 budget for no more than £310k for quantity surveying, engineering and valuation advice for sites identified within this report to undertake an options appraisal as explained in section 8.

3. BACKGROUND

- 3.1 The Neighbourhood Regeneration Team has the overarching responsibility for revitalising some of the most deprived neighbourhoods in the borough. This focus continues in areas of Edmonton, Enfield Town, Ponders End and New Southgate.
- 3.2 Ponders End is one of the more long standing regeneration areas that has been subject to change since 2008. In 2011 the Ponders End Central Planning brief Supplementary Planning Document sought to provide a plan for how areas around the high street and Queensway could be developed in future. This progress can be clearly seen along South Street where the Alma Estate is undergoing a complete transformation to provide existing residents with modern energy efficient homes. On the high street, improvements to Ponders End Park are being well used by the community and the recent planning approval of Electric Quarter indicates that Ponders End is well on track towards improving the lives of residents and visitors to the area. This is a great achievement in itself which will only help to support the Council's Sustainable Community Strategy which seeks to improve the quality of life through employment and enterprise, the local environment, housing, leisure and culture.
- 3.3 In order to build on this success and to ensure that the area keeps moving forward in a positive manner, it is important that regeneration does not stand still. This report seeks authorisation to initiate a programme of regeneration projects to assist the high streets vibrancy and vitality. In addition, a range of small to medium sized beautification treatments are also proposed to ensure the high street complements the wider improvements being made to the high street and surrounding roads through the Cycle Enfield Initiative and TFL Major Works scheme which will be completed by 2018.
- 3.4 The high street sits firmly at the centre of Ponders End and offers a diversity of local shops and services. Traders on the high street have been significantly affected in recent years by the loss of footfall resulting from the closure of the Middlesex University and the slow recovery following the start of the economic recession in December 2007.
- 3.5 With consultation on Crossrail 2 coming to a close and a report to be presented by Theresa May at the next Autumn Statement, the prospect of a higher frequency of service at a revitalised Ponders End station, now becomes a realistic option and the right time to consider the next phase of regeneration to ensure that the transformational change continues along the right path.
- 3.6 Successful regeneration has to be holistic, comprehensive and community focused. Physical, economic and social interventions are all essential to achieving a mixed and balanced community. It is recognised that in order to create this outcome, a focused strategy of interventions needs to be progressed. The purpose of these recommendations is to extend the work

outlined in the 2011 planning brief with a view to creating another attractive and integrated town centre in the borough.

4. Progress to Date

4.1 Regeneration work continues at a pace and an update is provided below on the current projects in the Ponders End ward.

4.2 Electric Quarter

4.2.1 The Electric Quarter consists of approximately 2.14 hectares (5.29 acres) of land fronting Ponders End High Street. The Electric Quarter will deliver 167 residential units and 1379 square metres of commercial and community space in two phases. Phase A will deliver 61 units (comprising of 40 private sale town houses and 21 affordable rent units) and will complete in Autumn/Winter 2017. Phase B will deliver 106 units, nursery on ground floor and communal rooftop open space area, a library and 5 commercial units.

- Planning consent was given in February 2016 for 167 new homes, together with new shops and a new library building to be built in 2 phases.
- There have been a few snagging issues with managing a construction site whilst ensuring access for the Heron Hall Academy which is open. Agreement has now been reached and will be implementing a new travel plan and construction management plan to ensure all parties have unobstructed use.
- The Planning Inspectorate has now concluded a Public Inquiry into the Compulsory Purchase Order of properties within the Electric Quarter development. The Inquiry lasted three days and the Inspector heard from two objectors. A decision is expected in six months' time.

4.2.2 Whilst the replacement of the library is currently proposed to be delivered on the Electric Quarter, there is another option which is considered to be a more cost effective solution. This entails, bringing library services in with the current educational and community facilities at Swan Annexe. Cabinet is asked to authorise the amendment of the plans for relocation of the library to coincide with an option to relocate the library at Swan Annexe.

