

NOTICE OF MEETING

CABINET

**Tuesday, 24th January, 2017, 6.30 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Joe Goldberg, Alan Strickland, Bernice Vanier and Elin Weston

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 18 below. New items of exempt business will be dealt with at Item 24 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at **Item [19]: Exclusion of the Press and Public**. No representations with regard to these have been received.

This is the formal 5 clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.

6. MINUTES (PAGES 1 - 20)

To confirm and sign the minutes of the meeting held on 13th December 2016 as a correct record.

7. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

For Cabinet to note the Scrutiny Review of Housing Viability completed by the Housing and Regeneration Scrutiny Panel and note the responses to the review from the Regulatory Committee, set out at item 8.

8. VIABILITY ASSESSMENTS - SCRUTINY REVIEW AND CABINET RESPONSE TO RECOMMENDATIONS (PAGES 21 - 50)

Cabinet to note the responses to the Scrutiny Review of Housing Viability Assessments which have been put forward to Regulatory Committee for agreement.

9. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

10. WOOD GREEN AREA ACTION PLAN (PAGES 51 - 344)

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Economic Development, Social Inclusion, and Sustainability.]The Cabinet will be asked to approve the Wood Green Area Action Plan for consultation in Feb-March 2017.

11. COMMUNITY INFRASTRUCTURE LEVY [CIL] (PAGES 345 - 362)

[Report of the Assistant Director for Planning. To be introduced by the Cabinet Member for Housing, Regeneration and Planning.] Cabinet will be asked to approve the Preliminary Draft Charging Schedule for consultation, the draft Regulation 123 list and the governance arrangements for the spending of CIL funds before approval of the Draft Charging Schedule following consultation later in the year.

12. NORTH TOTTENHAM DECENTRALISED ENERGY NETWORK (PAGES 363 - 476)

[Report of the Director for Planning, Regeneration and Development. To be introduced by the Cabinet member for Economic Development, Social Inclusion & Sustainability. To present to Cabinet the proposal for a Decentralised Energy Network serving North Tottenham; to present the business case supporting this; and to seek approval to commence procurement.

13. LEASING OF WOLVES LANE HORTICULTURAL CENTRE (PAGES 477 - 494)

[Report of the Chief Operating Officer. To be introduced by the Cabinet Member for Environment.] The report sets out the results of the Expression of Interest process conducted earlier this year and makes a recommendation on who the lease for the site should be awarded to.

14. THE COUNCIL'S CORPORATE INSURANCE ARRANGEMENTS (PAGES 495 - 502)

[Report of the Assistant Director for Corporate Governance. To be introduced by the Cabinet Member for Corporate Resources.] To seek approval to award the contract for Insurance Arrangements to successful tenderer(s) for the following: Property, Combined Liability, Terrorism.

15. COMMUNITY SEXUAL HEALTH SERVICES - REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION (PAGES 503 - 532)

[Report of the Director for Public Health. To be introduced by the Cabinet Member for Finance and Health.] Following open tender, award of contract for two services offering community based sexual health services.

16. MINUTES OF OTHER BODIES (PAGES 533 - 540)

To note the minutes of the following:

- Cabinet Member Signing on 12th December 2016
- Cabinet Member Signing on 13th December 2016
- Cabinet Member Signing on 10th January 2017

17. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 541 - 550)

To consider significant and delegated actions taken by Directors during December 2016.

18. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at Item 3 above.

19. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Democratic Services &Scrutiny Manager

Items 20, 21, 22, 23, 24 allow for the consideration of exempt information in relation to items, 12,13, 14, 15, and 3 respectively.

RESOLVED:

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph, 3 Part 1, schedule 12A of the Local Government Act 1972.

20. NORTH TOTTENHAM DECENTRALISED ENERGY NETWORK (PAGES 551 - 726)

As per item 12.

21. LEASING OF WOLVES LANE HORTICULTURAL CENTRE (PAGES 727 - 730)

As per item 13.

22. COUNCIL CORPORATE INSURANCE ARRANGEMENTS (PAGES 731 - 734)

As per item 14.

23. COMMUNITY SEXUAL HEALTH SERVICES - REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION (PAGES 735 - 736)

As per item 15.

24. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at Item 3 above.

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Monday, 16 January 2017

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MINUTES OF THE MEETING OF CABINET HELD ON 13 DECEMBER 2016 - 6.30pm

PRESENT: Councillors: Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Alan Strickland, Bernice Vanier and Elin Weston

Councillors:

In attendance - Councillors: Morris, Carter, Brabazon, Ibrahim, Hearn

128. FILMING AT MEETINGS

The Leader referred to agenda item 1 as shown on the agenda in respect of filming at this meeting and Members noted this information.

129. APOLOGIES

Apologies were received from Councillor Goldberg and Councillor Demirci.

130. URGENT BUSINESS

There were no items of urgent business.

131. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

132. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

No representations were received.

133. MINUTES

The minutes of the Cabinet meeting held on the 15th November 2016 were agreed as an accurate record of the meeting.

134. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

The Leader advised Cabinet that they would be considering and noting the Scrutiny review which has been completed by The Children and Young People's Scrutiny Panel, Chaired by Cllr Hearn, on Disproportionality within the Youth Justice System. Cabinet would further be asked to agree the Cabinet responses to the

recommendations of the review. The Leader had agreed to await the attendance of Councillor Mark Blake who would be accompanying Cllr Hearn in the presentation of the Scrutiny review.

