Shaping Enfield’s Future
Draft Place Shaping Strategy
Shaping Enfield’s Future

Welcome to the Enfield Place Shaping Strategy.

*Shaping Enfield’s Future* sets out the Council’s commitment to improving the lives of all our citizens. It builds on our existing strategies and policies, creating a clear vision for the borough.

Our foundations are solid. Good schools, good transport links, low crime levels, quality housing, heritage attractions and green open spaces, waterways and prosperous suburbs all make Enfield a great place to live, work and visit.

Now we look to build on our strengths and engage positively with opportunities arising from the 2012 Olympics, encouraging enterprise and developing the skills and capacity of local people, building a strong future economy. Large scale development is the catalyst for investment in housing, employment and social infrastructure - the very essence of place shaping in Enfield.

We have worked effectively in partnership with private sector and government partners to deliver the aspirations of our residents. The redevelopment of Edmonton Green, the Palace Exchange shopping centre in Enfield Town and our current work with partners at Ponders End show we are capable of delivering high quality improvements.

We are not only concerned with changing and improving the physical landscape of our borough. Place shaping is also about our commitment to supporting and maintaining a full range of community infrastructure to make Enfield a better place for everyone.

In the longer term, our vision of eco-communities and waterside living is achievable through outstanding residential development opportunities that complement our borough’s distinct character and heritage and exploit its proximity to the Lee Valley Regional Park. This will place us strongly to meet the new challenges of the 21st Century.

*Shaping Enfield’s Future* illustrates our readiness to meet these challenges and build a sustainable and prosperous future for Enfield.

Councillor Michael Rye
Leader of the Council
Enfield is a borough with much to offer. Our cultural diversity, heritage and tradition, proximity to central London and open countryside makes Enfield an excellent place to live, work, study and visit. There are low levels of crime (Enfield is positioned 11th of 32 London Boroughs based on crime per 1000 residents), a strong economy (67th out of 408 local area districts), and the availability of land presents many opportunities to attract more business investment, develop more homes and improve the services available to citizens.

Things are changing in Enfield. We are continuing to build upon our track record of developing and implementing major projects and securing significant new investment that has improved the borough. Key examples include:

- Edmonton Green redevelopment.
- Enfield Town phases 1 and 2.
- Major investments to improve the quality of the borough’s highway network.
- Improving the quality of parks and play areas in many parts of Enfield.
- Securing investment to allow us to replace and modernise street lighting throughout Enfield.
- Further improving the cleanliness of streets and public spaces.
- Extending CCTV schemes to cover more of the borough.
- Focusing in the Council’s Improvement Plan on Building Schools for the Future, enhancing health and social care.
- Launching ‘Enfield Homes’ (an Arms Length Management Organisation – ALMO), to ensure that the Council housing stock meets the Government Decent Homes Standard.
These and other achievements have seen resident satisfaction with the Council increase over recent years. The Council has a strong reputation with local partners and central government for delivering improvement based on sound service and financial planning in response to local and national priorities.

A vibrant and flourishing private sector is key to building more prosperous communities throughout the borough and the Council remains committed to retaining and supporting existing local businesses. We have already upgraded some of our light industrial estates and are continuing to improve our town centres. Working with local companies we will engage in initiatives to enable them to grow and prosper.

Enfield has attracted considerable inward investment to the borough. The Council is currently in negotiations with a range of potential investors and is confident this will lead to a £7 billion investment programme in a range of developments designed to improve the economy, provide better services for local people and improve housing.

But Enfield is growing and changing. It continues to be the fifth largest London borough with a population estimated to be about 285,300. Diversity and deprivation are increasing and the gap between the prosperous and disadvantaged neighbourhoods of the borough is widening. This can be hard to see from average figures, which mask the disparity between our most affluent and most disadvantaged communities.

While there are many opportunities, our economy is still fragile; the nature of our business base has changed over time with many of our manufacturing industries being replaced by retail, wholesale and haulage firms. Looking ahead, we need to secure a more sustainable business base and rebalance the labour market across the whole borough, so that concern about the availability of jobs reduces. We need to help strengthen an economy from a position where too many businesses are in low growth sectors with limited scope to generate jobs.
Examples of significant challenges facing Enfield include:

- Responding effectively to the credit crunch.

- Average life expectancy in Enfield compares well with London, but there is wide variation within the borough, with lower life expectancy, by up to 8.5 years, in the south and east of the borough.

- In common with other Outer London boroughs, Enfield's position in the indices of deprivation has worsened– Enfield's ranking in the 2007 Index of Multiple Deprivation (IMD) rose from 104th (in 2004) to 70th most deprived of 354 English boroughs.

- There are high levels of inequality: (of the 32 London boroughs, Enfield has the 2nd highest inequality score in London when comparing the most and least deprived super output areas).

- Housing Benefit claims between 2005 and 2007 showed the 14th highest rise in England at 11% compared to a 2% rise in London and a drop of 15% across England.

- The number of households in temporary accommodation is rising significantly and Enfield has the 4th highest number in England. Significant numbers of households are placed in temporary accommodation in Enfield by other London boroughs and many remain in the borough on a permanent basis.

- It has also become more difficult for residents to buy their own homes because, whilst house prices rose slightly less in Enfield compared with the rest of London 2004 – 2006 (9.7% vs. 10.7%), slightly lower income growth means that house price affordability has worsened in line with London. While the current housing market position may help some people afford houses it will not make a significant impact.

- These housing factors contribute to an increasingly transient population and a high turnaround in school pupil rolls.

The Index of Multiple Deprivation (IMD) is a weighted area-level aggregation of the seven deprivation domains: Income, Employment, Education & Skills, Health & Disability, Barriers to Housing, Crime and Living Environment.