4.2.3 The Council will explore whether the new facility at the Electric Quarter should continue as a leisure use or where the space should be reconsidered for residential or commercial use to improve the overall viability of the site.

4.3 Alma Estate

4.3.1 The council's partner Countryside Properties have secured detailed planning permission for phase 1 of the redevelopment project - Phase 1 includes the demolition of Kestrel House and the adjoining two maisonettes

blocks in Alma Road, and construction of new buildings including a 'landmark' 12 storey new tower by the station. This first phase of the redevelopment will provide 363 new homes, 97 of which will be Council homes for rent, 68 will be housing association low cost home ownership (shared ownership) homes and the remaining 198 will be homes for sale. In addition, the first phase will contain space for an affordable gym and for a café.

4.3.2 Demolition works were due to start in the spring of 2016, but unfortunately there has been a slight delay due to it taking slightly longer to move residents out of Kestrel House than originally planned. The problems have now been resolved and demolition of Kestrel House is underway. Due to the proximity to the rail line, demolition of Kestrel has to be undertaken very carefully and so will take approximately five months to complete. New homes in phase one are scheduled to be completed by the summer of 2018.

4.3.3 The current programme indicates that redevelopment of the phase 2 would start in August 2017. Further work is underway to ensure that replacement buildings comply with the Outline Planning consent and also provide a good operational space. The intention once agreement can be reached will be to submit a Reserved Matters application to the Local Planning Authority for determination. This should take around 8-weeks to complete.

4.4 Dujardin Mews

4.4.1 Dujardin Mews is the name for the new Council homes being constructed between Falcon Crescent/ Spur Road Car Park and Oasis Hadley Academy.

4.4.2 The site consists of 38 new homes, of which 19 will be for rent and 19 will be for shared equity. All of the rented properties have earmarked for tenants leaving the Alma estate and leaseholders on the Alma estate have been given first call on the shared equity homes.

4.4.3 The new homes are on target to complete in February. Electric and service installations are well underway with the plastering to follow close behind. All outstanding legal agreements have now been completed so we are well on track to complete the project in February 2017.

4.4.4 More than 20% of the site workforce has been taken from the local area and there is an agreement with the local College to provide short term work experience for several young persons on a rolling basis.

4.5 Ponders End Qube

4.5.1 The Ponders End Qube is the name given to the temporary multi-purpose community building located at the site of the former Police Station on Ponders End High Street. The building is catering for a variety of community-led functions and will remain on site for a maximum of 2 years until the second phase of the Electric Quarter commences.

- 4.5.2 At the end of the expiration of 2 years or when the site is required for redevelopment, an exit strategy will be in place to ensure that there is a new site to accommodate the Qube.



4.6 TFL Major Scheme

- 4.6.1 A radical change to the A1010 Ponders End High Street will shortly be underway to provide more space and better crossings for pedestrians, reduce collisions and traffic dominance, create a more attractive street scene, give easier access for those on foot or cycle, and ease congestion at the junction with Derby Road, south Street and Lincoln Road. Works are due to start December/January.

5. **Justification for Further Regeneration**

- 5.1 Ponders End High Street consists of a mix of different types of uses including retail, residential, employment and community facilities. Buildings are a mix of ages and styles, all with a scale of two to four storeys. The majority of the retail units are located on the western side of the high street with small interspersed retail units along the high street. The eastern side of the high street is predominantly made up of non-active spaces such as the Eagle House car park and the abandoned White Hart Public House along with civic functions such as the Swan Annexe building and the Ponders End Park. Whilst these all play a role in supporting the function of the high street, there is still little reason to come and visit the centre. The inactive frontages do not help sustain the sense of a bustling centre. The offer is limited along the high street reducing its competitiveness and its success as a centre.