135. DISPROPORTIONALITY WITHIN THE YOUTH JUSTICE SYSTEM - SCRUTINY REVIEW AND CABINET RESPONSE TO RECOMMENDATIONS

Following completion of all other Cabinet agenda items and in the absence of Cllr Blake, Councillor Hearn introduced the Scrutiny review. The review had demonstrated that if you were young and black, you were more likely to get into trouble and be a victim of crime, including serious violence. Long standing and complex issues with over 40 years of actions had not changed this position; apart from there now being an open recognition of this. Actions completed so far, had not worked and young black people still felt that how they were treated was on the basis of ethnicity, social class and background. The evidence in the review supports this view.

The review noted that this negative stereotyping drives agencies actions and that preventative intervention practices need to start earlier in the young person's life to stop them entering the youth justice system. It was concerning that diversionary activities were likely to reduce with government cuts to services and this would have a negative impact on youth offending.

Cllr Hearn outlined that education still provides a means of escape and clear career pathways are needed to support young people to deter engagement in criminal activities. Also having strong role models has a powerful effect. There was a need to take account of the views of young black people in Tottenham, that feel the current regeneration is not for them and use regeneration funding for taking forward initiatives to support young black people, like training to increase young black teachers.

Councillor Hearn was pleased that most of the Scrutiny recommendations were agreed and understood the reasoning on the partially agreed items.

The Cabinet Member for Communities thanked the Scrutiny Panel for their work on this important review. This was a national issue, which the borough was not exempt from. The review recognised the need for partners working together to deter young people entering the youth justice system. This meant particularly working together on mental health and education issues which the Council was already taking forward.

The Cabinet Member suggested reviewing the progress with the Cabinet responses to the recommendations in a few months time.

The Cabinet Member highlighted some of the headlines released from the Charlie Taylor review of the youth justice system, received yesterday. The main message was devolving responsibility of youth justice to local areas. The Youth Justice Board in Haringey was well equipped to take forward devolved powers. The Cabinet Member felt that the Haringey Youth Justice Board was also well placed to deal with the recommendations in the report, including development of campus locally in terms of alternatives for custody.

RESOLVED

1. To note the Scrutiny Review Report in **Appendix 1** and approve the responses to the Scrutiny recommendations as outlined in **Appendix 2** of this report.
2. To agree proposals for an additional recommendation in the report: that the role of the wider voluntary sector is also considered and consulted with for its contribution in addressing the needs identified of this vulnerable group of young people.

Reasons for decision

The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**).

Alternative options considered

The evidence supporting the Panels' recommendations is outlined in the main body of the report (**Appendix 1**). The Cabinet could choose not to accept the recommended response by officers to them, as outlined in Appendix 2. The potential implications of alternative courses of action are referred to within this, as appropriate.

136. DEPUTATIONS/PETITIONS/QUESTIONS

The Leader of the Council invited Chris Taylor of UNISON to put forward his deputation which had been received in respect of the Shared Lives report at agenda item 12.

In summary, Mr Taylor put forward reasons against the proposed outsourcing of the Shared Lives service and opposition to the Council entering into a social investment model with Shared Lives Incubator (SLI] together with an award of contract to Ategi Ltd for a period of five years for delivery of the Shared Lives service. This decision would also involve the TUPE transfer of 4 staff. These reasons were:

- No evidence provided that outsourcing the service will help expand it and lead to growth in the number of carers. Mr Taylor argued that this could actually lead to less growth.
- Council could recruit additional staff themselves if they wanted to grow the scheme.
- Management had not answered questions on the barriers to the recruitment of carers .If the issue was the lack of referrals, then these numbers have historically been low and this issue not previously explored by the local authority. Also the proposed provider could not provide answers on how they could increase referrals.
- The money the Council would need to borrow for supporting the running of the outsourced service and then pay back with an additional return for investors

could instead be invested in the existing in house provision and an improvement plan.

- The proposed provider did not guarantee London Living Wage to new employees and there would be a 2 tier workforce systems in place.
- Although the provider was keeping transferred staff on existing Council terms and conditions, the Council would need to ensure that these agreements were kept to

The Cabinet Member for Finance and Health responded to the deputation and highlighted the common agreement expressed, that expansion of the service was needed. It was critical to deliver this through investment but by keeping the service in house, the Council could not provide the income required to grow this service to potentially also include older people and people with physical disabilities. Therefore the choice had been made to consider an outside provider.

It was critical to boost referrals from the Learning Disabilities Team but also to gather referrals for people with physical health needs and the elderly and provide them with long term placements. Therefore in coming to this proposal, the Council had considered the experience of Ategi in both management and growth of other Shared Lives Services in the country and also noted the additional benefit the Council would gain from access to two senior managers in this organisation.

The Cabinet Member reiterated that the Council was committed to expanding the Shared Lives Service. In this arrangement, the investors were actually taking on the financial risk as they would not get a return until the 70% target of recruited carers was reached so this arrangement did provide good achievement of value for money.

137. MEDIUM TERM FINANCIAL STRATEGY 2017/18-2021/22

The Cabinet Member for Finance and Health introduced the report which set out the strategic financial context and details of the major budget changes being proposed for the five year planning period 2017/18 to 2021/22, and, in addition, the process for setting the Council's 2017/18 budget.