Position in England
(numbers of SOAs)

- Least deprived (52)
- Worst 10% (13)
- Worst 25% (51)
- Worst 50% (55)
Child poverty is worsening with 5.7% more children in benefit claimant families than there were in 2005 compared to a 0.9% rise in London and a decrease of 0.4% in England. For children under 11, the situation is even worse with an increase of 7.5% compared to decreases of 0.2% for London and 1.6% for England.

While overall crime levels have decreased, street crime is increasing with 30% of personal robbery occurring between 3:00pm and 5:00pm and there are clear links to schoolchildren as both victims and offenders.

Issues that the community is most concerned about include crime, anti-social behaviour and poor street cleanliness and litter.

A large share of working age residents are in ‘skills poverty,’ below NVQ Level 2.

Workplace based weekly earning at £466.00 per week and Gross Value Added (GVA) of £12973 is well below the London average.

The perception of increasing numbers of immigrants and refugees may have a negative affect on community cohesion.

Unemployment is high at 3.4% and affects parts of the borough disproportionately.
The differences in life chances are also seen between different groups. For example, smoking cessation is a particular challenge in the Turkish community, educational attainment across BME groups is lower than the national average, the employment rate for women and people with disabilities is particularly low and a declining proportion of young people are in work.

If we fail to tackle these growing challenges we will be neglecting the needs of our most vulnerable communities and store up greater challenges for the future. We will also be missing a real opportunity to improve the whole of the borough – making all of Enfield a place of choice – whether that is as a place to live, work, learn or do business. We will reduce our opportunities to secure new investment in the borough – in business, housing and recreation. We will fail to attract and keep new communities that see Enfield as a long-term home in which they wish to invest their own wealth, establish roots, and educate their children. Failure to act now will be a failure to invest in securing the future of the borough, placing our successes and strengths at risk, and reducing opportunities to deliver the borough’s vision.
2. Place shaping in Enfield

Our Place Shaping Strategy supports and facilitates the national agenda set by central government and the local and sub-regional opportunities and challenges that face the people of Enfield.

The term ‘place shaping’ was used by Sir Michael Lyons in the report of the ‘Inquiry Into Local Government: Place-shaping: a shared ambition for the future of local government’ (March 2007). Lyons describes place shaping as:

“the creative use of powers and influence to promote the general well being of a community and its citizens.”

The Local Government and Public Involvement in Health Act 2007 built on themes developed by Lyons and set out duties and guidance for local authorities and their partners in relation to their role in community leadership. There is clear acknowledgement that Councils with their partners can and must influence the ‘place’ they administer and the quality of life of the communities that live there. A local Council can make its area a better or worse place depending on its actions.

The Council and its partners have a strong track record of working together to deliver our shared vision for Enfield – ‘a healthy, prosperous, cohesive community living in a borough that is safe, clean and green.’ We have now decided to add further drive and energy to our work by bringing many existing strands of work under a unified Place Shaping Strategy to address the opportunities and threats that face the borough and its communities.

This Place Shaping Strategy brings together many of the existing priorities and strategies of the Council and its partners. Its purpose is to ensure that together we focus our resources and energy on the things that will make the biggest difference to our communities and the people who want to invest in them.

Place shaping in Enfield is about:

• making sure that we provide the right services to meet the needs of all of our citizens.
• building capacity within our communities, ensuring that the people of the borough have a range of opportunities and maximum life chances.
• providing the best education and children’s services for Enfield families.
• developing the skills of our workforce, so that our citizens can get secure jobs that enable them to improve their incomes and their quality of life.
• attracting investment from businesses, to fully exploit the economic potential of the borough, create more employment opportunities, and increase prosperity.
• providing more attractive and more affordable housing across the borough, by developing new housing and improving our existing stock, offering houses that people choose to make their long term homes in.
• providing improved and accessible health care across the borough, so that the health and life expectancy of all of our citizens improves, and inequalities in health are reduced.
• further reducing crime and the fear of crime, ensuring that all parts of the borough are places that people feel safe to live and work in.
• further improving our environment, offering high quality green spaces and well designed town centres that are clean, attractive, and thriving.
• building on our strong relationships with neighbouring local authorities, the Greater London Authority, the North London Strategic Alliance and Government Office for London to take forward our demanding improvement agenda whilst continuing to play an active and influential part in sub-regional development.
We know that if we can do these things, we will maintain the strengths of the borough, whilst making major improvements to those areas that currently face the biggest challenges. This will improve the wellbeing and quality of life of all our communities, and in particular those who are most disadvantaged.

We recognise the importance of making sure that, whilst resources will focus on specific areas, people across the borough can see that place shaping benefits the whole of Enfield.

**Our Place Shaping Areas**

To make the greatest impact, we need to focus and prioritise our work, so that we make the greatest difference where the greatest challenges are faced. Four key areas have been identified:

- **Enfield Town:** Enfield Town has benefited from a major development programme that has seen improved retail facilities, a new library and road improvements. We will work here with the business community, Network Rail, landowners and other stakeholders to build on the town’s current strengths, to increase the retail and leisure offering, improving opportunities for new businesses, increased employment and sustainable growth. We will strengthen transport links, improve traffic flow and reduce congestion. In all of this we will conserve and enhance the town’s fine historic character.

  Developing the full potential of Enfield town centre provides a focal point for the borough that attracts businesses and visitors, and creates further opportunities to enhance the quality of life.