- 5.2 There are however, opportunities to create a more defined town centre with a clearly defined character and purpose. The area is served by two stations. Southbury Station is located 500m west of the centre and takes commuters straight into Liverpool Street Railway Station in 24 minutes and Ponders End Station is located towards the east and is earmarked for Crossrail 2 and is within 30 minutes of Stratford International. The area is amply served by a number of buses and bus routes with direct services to Enfield Town, Hertford Road, the Lee Valley and Edmonton.
- 5.3 The total population was estimated to be about 16,100 at 2014. This was the 7th largest population of the 21 wards in Enfield. It is projected to increase by 11.0% over the next five years, compared to a Borough average increase of 2.7%.¹This is compounded by the high number of buy-to-lets in the area which do a number of things to the community. Firstly, they give rise to a loss of family sized homes; there are instances where some properties are below a basic living standard which has implications to health and wellbeing; it destabilises the community as tenants do not stay for long and thus do not always support the local area and issues over waste management of homes and parking can contribute towards how someone might perceive the area.
- 5.4 According to the Indices of Deprivation 2015, Ponders End has been estimated to be the 5th most deprived of the 21 wards in Enfield and within the 15% most deprived in England. CACI Paycheck's assessment in 2016 indicated that 27.9% of households in the ward have an annual income of less than £15,000 pa, compared with the borough average of 19.5%. As at May 2014 the number of people claiming the key out of work benefits was 1,840; 19.6%² of the estimated working age population. This compared to a Borough average of 15.1%. The estimated proportion of people in work or looking for work (the economically active) was much lower than the borough average in 2011. It is important that as regeneration continues to progress that opportunities for the young and those looking for employment are given the best start for doing that in their local borough. The most recent adopted planning obligations Supplementary Planning Document adopted in 2016 will seek to ensure that wherever possible, apprenticeships and opportunities to work in the construction sector are explored. That developments give way for opportunities for low skilled workers to work in an area close to them. A revitalised high street can seek to meet this demand through increasing the number of commercial units and increasing the footfall that will enable retailers to employ more staff.
- 5.5 The Electric Quarter, Ponders End Housing Market Assessment, 2012 revealed that there will be a need of approximately 1,070 homes required by 2031 with an acute need for one-bedroom properties (75%) in Ponders End. As well as this the Boroughs adopted Core Strategy, 2010 Core Policy 5 makes clear reference for the need for more family sized homes. There is

¹ Source: GLA 2013 Round of ward projections

² Data from the Ponders End Ward Profile 2015

also a big push towards ensuring that there are homes for first time buyers to get a foothold on the property ladder. This will mean a concerted effort towards increasing the amount of intermediate properties (for e.g. shared ownership, help to buy, living rent)

- 5.6 The property market in the ward has seen steady rises of around 8% which is consistent with much of London. At the time of writing, average sales prices were around the £303,000 and average asking rents of £570 per calendar month (pcm) for a 1-bed property to £1,800pcm for a 4-bed property. Whilst this is considered to be a relatively cheaper part of London to live in, when this is compared against the average salaries, the affordability gap becomes wider. Opportunities for increasing the amount of affordable housing will continue to be explored and implemented to ensure that people who have grown up in the area can continue to live in the area.
- 5.7 In summary, Ponders End is defined as a culturally diverse area, with a young and increasing population; a high street struggling to cope with the high turnover in population and all the associated problems along with this transience. On the plus side, it has great potential for sustainable growth and cultural vitality. A real opportunity to characterise and improve the centre for the benefit of everyone who lives, works and visits the area..

6. Area Objectives

- 6.1 Through a series of internal and external consultation and engagement exercises (see annex A.) the following objectives have been identified for the next phase of regeneration at Ponders End:
- More homes – with an emphasis on a better mix of quality private, social and intermediate affordable housing;
 - More jobs - to include all types of employment both full time and part time;
 - Creating the right evening economy - to meets the needs of the local population;
 - Creating a distinctive cultural offer;
 - Ensuring high quality neighbourhood facilities;
 - Increasing footfall to the high street; and
 - Ensuring all projects in Ponders End are sustainable.
 - A rejuvenated town centre
 - Strong public pedestrian, cycle and vehicular connections
 - Substantial improvement in linkages and overall connectivity with the High Street
 - An Improvement in lifestyle and well-being including dedicated public community facilities

7. The Next phase of Delivery

- 7.1 Whilst the area of focus to be considered is the High Street (part of Hertford Street) from the junction of Southbury Road/ Nags Head Road at the

Northern end to the junction of Derby Road/South Street at its southern end, sites considered to contribute towards the overall aim will also be included.