The Cabinet were aware that this had been a difficult year for the budget with a £20m overspend. However, it was important to keep in mind that the MTFs, devised in 2015, had provided real clarity on how to deliver a sustainable financial plan and had made the required strategic choices on how to prioritise resources in the context of staggering cuts to services and budgets.

The Cabinet Member continued to outline the context in delivering savings against the backdrop of a 45% reduction in staff and by having 12 fewer Council buildings.

The Cabinet Member further described the key influences on the budget for this year which were not known in 2015. These were: business rate devolution with details of how devolution will work still to be agreed, Brexit, Housing policy reforms, welfare reform. Therefore, it was prudent to examine the MTFs assumptions made in 2015 to understand if accurate which these changes in mind.

Ultimately there was a £20m shortfall and the budget papers examined closing this gap through the use of the MTFs principles agreed in 2015 which still applied and focussed on growth, early help and intervention .

The Cabinet Member thanked participants in the pre -budget consultation which had highlighted the difficulties both residents and officers had faced in finding priorities for spend. The Cabinet Member further encouraged residents, interested in the financial sustainability of the Council, to examine and comment on the proposals which would be released for consultation this week.

Councillor Weston, Cabinet Member for Children and Families provided assurance to Members and colleagues that, in coming to Priority 1 saving proposals, the Children's Service had continued to prioritise providing the support of safeguarding services to vulnerable children. The majority of the proposals focused on transformation and improvement of the service. There would be continuing investment in early help and targeted services to stop escalations into social care services. The Children's Service were not compromising the safeguarding of children and young people and the continued aim was to provide high quality support against a back drop of the significant cuts to Council budget funding.

In response to questions from Councillor Morris, the following information was noted:

- The Haringey Development Vehicle meets the growth priority for the borough and would enable the Council to increase income through the business rates and Council tax rate base by the provision of additional homes and businesses. The Council did not currently have the funding and expertise to drive growth through the development of new homes and business. The Council have land and already undertake transactions with developers. A joint partnership with a preferred partner would allow the Council to better patrol what happens with land deals to generate regeneration. The Council were currently, rightly cautious with budget plans as a partner had not yet been selected.
- There was £25m of funding available in reserves, but at his present time an indication could not be given on how much of this funding would be spent on the overspend as it was prudent to await the forthcoming budget monitoring reports to understand if the overspend will reduce further. There had already been indication, in the previous two budget monitoring reports, that the overspend was reducing. The use of the reserves would likely be a combination of General Fund reserves and allocated reserves. The Cabinet Member for Finance and Health re-iterated that Council could not continue to be reliant on reserves in the long term and the budget proposals had this in mind.
- In previously bringing forward the unachievable savings, it was important to note that Members and officers would have used information at their disposal and would have been trying to bring forward the best proposals to not negatively impact on residents. There was better data now in place and a strong finance team, with the officer core working hard to use improved data and having a wider understanding of the best practices outside of the borough when compiling savings proposals.

- The cost of borrowing was at historically low rates. The Council could ultimately drive better outcomes for the borough through capital spend on parks, schools, buildings. Therefore, the Council may borrow to do this but in the long term the returns would be significant and sustainable.

Cabinet agreed that Councillor Carter is provided with written responses to the following questions.

1. A breakdown of the expected £150,000 savings concerning the Library services?
2. What is the cost of implementing these savings (in terms of redundancy payments or any other related costs of this nature)?
3. Will there be redundancies (Voluntary? Compulsory?)?
4. Of the 95 staff in our Library Service, how many are managers please?
5. How many people have been upgraded with a pay increase (say, in the last 12 months)? Why was that done prior to working out what hours will be worked

RESOLVED

1. To note the initial budget proposals and financial planning assumptions set out in this report and note that they will be refined and updated after the provisional Local Government Finance Settlement is published in December;
2. To note the 5 year MTFS 2017/18 to 2021/22 to be reviewed at Cabinet in February 2017, to recommended for approval at Full Council's meeting in February 2017 to set the budget for 2017/18;
3. To agree consultation with residents, businesses, partners, staff and other groups as necessary on the draft revenue proposals for 2017/18-2021/22 as set out in Appendix 2;
4. To note that the results of the consultation on the draft revenue proposals will be considered by Cabinet in February 2017 and recommendations made to Full Council at its meeting in February 2017 for the Council's formal budget setting for 2017/18;
5. To note that the detailed proposals will be submitted to Scrutiny Committees in December and January for scrutiny and comments;
6. To note proposed changes to Fees and Charges in respect of executive functions will be considered by Cabinet in February 2017 and those requiring approval by the Regulatory Committee to be considered at its meeting in January 2017;
7. To note the capital programme for 2017/18-2021/22 for those schemes requiring corporate resources and grant, to be considered again by Cabinet in February 2017 and then to be recommended to the Council at its meeting in February 2017;

8. To note the draft Housing Revenue Account (HRA) budget for 2017/18 as set out in Appendix 5 which will be considered again by Cabinet in February 2017 and then recommended to the Council at its meeting in February 2017;
9. To note that the proposed housing Council rent changes and service charges for 2017/2018 set out in section 16 and 17 of the report will be considered by Cabinet for approval in February 2017, that:
10. Rent charged to tenants for general needs accommodation is reduced by 1% from their current levels from Monday, 3 April 2017;
11. That the proposed weekly tenants' service charges set out in section 17, table 22 is approved;
12. That the existing rents in HRA hostels should remain unchanged for 2017/18.
13. To approve the proposed changes to the draft Dedicated Schools Budget (DSB) set out in section 19.