  At the east end of the town, around Enfield Town station, there is an opportunity for a high quality mixed use development including retail, office and leisure. Here better accessibility, traffic flow and parking arrangements would create a fully integrated, and much needed transport hub. Active talks with local landowners and Network Rail about moving the station back along the line to create more space have already started.

"THE CREATIVE USE OF POWERS AND INFLUENCE TO PROMOTE THE GENERAL WELL BEING OF A COMMUNITY AND ITS CITIZENS"
• **New Southgate and the North Circular Road:** Our aim here is to create a calm, clean, safe place to live, work and play. There will be attractive and safe pedestrian environments, rejuvenated and new residential areas and an accessible network of green spaces. All of this will be supported by an improved social infrastructure, community facilities and increased opportunities for business development in the area.

The area has been neglected and a cause for concern for over 30 years. Uncertainty about plans for the North Circular Road has caused housing blight, with many properties being neglected and falling into disrepair. Plans, which take in adjoining roads on this stretch of the North Circular recognise the need to improve the area. The Council has already granted planning permission for Transport for London’s safety and environmental scheme, which includes better pedestrian crossings and junction arrangements and funding for traffic calming and prevention of rat running in side roads. We are working with Transport for London to ensure future proposals are co-ordinated.

We will work with the community to transform this area both physically and socially. On the Council-owned Ladderswood Way estate, residents are already taking part in a consultation about the future of their homes. The Council is also working with landowners and National Grid on proposals to improve the gateway to Enfield from the North Circular.

• **North East Enfield - Ponders End:** Plans are well under way for the improvement of this area. We wish to support the established communities here and create strong and stable neighbourhoods, particularly around Ponders End. Local communities are actively engaged in setting out what Ponders End needs to thrive and grow and negotiations are progressing with developers and investors to ensure that we maximise the potential of the area. Brimsdown offers excellent opportunities for employment and business development. Together with the vacation of the Campus site by Middlesex University it provides major development opportunities that will help tackle local issues.

There is potential to create a mixed-use development for residential, employment, leisure, educational and social opportunities, boosting change in the High Street. Ponders End station and the nearby gasholder site provide another eight acres for redevelopment improving links to the Lee Valley Park. We also want to explore the opportunities for waterside development and leisure and recreation in and near the regional park.
• **Central Leeside – Meridian Water:** Our vision includes work to transform the area into a series of vibrant, sustainable communities that maximise the benefits of their proximity to the regional park and develop new employment opportunities, embracing new technologies, as well as consolidating its existing commercial role.

We want to create a high quality environment with development coordinated to ensure a successful relationship between different land uses, which will attract investment and new residents. These major developments will provide the opportunity to provide a comprehensive community infrastructure and sustainable travel. We want Central Leeside to be a good example of an eco community respecting its environment and maximising opportunities for new communities and waterside living.

Most of Central Leeside is in Enfield but it also includes two Haringey wards, so plans there are being prepared jointly with Haringey Council and its residents. Just to the north of Tottenham Hale at its southern end lie the Edmonton Ikea and Tesco. It contains large areas of land important to London. Much of it is underused and its industry no longer serves the business needs of today’s London. Plans for the development of the area are progressing well, and major redevelopment will commence soon.

Whilst much of what we have described above is about physical improvements to areas, these are being designed with the interests of local communities and businesses at their core. We know that people want good schools, accessible health services, safe environments, green spaces, affordable housing, recreation facilities and job opportunities. In developing these areas we will respond to their needs and aspirations.

In recognition of the need to make effective links, we will ensure that the needs of the community in Edmonton Green are linked to the opportunities being created in our place shaping plans. This follows the successful Enfield Strategic Partnership (ESP) ‘Enfield Matters’ event, in July 2008, where local residents discussed the development of place shaping in the four key areas and the borough as a whole.

In line with our skills and employment strategy we intend to maximise Edmonton Green’s proximity to the designated ‘Opportunity Area’, which has the potential of delivering 15,000 jobs and 900 new homes by 2016.
Edmonton Green was our “pathfinder” in Place Shaping, from which we have taken considerable learning.

Edmonton Green has been transformed physically and environmentally - residents enjoy good quality housing and residential environments following completion of what was the biggest housing renewal scheme in Europe. Improvement in their shopping and leisure facilities is now coming to fruition and a major new North London transport interchange is operational.

However, what we have learned is the need to tackle deprivation and social malaise on a broader front. Improvement in Edmonton Green therefore continues with a rich programme of initiatives to transform the opportunities for local residents including youth work and helping people access new job opportunities. These projects will be transferable to our place shaping areas, enriching and strengthening our overall approach.

There are also more physical development opportunities in Edmonton Green - more housing, shops and employment, and environmental improvement. We are working with St Modwens and our partners to prepare master plans to create the best outcomes for the community, once the commercial environment is favourable, to make Edmonton a thriving and desirable place to live.

Place Shaping in Enfield puts Edmonton Green at the centre of the “Enfield Opportunity Route” - the realisation of a desire line across the borough, linking Enfield Town, Edmonton Green and Meridian Water with further employment and other opportunities at Black Horse Lane and Tottenham Hale. Borough residents will have easy and affordable access to a wealth of opportunities in employment, housing, health, education, and leisure and recreation. More prosperity will come to Edmonton Green especially as a result of the physical and economic link to the considerable growth that is proposed at Meridian Water.
Case Study: Edmonton Green
The regeneration of Edmonton Green which focused on a radical refurbishment of the shopping centre and transport hub, was initiated in 1999. This major environmental and infrastructure project was created in partnership with developers, St. Modwen, Transport for London, the Primary Care Trust and local residents and registered social landlords.