- 7.2 Building on the adopted North East Enfield Area Action Plan (NEEAAP), the aim will be to produce a more detailed picture of what happens when you develop more than one site which will look at a massing study to include a phasing plan for bringing forward sites identified along the high street, development viability and a planning strategy that includes an analysis of parking provision.
- 7.3. One of the issues identified is about how we provide a vibrant and fully functional high street to cater to all tastes and all budgets so that the high street evolves in line with the local population. A bespoke and detailed assessment will need to be carried out to inform the future retail provision for Ponders End.
- 7.4 Cabinet should note that each of these proposed interventions will require separate (start on site) reports recommending approval to commence delivery and budget approval of these interventions should the initial investigation prove that these are feasible propositions

- a. Ponders End Delivery Plan

- 7.4.1 A major shift in change is proposed. The NEEAAP provides a platform for preparing plans to provide intensified development along the high street. However, it will be important to understand from a detailed design, phasing and functional aspect as to how this will all work together. Cabinet is asked to authorise the preparation of this new work with a view that if necessary, it is adopted as supplementary planning guidance for developing a coherent masterplan for Ponders End. It is envisaged that the outputs will be a highly visual document that will be used for consultation and a physical tool for explaining how proposals will work together. A car parking survey and a retail and town centres strategy will also accompany the Plan.

- b. Swan Annexe Recommendation

- 7.4.2 Former community facility providing an educational facility, community related functions and council offices. The Swan Annexe has been identified as a building of architectural merit and is identified in the Council's draft local heritage list. It also serves a beacon to provide a central focus for the high street. A number of options have been proposed and no clear strategy for its future has been agreed. There is some certainty that the Swan Annexe must remain in education use. Therefore, it is proposed that Cabinet agree to an options appraisal study to be carried out to explore a new refurbished facility to provide a more modern educational facility alongside a mix of a small independent cinema, café/restaurant and library provision to assist in diversifying the high street's offer, providing a natural destination for visitors and a much needed anchor to the high street. Cabinet is asked to agree, following the outcome of the options appraisal, a start on site report authorising a budget for the delivery of the proposed works.

c. Queensway

7.4.3 This stretch of road accommodates the Electric Quarter, Heron Hall and some small employment units to the south and larger industrial size sheds together with the southern portion of Tesco's car park. The delivery of Electric Quarter and the Heron Hall Academy is well underway and the Queensway has the potential to offer an exciting employment –led mixed use development which could include workspace, residential, a dedicated banqueting/community facility with additional car parking. Development options could include; the amalgamation of land in the area subject to consultation and co-operation from landowners. Options for development would be led on the basis of delivering high quality homes and workspace to keep up with demand for more modern workspaces. The Council are also working with Enterprise Enfield to consider a mixed use development scheme that would involve co-working space, training room with some enabling residential development. Cabinet is asked to approve the investigation of these options with a view to formulating a proposal.

d. White Hart Public house

7.4.4 The White Hart Pub has been vacant for many years. It consists of a detached public house with ancillary residential accommodation above it. It has car parking facility located to the front and north side of the building; and benefits from two points of vehicular access to the Hertford Road/High Street. The landowners have expressed a desire to work with the Council to re-develop a town centre mixed use scheme that would include residential and commercial uses, with associated amenity space and car parking. The landowner has agreed to an exclusivity agreement lasting six months to allow the Council time to consider a development offer. Officers are exploring the potential to purchase additional land to improve the deliverability of the site as a whole. Cabinet is asked to authorise a feasibility study to determine whether this scheme is a viable proposition for the Council. If a viable scheme can be demonstrated, a recommendation to authorise a project budget to deliver the scheme to its completion will be subsequently put to the Portfolio member for economic development for authorisation..