Reasons for decision

The Council has a statutory requirement to set a balanced budget for 2017/18 and this report forms a key part of the budget setting process by setting out the likely funding and expenditure for that year. Additionally in order to ensure the Council's finances for the medium term are put on a sound basis, this report also sets out the funding and expenditure assumptions for the following four years in the form of a Medium Term Financial Strategy.

Alternative options considered

This report recommends that the Cabinet should consider proposals to deliver a balanced and sustainable MTFs over the five year period 2017/18 to 2021/22, to be reviewed further at Cabinet in February, and ultimately adopted at its final budget meeting at Full Council in February 2017, which is a statutory requirement in terms of agreeing the Council's 2017/18 budget.

Clearly there were a number of options available to achieve a balanced budget and officers have developed the proposals for determining levels of both income and service provision in this report taking account of the Council's priorities, the extent of the estimated funding shortfall and the Council's overall financial position.

138. TRAVEL POLICY - CONSULTATION RESULTS

Cabinet agreed to defer this report to a later meeting to allow further consultation to be undertaken.

139. SHARED LIVES SERVICE

The Cabinet Member for Finance and Health introduced the report which set out the proposition for the Council entering into a new partnership with the Shared Lives Incubator [SLI] to provide investment and support to the new proposed provider, Ategi, building on the established in house Shared Lives Service and growing it further so that more people can feel the benefits of Shared Lives.

RESOLVED

1. To approve the proposed social investment model with the Shared Lives Incubator (SLI), which includes a 'growth premium payment' paid together with the weekly management fee through a new provider.
2. In accordance with Contract Standing Order (CSO) 9.06.1(b)(i) and CSO 9.06.1(d), to approve the award of a contract to Ategi Ltd, a not-for-profit Shared Lives provider, to deliver Haringey's Shared Lives Scheme from April 2017
3. To award the contract to Ategi Ltd for a period of five years with an option to extend for two further periods of one year each at a fixed weekly management fee as identified in Part B (exempt information) of this report. The estimated contract value for managing the Shared Lives service could be £1.85million over the 5 year contract term. The value of each extension year could be £500,000.
4. To note the TUPE transfer of 4 staff (3.6 FTE) to Ategi concurrent with the commencement of the contract.
5. To delegate authority to the Deputy Chief Executive to approve the total amount of the social investment required and the corresponding growth premium payment, which will not exceed £35 per week, once it has been finalised.

Reasons for decision

Investment model

At a time of limited financial resources, the Council continues to seek innovative solutions to fund schemes that deliver good outcomes for local people. For Shared Lives, social investment provides such an option, as it:

Leverages funds from investors who want to put their money into causes that improves people lives, particularly vulnerable people

- a) Ensures investment is only paid back to investors when outcomes are achieved
- b) Provides a 'catalyst' to schemes to grow and deliver good outcomes by providing additional funding up front, alongside existing investment from the local authority

As part of seeking an alternative provider for Haringey's Shared Lives scheme, the Council has worked with the Shared Lives Incubator (SLI) – a group of four organisations comprising Social Finance, Shared Lives Plus, Community Catalysts and Shared Lives Investments Limited Partnership – who are specifically focused on supporting the growth of Shared Lives schemes across the country. Working in partnership with SLI enables the Council to leverage investment, expert advice and business support to help achieve growth of the Shared Lives Service whilst repayment is on the basis of achievement of outcomes. All of this is a critical component to helping Haringey's Shared Lives Service grow.

The contract itself is a payment by results delivery model. The Council pays the Provider a fixed weekly management fee for each arrangement supported. This model is enabled by the social investment. It is estimated that the social investment requirement will be £190,000. This is made up of £150,000 worth of cash investment paid directly to the Provider, together with expert advice and business support valued at £40,000 over the 5 years. The risk on this investment is borne by the social investors. The Council will repay the investment via a fixed 'growth premium payment' on top of the weekly management fee for each placement. This has been calculated at £35 per week. The social investors share in the success of the scheme, but will only receive a return in the event that at least 70% of the target is reached. The total investor return is expected to be around 4%. More details are set out in section 6 of this report.

Contract award

This contract award, and related procurement process, is the implementation of the November 2015 Cabinet decision to deliver the Council's in-house Shared Lives Scheme through an alternative provider. The purpose of seeking an alternative provider is to grow the scheme so that the benefits – both improved outcomes and as a more cost-effective care option – can be felt throughout the system. It is part of Haringey's objective to keep people healthy and living in their own communities for longer and to see a greater emphasis on promoting independence, dignity and choice - with care and support shifting away from institutional care towards community and home based support.

As a result of the procurement exercise, which was carried out in accordance with the Procurement Code of Practice, it is now recommended that the successful tenderer be awarded a contract as outlined in 3.1 in accordance with CSO 9.06.1(b)(i) and CSO 9.06.1(d).