Over the past nine years this has resulted in some significant and sustainable improvements for the area, including: a new Healthy Living Centre, a new bus station, a new market hall, expanded retail floor space, a new digital CCTV system with security office and the provision of an additional 176 two bedroom flats, all of which were affordable. In addition, the Edmonton Partnership Initiative has overseen the complete refurbishment of the three tower blocks at Edmonton Green and the development of a further 1,065 new homes in the locality. We will look to build on this success by connecting Edmonton residents to the opportunities that will be created through the place shaping strategy. In making these strategic links and by enabling access to emerging opportunities for local people, we can address long standing issues of social exclusion by building social capital and increasing life chances through sustainable employment, enterprise and training.
People and Places
Place shaping in Enfield is about people and places. We are not just planning to transform the physical environment in these four areas. Place shaping will see us working in partnership to improve the health and well being of the communities who live and work in them and connect people to new opportunities. We will work with local people to plan a series of improvements in a coherent and coordinated manner. Partnership work involving the Council’s health, education, business, the voluntary sector and development investors will provide holistic approaches, which are specifically designed to improve health, housing, education, employment, safety and prosperity.

Community engagement and involvement are at the heart of place shaping in Enfield. This strategy sets the foundation for our work with local people to create places and communities that they want to live in, that offer them the opportunities to find the housing they want, the education that meets their children’s needs, a safe environment for their families, where neighbours get on well together and the opportunities to work and earn, securing a good quality of life.

Of course, we have been delivering improvements for all our communities for many years now, but we recognise that we need to be innovative and responsive to the changing circumstances that Enfield faces. The Place Shaping Strategy helps us focus more effectively, acknowledging that much of our existing work can be significantly enhanced by better co-ordination, greater clarity of purpose, improved targeting of resources and development of more coherent, attractive investment opportunities.

A Borough Wide Strategy
In essence our approach is a balance of borough wide activities and area priorities. Whilst we recognise the importance of major interventions in some areas, the strategy is about building on our strengths and tackling challenges across the whole borough.

Our ambitions will be to continuously improve, and build on specific area identities and develop local plans with the community to action where opportunities and resources allow. For example we will continue to develop our major town centres including Southgate and Palmers Green, taking advantage of opportunities as they arise, and ensuring that we maintain and enhance vibrant localities throughout Enfield.
Our Response

Our place shaping activities will take two forms, thematic and area based.

Our thematic approach will respond to issues that are relevant to all parts or pockets of our communities that are not necessarily in one defined spatial area. Skills development and the cleaner and greener agenda are two of these key issues and which form part of our Local Area Agreement (LAA).

Alongside our thematic approach, we will continue to develop plans and exploit opportunities to ensure that we deliver improvements to all of our town centres. Working with the community in these areas to further nurture local identities, we will maintain the quality of the environment, whilst creating opportunities for businesses and development. Using localised planning approaches and effective stakeholder engagement we will make sure that all parts of the borough are able to benefit from our Place Shaping Strategy. We will be clear about what we want to achieve in these areas and deliver improvements as opportunities arise and resources allow.

The three place shaping areas in the south and east of the borough, however, face more significant challenges, and in these areas, our approach is about physical and social transformation.

We will change these areas by offering greater opportunities for people to improve their life chances, whether they are long-term households or new residents.

We are starting from a more challenging position and will draw on the resources of a wide range of partners and services to achieve success. Community engagement and capacity building will be a key feature with a view to developing comprehensive delivery plans to secure improvement in the short, medium and long term. We anticipate that in order to achieve this, intervention will be significant and we will work with stakeholders within Enfield, sub-regionally, regionally and nationally to ensure that the right benefits are secured.

We will link our borough wide and locality based approach to the national, regional and sub regional context. On a national basis, our main reference points are the recommendations of the Lyons Inquiry and the key government legislation referred to earlier in this strategy. We recognise that whilst these set a clear direction for local government, we need to develop specific approaches for Enfield that respond to the aspirations and preferences of local people and make best use of our local characteristics.

On a regional and sub regional level we take account of plans and priorities we have agreed with the North London Strategic Alliance, North London Ltd, the Greater London Authority, central government, the emerging Homes and Communities Agency and associated partners. We recognise that we need to work with these partners to build a strong future for Enfield.
Enfield Place Shaping Strategy
3. The Ambition: Vision, Aims and Priorities

Enfield’s Future, a sustainable community strategy for Enfield 2007-2017 sets out the ESP overall vision to make the borough:

‘A healthy, prosperous, cohesive community living in a borough that is safe, clean and green.’

This is the ‘top level’ strategy in the hierarchy of local plans and sets the strategic direction for all public services in the borough. The Place Shaping Strategy will help deliver this overall vision.

Our place shaping ambition, as set out in the LAA, is to ensure that:

‘by 2026 Enfield will have a strong sense of place and identity; it will be a place that people are proud to call home and want to invest in. It will be a prosperous, sustainable borough, maximising its strategic position relative to two of the government growth areas and the UK’s main economic driver, Central London. Development in Enfield will meet the needs of the present and add to the ability of future generations to meet their needs.’

Building Futures, Changing Lives

The Place Shaping Strategy and the LAA: Building Futures, Changing Lives for Enfield are the main delivery vehicles for the sustainable community strategy, focusing on tackling key borough wide challenges as set out earlier in this strategy, including:

- improving community cohesion.
- reducing crime and the perception of crime.
- increasing attainment of level 2 skills amongst children and young people and the working age population.
- stabilising and then reducing out of work benefit claimant levels.
- reducing child poverty.
- increasing the availability of affordable homes and reducing the number of households living in temporary housing.
- continuing to improve street and environmental cleanliness.
Enfield is also preparing its new spatial plan. The emerging Local Development Framework replaces the previous Unitary Development Plan and will provide a suite of policies drawn together by the ‘Core Strategy’ which give a spatial expression to the strategic plans for the borough.