e. Ponders End Park

7.4.5 The site comprises an old disused changing facility located in the park. It is known that the Ponders End Park provides both football and cricket but suffers from a lack of bookings due to inadequate changing facilities. As well as this, the improvements that have been to the front end of Ponders End Park have been welcomed by the community and it continues to provide a welcome respite from the rest of the centre. However, the increase in footfall that was hoped for has not materialised and as such, a fresh look is required to see how we can improve the vibrancy of this much loved space. Cabinet is therefore asked to authorise feasibility work to explore the option of an

outdoor market, a permanent café and pavilion option to include modernised changing facilities. The feasibility exercise would seek to ascertain how the café facility could be self-sufficient to add value to the Council's portfolio. A Start on site report will follow outlining a strategy to bring forward a proposal.

f. Public Realm Improvements

7.4.6 The TFL Major Scheme and Cycle Enfield programme will bring a marked change to Ponders End. The look and feel of the centre will really tie in all the developments that are coming forward which will provide an added boost to the Council's regeneration aims. However, a number of retail units, buildings and civic areas are also in need of revamp to ensure that the effects of regeneration are spread across the high street. Therefore, Cabinet is asked to authorise a budget of **£100k** to carry out a series of small to medium sized interventions with a view that beneficiaries contribute towards the initial investment to ensure that they buy in and maintain the improvement.

g. Eagle House

7.4.7 The site includes a large landscaped area to the north and a council owned car park to the south. There may be an option to develop over the car park which would allow the re-provision of the car park and possibly a re-provision of the adjoining surgery to achieve a viable quantum of development. Cabinet is asked to authorise development capacity options to include a residential-led mixed use development with re-provision of the car park and surgery. Should there be any merit in bringing this forward, that a separate Start on site report is brought to Cabinet to authorise the project and its associated costs.

h. Boundary House

7.4.8 The Boundary House Public House has suffered from anti-social behaviour and illegal activity in recent months. The site no longer operates as a licensed public house and requires a wholesale approach to its future. Officers are in discussion about bringing forward alternative uses to the site with the potential to amalgamate this site together with council land that is sited next to it. A feasibility exercise will better inform the Council to the extent of what development options could be brought forward and Cabinet is asked to allow officers to prepare some options should the landowner be willing to work with the Council.

i. Glyn Road Car Park

7.4.9 This site is a Council owned car park. It has potential for residential development. The site is located to the rear of a number of residential units. Development and design options must provide innovative solutions to a constrained site with potential overlooking issues but allows a further opportunity to unlock this underutilised site for much needed housing.

Design options to coincide with the delivery plan will seek to mitigate any loss of car parking.

j. Additional Development opportunities

7.4.10 In consideration of the interventions already identified, officers are continuing to explore other development opportunities that would contribute towards the physical, social and economic fortunes of Ponders End. Should any further opportunities be in the favour of these indicators, a separate report will be brought forward outlining its merits.

8. The Delivery Approach

8.1 In order to ensure these proposals are viable and deliverable, the Council will carry out a competitive exercise to obtain best value for a number of consultancy commissions to ensure the delivery of projects along the high street. A separate commission for a framework of architects has already been procured and approved by the Cabinet members for Economic Regeneration and Housing.

8.2 Individual design briefs will be prepared to test and propose a number of options to ensure a sustainable solution. The contract with the lead architect firm will allow a degree of flexibility.

8.3 The commission will require the following services:

- Undertake sketching/massing studies to ascertain potential numbers for deliverable sites;
- Preliminary design capacity work plus engineering advice on constraints from services.
- Concept design work up to Stage 2 or equivalent from the RIBA Plan of Work 2013 or equivalent.
- Urban design and planning advice
- Leading on consultation events for stakeholders including residents for all of the sites.