The recommendations as outlined above in 3.1 are based on the provider which scored the highest on a most economically advantageous (MEAT) basis and therefore would offer the best value to the Council in terms of quality and price.

The successful tenderer, Ategi Ltd, are a not-for-profit, co-operative company, who have managed a number of Shared Lives services since 2001. They have successfully nurtured and grown Shared Lives schemes in South Wales, Herefordshire and Buckinghamshire, including a number which were previously local authority run schemes. They will be able to draw on this experience to ensure a

smooth transition for the staff, carers and service users. For more details see 6.40-6.42.

Alternative options considered

An options appraisal was undertaken, in consultation with representatives from UNISON that evaluated the best option for growing the Shared Lives Service. The alternative options considered as part of this are set out below:

Do nothing (as is) – keep the service in house and provide no extra investment to increase the size of the staff team. The number of new placements established through the service has slowed and the total number of placements has remained roughly the same for a number of years. This suggests that without additional investment an increase in the number of placements is unlikely and would result in failure to achieve the target of growing the scheme and delivering efficiency savings as a more cost effective form of care with good outcomes.

Enhanced as is – this would require significant investment from the Council to invest in more staff and expert support to help the service to improve and grow with no guarantee of an increased number of placements. The risk of the investment would be fully borne by the Council. The social investors that are part of the Shared Lives Incubator are not able to invest directly into the public sector.

Alternative Provider (without the Shared Lives Incubator) – it is unlikely that without the support of social investment an alternative provider would be able to achieve the rapid growth whilst also operating a payment by results delivery model. In addition we believe that the expert support offered by the Incubator is critical to the success of growing the service in a sustainable way.

Two further suppliers were considered as part of the procurement process. The scores for these bidders are presented in this report (see 6.37).

140. FUTURE FUNDING OF REGIONAL ADOPTION AGENCIES

The Cabinet Member for Children and Families introduced the report which put forward an in principle decision to join the London Regional Adoption Agency .This had been developed by the Association of London Directors of Children's Services (ALDCS) with the aim of speeding up the matching of children, deemed to be suitable for adoption, to suitable adoptees and to improve outcomes for adopted children.

The Cabinet Member reiterated the in principle decision being sought with no further commitments to join the agency until a business case and detailed financial analysis is considered by Cabinet, later in the new year.

In response to a question from Councillor Morris, there was not expected to be an increase in out of borough adoptions.

RESOLVED

1. To agree to the development of the London Regional Adoption Agency, a not-for-profit corporate entity, jointly owned by the founding London boroughs and working in partnership with Voluntary Adoption Agencies to deliver adoption services and as set out in paragraph 15 of this report;
2. To agree in principle to join the proposed London Regional Adoption Agency subject to the detailed business case and financial analysis; and
3. That there be a further report to Cabinet on the details of the proposed arrangement including the business case, financial analysis, arrangement for consultation with staff and other stakeholders and related legal documentation and for a final decision on joining the London Regional Adoption Agency.

Reason for decision

The Cabinet approval is required for the Council to work collaboratively with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational in 2017/18.

Alternative options considered

The London Regional Adoption Agency has been developed to meet the needs of London boroughs. It would operate in a similar manner to the London Admissions and London Grid for Learning Teams, with governance through ALDCS and London Councils.

The DfE require all local authorities to join a regional agency by 2020, therefore 'do nothing' is not an available option within the current policy and political landscape.

Alternatives to the London option would be to join another developing regional agency or create a new model. Other developing regional agencies have not been developed with the involvement of London boroughs. No other regional agencies have proposed a model linked to the governance of London local authorities. The London model is being developed with the complexity of the borough and provider landscape in mind. Many of the models being developed in other regions e.g. single LA host would not be appropriate to meet this complexity of need.

Any new agency being developed would have the same timescale requirements and would need to access development funding independently. ALDCS identified that using existing arrangements (e.g. consortia) would not remove the performance and service variation across London and most current consortia regions would not achieve the DfE aims for scale. A sub-divided London would lose the benefit of the wider pool of adopters and the standardisation of service offering.

Given the policy drive from the Government and examples of good joint working in other areas of children's services, a Regional Adoption Agency as described in this paper is considered to be the only viable option at present.

141. COMMUNITY SEXUAL HEALTH SERVICES - LOT 1 OUTREACH AND HEALTH PROMOTION & LOT 2 REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRACEPTION

The Cabinet Member for Finance and Health introduced the report which recommended an award of contract to Embrace UK to allow them to continue providing a community sexual health service focussing on outreach and health promotion. The service would include; sexual health promotion, awareness raising and STI & HIV testing at the point of request.

The Council were already working with this organisation which provided excellent outcomes and would continue the Step Change programme.

In response to a question from Councillor Morris, Cabinet noted that the Council would be working with charities to support the LGBT community. The Council already worked with the London HIV prevention programme on outreach work and also accessed London level expertise through this programme. The community were also able to make use of inner London services and the Council was working locally with the 'Wise Thoughts' Charity and London Friends.

The Leader further reported that London Council's have agreed to expedite the Pan London HIV prevention programmes from March 2017 to 2019 to ensure services were available in central London

RESOLVED

To agree to award, in accordance with Contract Standing Order (CSO) 9.07.1 (d), a contract for a community sexual health service focusing on outreach and health promotion to Embrace UK Community Support Centre, Selby Road, London, N17 8JL for a period of three years with options to extend for 2 further periods of 1 year at an annual value of £220,000.