Spatial considerations are merely one component of place shaping, but the Local Development Framework is an important foundation on which to build many wide ranging elements of change. It cannot therefore be seen in isolation and is an opportunity to consolidate our responses to contrasting needs, aspirations and identities in different parts of the borough. In setting out the aspirations within this strategy, we take account of both the emerging core strategy and the developing Area Action Plans for Enfield Town, New Southgate and the North Circular area, North East Enfield and Central Leeside. These spatial priorities are based on evidence of need and opportunity.

The ambitions of the Place Shaping Strategy will help shape the Council’s corporate, departmental and service plans to ensure delivery on the ground. This will mean that all of the Council’s corporate strategies and the business and service delivery plans of all its departments will be aligned to our place shaping ambitions. As we have already noted, we are already delivering many of the components of place shaping. This strategy will coordinate relevant activities across the Council and ensure that we maximise the improvements we are able to deliver.

**Developing a performance framework for place shaping**

The challenge of developing a performance framework for place shaping is an issue we continue to refine and consult on. Working with our partners, we will develop a number of measures that will, over a period of time, demonstrate the difference we are making. The measures will be designed to reflect what is important to Enfield’s communities, and will be easily recognised and understood by them.

We will develop specific performance frameworks that reflect the characteristics of each of the four areas and the specific priorities we establish for each of them.

To measure our success we will assess progress within each of the four areas as well as measuring each area’s position against the borough as a whole in order to assess how we are closing the gap to the borough average.

Our performance framework will also use indicators already set out in Enfield’s LAA and in other local plans and strategies. This will ensure that the place shaping strategy binds them effectively together through coherent and coordinated approaches.

In order to achieve this we will focus on the following borough wide or thematic priorities which, will be measured predominantly through the LAA targets (the full list of priority indicators can be found at Appendix 3):

- **Improving our housing stock** by increasing the quality of existing housing and delivering new homes in line with local housing requirements now and in the future.

- **Employment and skills** by targeting the employability of many of our residents ensuring that we maximise achievement to NVQ Level 2.

- **Increasing the number of new firms and improving the survival rates of existing businesses** to improve the economy of the borough and stimulate sustainable job creation.

- **Improving our facilities for children and young people** including the quality of our buildings. Maximising attainment levels and closing the gap in levels of attainment between our best and worst performing areas and groups.
Improving community safety by working with partners and local residents to reduce crime and the fear of crime.

Improving access to and take up of our health care facilities to reduce health inequalities and improve life expectancy for our residents.

Improving our transport infrastructure through proactively linking into wider transport strategies of regional partners and the creation of an LDF framework that can create and respond to opportunity.

Improving the quality of our environment by continuing our commitment to invest in and improve the quality and scope of Enfield’s parks and green spaces.

Improving leisure opportunities including physical improvements to existing facilities and encouraging increased participation from all age groups.

Building Stronger Communities by actively promoting Community Cohesion and working with local residents to build pride in Enfield.

Our Guiding Principles
Some of the key principles that will guide the implementation of place shaping are set out in the LAA. These are:

• Making the best use of the borough’s natural resources: Enfield’s proximity to open countryside is key to our place shaping agenda and ensuring that we maximise our residents health and wellbeing.

• Retaining and improving the borough’s pleasant urban environment: Enfield is an attractive borough and we aim to build on this strength to ensure the whole of the borough provides an attractive urban environment for people who live, work and visit the area. This principle will be further enhanced and focused through our new Parks Strategy which is currently under development.

• Revitalising communities and creating new ones where needed: focusing both on people and places, with a focus on transformation in some parts and incremental improvement in others.

• Building local capacity to deliver: we want to make sure that the skills and capacity of the Council, its partners and local communities are developed and used effectively. By doing this we will make the most effective use of our resources, build new skills, knowledge and expertise in local organisations and communities whilst complementing existing resources, and improve opportunities for local people to take part in delivering our place shaping ambitions.

There are however some other fundamental principles that will guide our approach to delivering the overall ambition. These include:

• Building on what we have already achieved: our approach to shaping our communities is not a new one. We have a successful track record in securing improvements at community level. Our guiding principles mean that we will take a more holistic approach to ensuring that we focus both on social and physical improvement.

• Balancing local need with opportunities: our approach is not just about responding to opportunities from outside the borough, although these are important in terms of realising our ambitions. The Place Shaping Strategy is firmly rooted in local needs. The Enfield Observatory helps us to decipher what our local communities and our performance are telling us to shape the agenda. It is crucial that we engage with the right external stakeholders and ensure that long term arrangements are developed in order for local aspirations to be met.
• **Balancing ‘bottom up’ and ‘top down’ approaches:** delivering the strategy is not about doing something to the communities we serve, rather it is about delivering improvement with and for the people of Enfield. There will be times when we will act as community leaders who provide direction and choice, but this will be linked to engagement, involvement and consultation and we will set in place mechanisms for building capacity within our communities to enable local voices to be heard.

• **Working in partnership:** The ESP is strong and mature but new agendas like the LAA mean that our partnership working is augmenting and shifting each day. By delivering a holistic approach to place shaping, there are new, challenging demands for partnership activity at a regional, sub regional, borough wide and local level. We need to ensure that we take what is positive about our partnership working to replicate success and adopt flexibility in order that our partnerships are fit for purpose to deliver each element of the strategy. We are aware that realising our vision can only be achieved collectively and we will need to influence and work alongside external partners and stakeholders while working with our communities.