8.4 A pre-commencement development appraisal using a residual land method will be employed for every site to determine the overall land receipts when taking into account the build costs, developer's profit, planning obligations and interest rates on loans. The list below indicates some of the broad assumptions that will be used to determine whether the scheme as a whole is capable of being viable. The list highlights the revenue, (the value of the homes/commercial space to be sold) when taking into account the income generated by the sale of homes and the commercial revenue. The residual land value equates to the value left after all the costs (expenditure) has been deducted from the revenue received.

ITEM
Total Build Cost
Sales and Marketing
Overheads at 5%
Profit at 20%
Finance costs at 6%
CIL & CPZ
TOTAL SCHEME COSTS
Sales Revenue
Affordable Rent Revenue
Shared Ownership Revenue
Commercial Revenue
TOTAL SCHEME REVENUE
RESIDUAL LAND RECEIPTS

- 8.5 The Residual Land Receipt is equal to the Total Scheme Costs minus the Total Scheme Revenue. It is considered that any projects to be proposed for further development will need to at the very minimum break even. A negative residual value more than the allowable profit would be considered to be unviable and an alternative option would need to be utilised. The overall aim will be to maximise the amount of profit to be able to recycle onto new sites. It is considered that for every scheme an effort to maximise the amount of affordable housing will be considered and where feasible, delivered.
- 8.6 Based on previous commissions and the scope of work required for this programme of delivery, it is estimated that a budget of up to **£1.0m** will be required to appoint an architect led team, along with landscape design, planning and engineering consultants to carry out this commission through all stages up to and including Stage 2 of the RIBA Plan of Work 2013 or equivalent.
- 8.7 The procurement of these companies will allow for **optional** stages post Stage 2 from the RIBA Plan of Work should the Council choose to progress the schemes to delivery stage, including detailed design, planning submission, tender stage drawings and another option for novation as the project architect. Any budget required for services post Stage 2 will be sought in a subsequent Portfolio report.
- 8.8 The Council will need to commission a quantity surveying firm to carry out the following tasks:
- Scheme cost estimates throughout the design process
- 8.9 The Council will also need to commission valuation expertise to carry out the following tasks:

- Undertake a viability assessment of sites to inform progression of design work on each site.
 - Undertake valuation of the completed proposals to inform the options appraisal prior to any decision on the development strategy.
- 8.10 The above services will be commissioned with a lead firm and sub consultancy arrangement.
- 8.11 It is estimated that the budget required for this commission will be up to **£300k** and therefore this report recommends that Cabinet authorise this funding.
- 8.12 The brief of these consultants will allow for **optional** tasks after the options appraisal should the Council choose to progress schemes, which would include:
- value engineering up the final budget estimate if the Council pursues a traditional development or Design & Build contract approach;
 - preparation and evaluation of tender documents if the Council chooses to take a Design & Build contract approach;
 - value the final scheme designs if the Council develops the land, to ascertain the gross development value; and
 - Employers Agent and Construction and Design Manual Co-coordinator during construction.
- 8.13 Any budget required that goes beyond these services will be sought in a further Cabinet report with an options appraisal included.
- 8.14 To save costs, the Council will procure development appraisal software in-house to ensure that the initial feasibility of sites are carried out before committing resources. The council expects to pay no more than **£10k** for the software and four, full access licences and training for the next 5 years. Cabinet is asked to endorse this arrangement.

9. Governance – PE Programme Board

- 9.1 In consideration of the overlapping services and complex arrangements in developing the next phase of regeneration at Ponders End, it is proposed that a Programme Board is set up to oversee the progress, issues and risks to project delivery. The suggested arrangement is outlined in the table below.
- 9.2 It should be noted that the Ponders End Partnership meeting currently exists and is chaired by a local ward councillor. It meets at quarterly intervals throughout the year and acts as an advisory board to the Council on projects happening in the area. It is suggested that this continues to ensure

that the community are well informed and are supportive of the proposed plans for the area.