Reasons for decision

From 1 April 2013, local authorities are mandated to ensure that comprehensive, open access, confidential sexual health services are available to all people who are present in their area (whether resident in that area or not).

A procurement exercise was carried out in accordance with the Council's Contract Standing Orders and Procurement Code of Practice. As a result, it is recommended that the successful tenderer be awarded a contract as outlined in 3.1 in accordance with CSO 9.07.1(d).

Alternative options considered

As part of a rigorous exercise to explore potential options to strengthen sexual health service provision in defined target groups, the public health team considered merging the community sexual health service - outreach and promotion, back into the specialist Genito-Urinary Medicine (GUM) service. However, after careful consideration it was deemed that this option was neither viable, sustainable or in line with the Council's medium term financial strategy.

142. PHARMACIES ENHANCED SERVICES FRAMEWORK

The Cabinet Member for Finance and Health introduced the report which set out a Framework Agreement for the provision of pharmacies enhanced services. The award of these contracts would enable the Council to tackle three important issues: poor sexual and reproductive health, smoking and vitamin deficiency in pregnant women, breast feeding mothers and children who are under 4 years of age, all of which are areas that were creating health inequalities across the life course, particularly for young people, black and minority ethnic groups and hard-to-reach groups.

The Cabinet Member welcomed the proposals contained in the report which would continue to enhance community pharmacy services for Haringey residents over the next 5 years.

RESOLVED

1. To approve the setting up of a Framework Agreement for the provision of pharmacies enhanced services; and
2. That the providers listed in paragraph 7.7 of the report be awarded contracts under the Framework Agreement.
3. That the contracts awarded under the Framework Agreement will be for a period of four years. The total value of the contracts awarded under the Framework Agreement will be £967,200.

Reasons for decision

The services being commissioned are required to support delivery of the Council's corporate plan and are in line with its commitment to prevention and early intervention, empowering residents to live healthier lives.

The Council undertook a competitive procurement exercise, inviting applications from community pharmacists to provide a suite of public health services.

The process for selecting the preferred community pharmacies was based on the applications achieving the highest score based on quality.

Alternative options considered

As part of a rigorous exercise the public health team considered no longer commissioning pharmacies to deliver these services relying on other specialist services. The conclusion was that pharmacies offer good quality, easy access services to residents at a lower cost than specialist services. They therefore enable the Council to increase its prevention activity and achieve its medium term financial strategy.

143. AWARD OF CONTRACT FOR A MASTER VENDOR SOLUTION FOR THE SUPPLY OF TEMPORARY AGENCY STAFF AND PERMANENT STAFF

In the absence of the Cabinet Member for Corporate Resources, the Leader introduced the report which proposed awarding a new contract for the supply of Permanent and Temporary Agency Workers to Hays Specialist Recruitment Limited ('Hays') for a period of 3 years from 1 February 2017 with the option to extend the contract for a further period of one year.

The award was proposed under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources'.

In response to a question from Councillor Morris, temporary staff would not be replacing permanent staff as part of the budget proposals.

RESOLVED

1. To approve the award of a Master Vendor contract under the Eastern Shires Purchasing Organisation (ESPO) EU Procurement Compliant Framework 'MSTAR2 - Managed Service for Temporary and Agency Resources' to Hays Specialist Recruitment Limited ('Hays') for a three year period with effect from 1 February 2017 with an option to extend for a further period of one year, for the supply of temporary agency workers and to administer the recruitment of all permanent Council staff at Tier 4 and below (below Head of Service level), and optionally to administer recruitment above Tier 4.
2. The total value for the management fees payable for the temporary and permanent staff resource centre is on average £860k per annum and a total of £3.49m over the period of the contract (including the option to extend for one year).

Reasons for Decision

Hays have successfully supplied temporary agency workers to the Council since 2006 when they were awarded a seven year contract and in 2013, were again appointed as the preferred supplier following a mini tender competition using the 'MSTAR1' framework.

The Council awarded Hays the contract in 2013 primarily due to value, where on average, Hays were 10% more cost effective than other bidders. Hays have continued to offer competitive rates which is demonstrated as they were the highest scoring bidder in 'Quality' and 'Price' in the MSTAR2 framework.

The MSTAR framework was established following an EU procurement process and is supported by the Government Procurement Service (GPS) and Local Government Association (LGA). It is recommended to directly award with a Master Vendor model of delivery as this provides the optimum value for money that includes a mixture of large organisations and SMEs to deliver the resources the Council requires.

Over 30 local authorities were involved in developing the scope, specification and evaluation of the MSTAR2 framework to meet a broad range of user requirements. As

the framework will be managed by ESPO at a national level, this will help drive performance on an ongoing basis and build strategic relationships with suppliers to gain better value for money, cashable savings and improve performance. Furthermore, having access to a national framework will enable the Council to share commercial knowledge, including supplier and market intelligence and expert advice.

Significant cost savings and efficiency gains have been made through the on-going relationship between the Council and Hays, including a reduction in average charge rates by £3.40 per hour in five years, providing a saving on the rates charged equivalent to over £2.6m and a reduction in the cost of long term engagement of temporary workers by 39%. Following the award of the 2013 contract a further £1.1m savings were achieved in the first year of the contract.