• **Realistic investment plans:** We will develop investment plans with public and private sector partners. These plans will be designed to take full advantage of all appropriate funding streams and build and utilise local capacity. In particular these form part of the dialogue with the Homes and Communities Agency. Our plans will ensure that we achieve good returns on our investments, whilst offering business investors the opportunities to achieve returns that will make Enfield an attractive and exciting investment opportunity for them.

• **Clear political leadership:** Enfield Council is committed to fulfilling its community leadership role in relation to place shaping. Strong political leadership, from the Cabinet and the Place Shaping Board will maintain our focus on priorities and ensure that place shaping in Enfield evolves in response to the needs and wishes of our citizens. It will also provide confidence to current and future developers and investors who will need to be sure that political support for the process is consistent and reliable and that we have the capacity to deliver.
This section sets out the delivery mechanisms for the strategy. Our ambitions and priorities for place shaping link directly to delivering the Sustainable Community Strategy and many of the delivery mechanisms have long been in place. We are realistic however that the place shaping agenda consolidates and draws together our activities in a way that changes gear, that gathers momentum and will therefore require additional resources and capacity which are used innovatively and flexibly. The scale of what we want to achieve means that these can only be secured through a range of partnerships, securing focused approaches from public services working closely with private sector investors, central government and, most importantly, local people.

**Place Shaping and Enterprise Department**

The Council's new Place Shaping and Enterprise Department will lead on the development and delivery of this strategy. It will provide effective co-ordination of the Council's existing and future activities that support and contribute to place shaping in Enfield, ensuring that the Council's strategies are effectively aligned and its services deliver more than the sum of their parts. The department will also be the main vehicle by which the Council will manage its relationship with external stakeholders, build the confidence of current and potential investors in Enfield and influence and inform at sub regional and regional level. Capacity and skills will need to be bolstered to be successful in this area, harnessing additional resources, and bringing together existing skills and knowledge more effectively to fully exploit opportunities for further development on the basis of local need. The department covers the following Council service areas: property services, economic development, community and voluntary sectors, place shaping delivery co-ordination, planning policy, conservation and design, strategic housing function including the client function with the ALMO - Enfield Homes, parks and open spaces.

This will be supported by the new Council Place Shaping Board, with strong Cabinet level membership, which has been created to oversee the development and delivery of this new strategic approach.

**Spatial Focus**

A spatial focus that is aligned with the emerging Local Development Framework will be a vital framework for the delivery of the strategy on the ground. We will ensure that we have resources and skills to harness a holistic approach within our planning frameworks.

**Working with the Third Sector**

We are already working with the Community Development Trust in Ponders End to reach the community and ensure that needs and aspirations are met through the strategy. We will replicate this delivery mechanism where appropriate and will adopt flexible local mechanisms to link the strategic and local aspirations for the area. This will require effective and focussed use of resources not only to identify and nurture new relationships with these sectors but also to identify and fill gaps where they exist. Enfield’s communities will be at the heart of the development and delivery of place shaping.

**Enfield Strategic Partnership**

Alongside our communities, the ESP is critical to support borough-wide boards and thematic partnerships are already achieving a great deal including the:

- Children's Trust Board
- Safer and Stronger Communities Board
- Health Improvement Partnership
- Community and Economic Development Board
- Older People Thematic Action Group
We will work with our partners to ensure that these key partnerships contribute effectively to our place shaping agenda.

**Enfield Observatory**
Through the Enfield Observatory, we have a wealth of intelligence from partners at a ward and super output area which helps to identify need, issues and opportunities for improvement. Given that there is a great deal of diversity and disparity across the borough, the ability to disaggregate and assess information at a local level is an important building block to successful place shaping. We will be developing area profiles to ensure we understand the changing context in our areas.

**Place Shaping Delivery/ Investment Plans**
The Council and the ESP will prioritise the development of detailed plans for the four place shaping areas, setting out what we will achieve in five, ten and twenty years. This front end investment will be crucial and will develop into local and strategic governance and performance management arrangements that will link to the delivery of the LAA and Sustainable Community Strategy in the long term. The local plans will be delivered through flexible delivery vehicles at a local level within a strategic framework but there will be common features in all four, which will include:

- A robust evidence base, analysing need, opportunity and existing frameworks for each of the four areas.

- A clear ambition supported by a set of priorities shaped by the community and local businesses balanced against borough wide aspirations with links to the LAA, Sustainable Community Strategy and the Local Development Framework.

- Clarity on who will lead and who will support the planning and delivery of improvements across the Council and beyond, with opportunities for involvement of citizens, businesses and all public services.

- Hooks to attract external investors/developers and the funding they can access through various models such as joint venture companies, development trusts and partnerships.

- Holistic planning to develop localities that are attractive and well served and the creative use of planning processes where appropriate.

- Effective links between the delivery/investment plans, the development plan and the LDF, so that place shaping is integrated.

- Phased timetables to ensure staged delivery that enables effective planning, implementation and succession planning to meet longer term targets whilst building and maintaining momentum.

- Alignment to the Council and partner business planning cycles to ensure that public services are coordinated to maximise the impact of the area focus.

We will ensure that plans are developed to address whole area planning needs. They will set out how housing, health and social care, children’s services, education, business and leisure needs will be met in each area, and identify the resources that are needed to deliver these. They will also indicate the probable or intended source of resources (for example PCT capital programme plans, Building Schools for the Future, joint venture companies).