Role:	Key Responsibility:	Resource:
Ponders End Strategic Board	<p>The strategic board will be responsible for setting the overall strategic direction.</p> <p>Has ownership of all the individual projects which form part of the Ponders End High Street Regeneration programme.</p>	<p>Executive Director of Regeneration and Environment Assistant Director of Neighbourhood Regeneration Councillors</p>
Programme Board	<p>Responsible for overseeing at a senior level the Ponders End High Street Regeneration programme.</p> <p>The board will approve all escalation routes for risks, issues, scope change, costs and benefits.</p> <p>Will be responsible for the overall management of the programme.</p> <p>The Board will be supported by members of the Regeneration Neighbourhood Team who will ensure that all paper work is collated prior to meetings, liaising with the chair, getting updates or relevant speakers to attend, ensuring that agendas are circulated to members 5 working days prior to the meeting. In addition coordinating responses from the action points.</p>	<p>Head of Neighbourhood Regeneration Head of Strategic Planning and Design Head of Development Management Environment Head of Traffic and Transportation Head of Development and Estate Renewal Head of Legal Services Head of Corporate Finance Assistant Director Procurement Assistant Director Economic Development Assistant Director Strategic Property Services Head of Sustainability Corporate Communications Manager Programme Manager Community Representative Groups e.g. Alma Residents Association, Ponders End Community Development Trust, NEEAP</p>
Programme Manager	<p>Responsible for the day to day management of the programme and reporting and escalating as required to the Programme Board.</p> <p>Responsible for ensuring that key officers and external colleagues are fully informed of all aspects of the programme.</p>	Senior Regeneration Manager

Role:	Key Responsibility:	Resource:
	The Programme Manager will also be responsible for reviewing and disseminating any lessons learnt and best practice.	
Project Group	<p>Responsible for the day to day management of the individual projects within the programme</p> <p>Project Managers will be responsible for completing the Highlight / Progress Report and maintaining the project risk register for their project and submitting this to the Programme Manager by the deadlines.</p> <p>The Project Managers will also be responsible for completing a Project Closure Report on completion of a project.</p>	Regeneration Officers/Project Manager

10. FUNDING

- 10.1 Following feasibility, further reports will be brought forward for recommending that the project becomes live. Start on Site Cabinet reports will come forward seeking authorisation of the project and budget.
- 10.2 To coincide with our request for capital will be an investigation of external funding opportunities to assist in de-risking the negative impacts of the projects identified in Section 7.

11. ALTERNATIVE OPTIONS CONSIDERED

- 11.1 Further reports will follow considering an analysis of each of the interventions described in Section 7 and what options may follow from this work.

12. REASONS FOR RECOMMENDATIONS

- 12.1 The regeneration of Ponders End is well underway but it is vital that the Council continue the ongoing development of this town centre. The recommendations seek to allow the further investigation of additional development sites so that the Council is well informed of any future decisions.

13. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

13.1 Financial Implications

13.1.1 The report contains a variety of future options for improvements to the High Street in Ponders End but does not in itself commit Enfield Council to additional expenditure that cannot be contained from within the existing 16-17 capital programme approved in KD 4229. This report requests approval to draw down budget that has already been approved and the funding for which has already been included in the Medium term Financial Plan.

13.1.2 Any future proposals with cost implications would need to be subject to separate reports, red book valuations to support costs and a full financial appraisal.

13.1.3 The £100k requested for small to medium sized interventions is expected to be supported by additional contributions from the community including existing shop owners and other related parties. This will help to ensure their buy-in to the overall neighbourhood improvements.

13.2 Legal Implications

13.2.1 The general power of competence in s1.1 of the Localism Act 2011 provides the Council with the power to approve this project. The general power of competence states that “A local authority has power to do anything that individuals generally may do”. provided that it is not prohibited by legislation and subject to Public Law principles Section 2 sets out the boundaries of the general power, requiring local authorities to act in accordance with statutory limitations or restrictions. The developments within the Delivery Programme to be put in place, including procurements to be pursued, are pursuant to these powers.