After nearly 10 years of delivering the service with staff who are not professional recruiters, the Council is seeking to build a 'Recruitment Partnership' with Hays in order to provide a single point of contact for all staff recruitment.

A single point of contact will enable the Council to better control recruitment activity by channelling all recruitment requirements through a single process, thus enabling Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements. Maximising the economic benefits of sourcing temporary agency workers through a move to a Master Vendor Contract and moving to an online recruitment system to significantly streamline recruitment processes and procedures, enabling a better candidate experience and shorter recruitment timescales.

The new business model for recruitment introduces both on-site and off-site service delivery. The on-site team will include Recruitment Partners who are professional and experienced recruiters that will work directly with senior leaders in each directorate to better manage their workforce requirements, and Sourcing and Compliance Partners who will ensure internal management and compliance with recruitment policies and procedures. Off-site services will include Talent Sourcing, Engagement and Management specialists who will manage talent mapping, and contract co-ordinators that will ensure efficient administration of all stages of the recruitment process.

Spend Fees and Savings:

Hays will continue to charge a fixed management fee to administer around £20m of temporary worker spend per year through its existing Resource Centre. The fees are £146,900 per annum. The £20m projected spend in temporary workers includes the wages paid to the workers that are capped to a maximum hourly rate as well as a mark up fee. The mark up pricing for each role is consistent whether sourced by Hays or an alternate supplier partner. The total expenditure will vary year-on-year dependent on the number of temporary agency workers engaged by the Council. The new Master Vendor Contract for the provision of temporary agency workers is expected to reduce the level of fees payable by the Council by approximately 5%.

Other additional fees are £110,399 for the cost (over four years) to implement and manage a new eRecruitment system delivered through an existing eRecruitment technology contract. This supplier was selected following a tender process earlier this year. The service has waited for the new contractual arrangements to be in place and will provide the platform to support significantly improved permanent and fixed term contract recruitment. Hays have negotiated further system enhancements to the software at no extra cost to the Council. In the event that Hays can secure an enhanced commercial offer for the provision of the technology with other customers, such benefit will also be passed back to the Council.

The contract will also include the on-going provision of the HAYS online Careers Transition Portal. The HAYS portal was purchased in 2015 to help deliver some of the commitments made in the Council's Workforce Plan around better supporting staff with their personal development and careers. In light of the continued budgetary savings which the Council is required to make, there is an ongoing need to continue to provide staff with a wider range of career tools and support to apply for new roles in and outside of the organisation. The cost is £7,000 per year, which equates to approximately £16 per person. This represents excellent value for money and offers continued support for those within the organisation.

The Council recruited 200 permanent roles externally and 76 internally in the last year. Hays have offered extremely competitive fees for both permanent recruitment and internal placements. These fees are fully inclusive and include any costs incurred from advertising vacancies in the marketplace. Using data based on recruitment activity last year for permanent recruitment, the total cost of recruitment is in the region of £690,000 per annum.

A target for savings on permanent staff recruitment is more difficult to ascertain as the total costs involved of recruiting permanent staff is not captured. It has been established that the mark up rates offered by the recommended provider are 4-10% lower than standard agency and recruitment framework rates. This equates to a reduction of around 30–50% in total fees payable under the current arrangements. The new recruitment arrangements gives the Council much more effective control on permanent recruitment spend. Ad hoc off-contract spend; especially around advertising spend, will be stopped as all recruitment will need to follow a single process via Hays in the first instance. All other spend will be blocked giving the Council much firmer control and grip on spending, which will support the Councils need to reduce spend.

Summary of Fees:

	Year 1	Year 2	Year 3	Year 4	Total over Contract Period
Temporary Resource Centre Management Fee	£ 146,900	£ 146,900	£ 146,900	£ 146,900	£ 587,600
eRecruitment Technology	£ 60,359	£ 16,680	£ 16,680	£ 16,680	£ 110,399
Career Transition Portal	£ 7,000	£ 7,000	£ 7,000	£ 7,000	£ 28,000
Permanent Recruitment Placement Fee	£ 690,000	£ 690,000	£ 690,000	£ 690,000	£ 2,760,000
Annual Fee	£ 904,259	£ 860,580	£ 860,580	£ 860,580	£ 3,485,999

* Note: *the above permanent recruitment fees are based upon activity during the last 12 months and will fluctuate year on year*

It is anticipated the migration to these revised commercial structures will deliver in excess of £1m of cumulative contractual related savings over the initial 3 year term of the contract. These savings will be delivered through lower mark up rates in relation to temporary staff, significantly reduced permanent recruitment fees and minimal advertising fees and will contribute to the planned savings from Supplier Engagement Programme.