Our plans are long term, so we will build long term partnerships with developers and investors, ensuring that they work with us to make the most of improving Enfield for local people and businesses. We will seek partners who are committed to working with us over the next 10-20 years to deliver our vision.
At a borough level, our ambitions and priorities are reflected in the LAA. Where particular elements of our borough wide priorities are not covered by the LAA they are delivered through other existing mechanisms such as the ESP thematic partnerships and supporting strategies. Our borough wide priorities are included in Appendix 1.

**Looking ahead**

We will work with our partners and local communities to develop delivery plans that will enable us to achieve our place shaping ambitions. We know that many of the necessary actions are already set out in existing plans and strategies – we need to bring these together during 2009 and develop an overarching delivery plan that will drive the strategy forward over the next five to ten years.

The actions set out below are all fundamental building blocks to successfully delivering our ambitions and are linked to the Council’s Improvement Plan.

- Conclude consultation with partners and seek formal endorsement of the strategy by the ESP Board.
- Strengthen internal relationships to ensure that activities across the Council are coordinated to deliver the strategy.
- Promote the Place Shaping Strategy at sub regional and regional level to ensure it is considered when decisions affecting Enfield are made.
- Identify and secure the skills needed by the Council and its partner organisations to enable the delivery of the strategy.
• Develop comprehensive area profiles for each place shaping area.

• Base the main focus for each area on community engagement and the needs highlighted in the area profiles.

• Create detailed and bespoke delivery programmes with partners and other stakeholders for each of the four areas that we have identified.

  - Developing medium and long term investment plans with public and private sector partners.

  - Developing detailed shared action plans that bring together existing and new activities.

• Introducing appropriate local governance arrangements.

• Undertaking any other intelligence gathering or technical studies such as housing market analysis, economic impact assessment, master planning, transport strategies that will inform what action to take in each area.

• Develop detailed performance framework – for the overarching plan and four local approaches.

Achieving these actions will enable the Council, our partners and the local community to move forward confidently with our shared ambitions, for a borough that is healthy, prosperous, cohesive, safe, clean and green.
## Appendix 1 – Borough wide priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Existing delivery mechanisms</th>
<th>Place Shaping delivery and focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving the Housing Stock</td>
<td>• LAA – Managed by the Enfield Strategic Partnership (ESP)</td>
<td>• Local engagement and capacity building</td>
</tr>
<tr>
<td></td>
<td>• Enfield Council Housing Business Plan 2008-2018</td>
<td>• Local Delivery Plans</td>
</tr>
<tr>
<td></td>
<td>• Place Shaping and Enterprise– Departmental Plan 2008 -2011</td>
<td>• Capacity and skills around managing developers</td>
</tr>
<tr>
<td></td>
<td>• Safer and Stronger Communities Board</td>
<td>• Enfield Homes/delivery of Decent Homes Standard</td>
</tr>
<tr>
<td></td>
<td>• Housing Strategy 2005 – 10</td>
<td>• Housing Investment Plans</td>
</tr>
<tr>
<td></td>
<td>• National Affordable Homes programme</td>
<td></td>
</tr>
<tr>
<td>Employment and Skills</td>
<td>• LAA (ESP)</td>
<td>• Local engagement and capacity building</td>
</tr>
<tr>
<td></td>
<td>• Skills and Employment Strategy (ESP thematic action group for economic development and enterprise)</td>
<td>• Local Delivery Plans for the four priority areas</td>
</tr>
<tr>
<td></td>
<td>• Skills and Employment Action plan</td>
<td>• Capacity and skills around managing developers</td>
</tr>
<tr>
<td>Improving our educational and other facilities for children and young people</td>
<td>• LAA (ESP)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Building Schools for the Future</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Education Children’s Services and Leisure Department Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Local Development Framework</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Children’s Trust</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Children’s Area Partnerships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Children’s and Young People’s Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Early Years and Childcare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Integrated Youth Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Local engagement and capacity building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Local Delivery Plans for the four priority areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Capacity and skills around managing developers</td>
<td></td>
</tr>
<tr>
<td>Improving our healthcare facilities and tackling health inequalities</td>
<td>• Health Improvement Trust</td>
<td>• Local engagement and capacity building</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Local Delivery Plans for the four priority areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Capacity and skills around managing developers</td>
</tr>
<tr>
<td>Improving our transport infrastructure</td>
<td>• Local Development Framework</td>
<td>• Local engagement and capacity building</td>
</tr>
<tr>
<td></td>
<td>• London Transport Plan</td>
<td>• Local Delivery Plans for the four priority areas</td>
</tr>
<tr>
<td></td>
<td>• Transport for London A406 proposal</td>
<td>• Capacity and skills around managing developers</td>
</tr>
<tr>
<td>Priority</td>
<td>Existing delivery mechanisms</td>
<td>Place Shaping delivery and focus</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Improving the green and clean appearance of the borough</td>
<td>• LAA • Place Shaping and Enterprise Department Plan • Environment and Street Scene Departmental Plan • Parks Strategy</td>
<td>• Local engagement and capacity building • Local Delivery Plans for the four priority areas • Development of holistic town plans • Improving environment, parks and green spaces</td>
</tr>
<tr>
<td>Improving community safety and reducing crime</td>
<td>• LAA • Safer and Stronger Communities Board</td>
<td>• Local engagement and capacity building • Local Delivery Plans for the four priority areas</td>
</tr>
<tr>
<td>Strengthening Community Cohesion</td>
<td>• LAA • Community Cohesion Strategy • Comprehensive Engagement Framework</td>
<td>• Local engagement and capacity building • Local Delivery Plans for the four priority areas</td>
</tr>
</tbody>
</table>
Governance arrangements
The governance arrangements that exist within the partnership will be crucial to managing the borough wide priorities within the Place Shaping Strategy. This is largely due to the alignment of many of the borough wide priorities with the LAA. We will identify where this is the case and ensure that the ESP is aware of its key role in overseeing the delivery of place shaping priorities.