13.2.2 With regard to obtaining best value, and fulfilling its obligations under the Council’s Contract Procedure Rules (“CPR”) and EU procurement law in general (including the Public Contracts Regulations 2015 (“the Regulations”), all contracts which are offered as an output of the Delivery Programme moving forward, must be offered and concluded in compliance with the CPR, EU procurement law, and the Regulations, as appropriate.

13.2.3 By virtue of S.120 Local Government Act 1972 the Council has the power to acquire property by agreement for the purpose of the improvement or development of their area notwithstanding the fact that it may not be required immediately for that purpose. The acquisition of properties must comply with the Councils Property Procedure Rules. The Council has the power to purchase land compulsorily under s226(1) of the Town and Country Planning Act 1990 as amended.

13.2.4 The legal agreement(s) will need to be in a form approved by the Assistant Director of Legal Services.

13.3 Property Implications

13.3.1 It should be noted that the majority of the peripheral assets this report discusses are not in the ownership of the Council.

13.3.2 Any feasibility work should be undertaken internally including massing and density calculations together with financial appraisals as this will reduce costs.

13.3.3 If the internal feasibility suggests a scheme is viable on a site, subject to other factors, then an external validation should be sought.

13.3.4 Any acquisitions of third party owned sites by the Council will be undertaken through Strategic Property Services to obtain best value under s120 LGA 1972.

13.3.5 The Swan Annexe is an Education use building accommodating the secondary pupil referral unit and should remain in use as an education asset. If there is an option to redesign the internal layout and maximise space for mixed use building, project officers from Regeneration and SCS Asset Management should liaise and work up a schedule of accommodation.

14. KEY RISKS

14.1 At this early stage, the risks of all these interventions are largely unknown. However, as further reports are produced, a thorough risk analysis will accompany each intervention for consideration.

15. IMPACT ON COUNCIL PRIORITIES

15.1 Fairness for All

One of the drivers for change is one that is inclusive of the existing community that exist in the area. Ponders End is well known for its strong community presence and this is one of the positive traits of the area. The Council through the Ponders End Partnership will seek to ensure that it continues to maintain its link with the community to help ensure that any considerations are well thought out and discussed.

15.2 Growth and Sustainability

It is considered that as a minimum, with all the interventions combined that the borough would benefit from a minimum of 300 additional homes, new commercial, community and leisure floorspace. The drive towards creating a day economy where there are offices located on the high street could assist

in sustaining the centre is currently being investigated. This would provide a much needed boost to retailers along the high street.

15.3 Strong Communities

The eventual outputs on Ponders End High Street will help to increase home ownership levels in the area, create employment opportunities and support the creative and strong community offer. The proposals will seek to build on a stronger, more core competitive centre that will serve all residents, workers and visitors to the area.

16. EQUALITIES IMPACT IMPLICATIONS

16.1 At this early stage of the programme, it is too early to ascertain what the likely outcomes of an equalities impact assessment might say. As part of the proposed Ponders End Delivery Plan, a predictive equality impact assessment will be carried out to give a more comprehensive view of the likely risks and proposed mitigation should any be identified.

17. PERFORMANCE MANAGEMENT IMPLICATIONS

17.1 The Regeneration of Ponders End High Street contributes towards the achievement of:

- Core Policy 41 of the Enfield Core Strategy
- Shaping Enfield's Future
- North East Enfield Area Action Plan 2016
- Ponders End Central Planning Brief 2011
- 5a of the Sustainable Community Strategy 2007-2017
- 2.10 "Improve the Quality of life for residents through the regeneration of the priority regeneration areas" of the Enfield Council Business Plan.

18. PUBLIC HEALTH IMPLICATIONS

18.1 Housing is a fundamental determinant of health, seeking to meet current and future housing requirements will help to fulfil this determinant. Work should be undertaken to ensure that new housing is available to all social groups. The proposals have the potential to benefit several vulnerable groups which have been identified in the area. These groups include the unemployed, young people and children in poverty. A more prosperous centre will only seek to serve these identified groups to ensure there are services and opportunities open to them. For example, being in work has shown to decrease mental health problems in later life.

Background Papers

None