However there are elements of the borough wide approach which will require further consideration and we anticipate that these will need to be governed by the Council as it undertakes its community leadership role.

The ESP Board, the Council's Cabinet and the Place Shaping Board will all play key roles in leading and overseeing the delivery of the Place Shaping Strategy. This will place elected members at the heart of the strategy's governance, ensuring political accountability and leadership.

The Place Shaping and Enterprise Department will ensure that all Council place shaping activity is effectively reported to the governance structures that we put in place. We will also use the department to coordinate reporting on the work of partner agencies systems that are developed. We recognise the need to respect the independence of these organisations, and will work with them to ensure that they recognise their important roles in place shaping and the need to demonstrate effective decision making in line with borough wide strategies and to report to the Council and ESP bodies on progress made.

In the four local areas: a local governance arrangement will be established with the Council, the community and its agency partnerships. Where joint ventures are pursued, developers and investors are also likely to feature in governing development and delivery. However local governance will not be enough to ensure that the ambition is realised. We will explore how each of the four ‘local governance arrangements’ will report to the Council and ESP on a quarterly basis. The Council’s cabinet has agreed to receive six monthly place shaping updates.

We envisage that annual progress reports will be prepared setting out developments, achievements, performance against plans and assessment of progress against agreed success measures (as initially set out in Developing a performance framework for place shaping earlier in this strategy).

Budget
We recognise that, despite the progress we have already made, we will need to kick-start the delivery of this strategy. As well as refocusing resources through our new Place Shaping and Enterprise Department, we have established a place shaping budget which will help us organise our work effectively and build the momentum that will be essential to the delivery of the strategy.

In the first instance, over £3million of Council funding has been allocated from one off sources to support the development of the place shaping programme to the end of 2010/11.

We will use the development of our Medium Term Financial Planning process to secure longer-term resources for the programme. In addition we will work with the recently-established Homes and Communities Agency and other funding providers to ensure we have integrated financial plans. We regard this as a sound basis for funding Council activity that will secure major investment in the borough and increase the prosperity of local citizens and businesses.
Appendix 3

Enfield's Local Area Agreement
Priority Indicators

34 National Indicators

NI 1 % of people who believe people from different backgrounds get on well together
NI 6 Participation in regular volunteering CO DSO
NI 16 Serious acquisitive crime rate PSA 23
NI 19 Rate of proven re-offending by young offenders PSA 23
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23 (Baseline will be known from July 2008)
NI 30 Re-offending rate of prolific and priority offenders HO DSO
NI 32 Repeat incidents of domestic violence PSA 23
NI 39 Alcohol-harm related hospital admission rates PSA 25
NI 40 Drug users in effective treatment PSA 25
NI 47 People killed or seriously injured in road traffic accidents DfT DSO
NI 56 Obesity among primary school age children in Year 6
NI 63 Stability of placements of looked after children: length of placement
NI 79 Achievement of a level 2 qualification by the age of 19 PSA 10
NI 110 Young people's participation in positive activities PSA 14
NI 111 First Time Entrants to the Youth Justice System aged 10-17
NI 112 Under 18 conception rate PSA 14
NI 113 Prevalence of Chlamydia in under 25 year olds DCSF DS
  a) Number screened
  b) Number of positive screens
NI 116 Proportion of children in poverty PSA 9
NI 117 16 to 18 year olds who are not in education, training or employment (NEETs)
NI 118 Take up of formal childcare by low-income working families
NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO
NI 123 16 years + current smoking rate prevalence PSA 18
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO
NI 136 People supported to live independently through social services (all ages)
NI 150 Adults in contact with secondary mental health services in employment
NI 153 Working age people claiming out of work benefit in worse performing neighbourhoods
NI 155 Number of affordable homes delivered (gross) PSA 20 (provisional)
NI 156 Number of households living in Temporary Accommodation
NI 163 Working age population qualified to at least Level 2 or higher PSA 2
NI 182 Satisfaction of businesses with local authority regulation services
NI 185 CO2 reduction from Local Authority operations
NI 191 Residual household waste per household
NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO
  a) litter
  b) detritus
  c) graffiti
  d) flyposting
16 DCSF Statutory Improvement Indicators

NI 72  Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10

NI 73  Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10

NI 74  Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10

NI 75  Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10

NI 83  Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO

NI 92  Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11

NI 93  Progression by 2 levels in English between Key Stage 1 and Key Stage 2

NI 94  Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2

NI 95  Progression by 2 levels in English between Key Stage 2 and Key Stage 3

NI 96  Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3

NI 97  Progression by 2 levels in English between Key Stage 3 and Key Stage 4

NI 98  Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4

NI 99  Children in care reaching level 4 in English at Key Stage 2 PSA 11

NI 100  Children in care reaching level 4 in Maths at Key Stage 2 PSA 11

NI 101  Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11

NI 87  Secondary school persistent absence rate DCSF DSO

NI 50  Emotional Health of Children PSA 12

NI 71  Looked After Children Runaway

NI 158  Decent Homes

NI 198  Children Travelling to School

NI 186  Per Capita reduction in CO2 emissions in the area

Enfield Local Priority targets

NI 50  Emotional Health of Children PSA 12

NI 71  Looked After Children Runaway

NI 158  Decent Homes

NI 198  Children Travelling to School

NI 186  Per Capita reduction in CO2 emissions in the area
For more information about Enfield’s Place Shaping Strategy please contact the Place Shaping Team:

E: placeshaping@enfield.gov.uk
T: 020 8379 4304
or
020 8379 3805