Benefits:

Directly awarding the contract to Hays for the provision of temporary agency workers and to administer the recruitment of all permanent Council staff offers a number of benefits:

- Direct award provides significant savings in resources by eliminating the need to carry out a tender or mini competition exercise. The cost of undertaking a full tender exercise with the market could have exceeded £100k and taken up to 12 months to complete when considering the following complexities:
 - Delivery and implementation of a new service operating model,
 - an eRecruitment system, and
 - transfer of all existing temporary agency workers to the new provider
- An innovative and flexible delivery model with a single point of contact for all recruitment activity will be established. A tiered service delivery model will include both on and off-site teams managing all aspects of the recruitment process, from face-to-face Recruitment Partners working with senior leaders on all aspects of workforce planning and recruitment, to off-site teams managing sourcing and attraction, talent mapping, supplier engagement, contract co-ordinators and administrators.
- The single point of contact offers substantial efficiency improvements in processes (typical 35 percent improvement in time to hire) and procedures as well as using the latest online eRecruitment systems. A single point of contact will enable Hays to have a single view of the Councils staffing requirements and using their existing market experience, recruitment expertise and multiple sourcing channels, will improve permanent recruitment attraction or placement of temporary workers by ensuring the right resources are matched to the Councils requirements.
- Through the new contract arrangements, the provider has greater incentive to fulfil vacant positions (paid by performance), fulfilment rates form part of the service level agreement and simplified all inclusive fee structures for recruitment (no additional advertising costs). If Hays fail to provide the right candidates, the Council will not pay a fee
- The overall recruitment experience will be enhanced at every stage of the process:
 - Awareness – support and understand the Council’s workforce strategy and headcount changes, develop forward planning of resourcing demands and providing information to Council on market changes
 - Understanding Needs – continuous engagement with recruiting managers, ensuring needs are fully understood

- Supporting Requirements – providing quality candidates, talent mapping and sourcing and assisting recruiting managers with recruitment decisions
- On-boarding Staff – supporting candidates through the recruitment process, maintaining engagement and candidate feedback
- Giving Council access to Hays’ extensive recruitment channels within the marketplace including an extensive network of offices, talent pools, specialist online and employer brand presence and extensive online social media channels e.g. LinkedIn, job boards, microsites and social media outlets.
- Investment in real time management information on recruitment activity including real-time recruitment progress updates, tracking of candidate progress, monitoring of inclusion and diversity information and access to a fully auditable recruitment process
- Creation of a Social Value Fund to support employment and career initiatives to support local recruitment initiatives within the borough

KPIs & SLA:

The Council will implement all Key Performance Indicators and Service Level Agreements specified under the ESPO EU Procurement Compliant Framework ‘MSTAR2 - Managed Service for Temporary and Agency Resources’ will form part of the Council’s contract with Hays.

Incorporated in the Hays contract are provisions to deduct up to 20% of the managed service fee for non-performance in relation to not meeting the fulfilment threshold.

HR will contract manage the performance of Hays ensuring they comply with the SLAs and KPIs stated in the contract. This approach will assist the Council in delivering its business needs and strategic objectives, whilst offering the best opportunity to achieve further significant savings in both temporary agency and permanent recruitment activity via a recruitment partnership

Robust contract governance and management overview will be implemented to ensure Hays deliver the services to the agreed Service Level Agreements and Key Performance Indicators. Quarterly contract meetings; led by Strategic Procurement, will be held to ensure high-level compliance with all agreed contractual arrangements through monitoring of key performance reports, and where appropriate, service credits will be levied on Hays for any service non-performance. Monthly operational meetings; led by Shared Service Centre, will monitor ‘in play’ recruitment, address any immediate shortfalls in performance, ensure Hays are meeting the needs of recruiting managers and where necessary, consider alternative recruitment activity to meet hard to fill roles.

Alternative options considered

Do Nothing - the Council is required to ensure that its temporary agency workforce continues to be engaged using an EU procurement compliant approach. The current contract expires in January 2017. Ending the contract without alternative provision would undermine the ability of the Council to flexibly manage its workforce and breach EU Procurement Regulations; therefore this is not an option.

Extend the current contract for a further year - the contract was awarded in January 2014 with the option to extend for a further one year. The Vendor Neutral model is not currently fulfilling the Council's recruitment needs and does not facilitate the provision of permanent recruitment services. In addition the contractual rates under the existing arrangements are not as favourable as the new arrangements under the Master vendor arrangement.

Carry out an EU tender exercise - this option involves the highest demand of time and resources, with an estimated cost in excess of £100k, and is unlikely to achieve the best value for the Council. It is also likely that the suppliers that would be shortlisted will be very similar to those on existing national and regional frameworks. The MSTAR2 framework was created nationally in 2015 to enable Councils to engage quickly and cost effectively with temporary agency Managed Service Providers.

Utilise another direct call off Framework - procurement has explored other frameworks; many of the alternate frameworks contain the same supplier choice, with the selected provider also being a supplier on those frameworks. The MSTAR2 Framework is one of the most up to date and most recently tendered frameworks involving consultation with over 30 local authorities. The MSTAR2 Framework provides a quick route to market, together with greater clarity on the pricing to be charged and terms of the contract compared with alternate framework options.

Run a mini competition via a framework - the Council previously ran a mini-competition using the MSTAR framework involving all suppliers. This would not be considered best value for money, since it still involves significant resources to run the tender and evaluation process, with the likelihood of the same outcome. Currently Hays fees are 20% - 50% less than other providers on frameworks, something other providers would struggle to compensate for when being evaluated. In addition to the fees provided by the suppliers, the Council would need to consider the cost of transition from the current provider to an alternate provider. Therefore this option is not regarded as the most cost effective use of the Council's resources.

144. MINUTES OF OTHER BODIES

RESOLVED

To note the minutes of the following:

Cabinet Member Signing on the 7th November 2016

Leader Signing on the 7th of November 2016

145. SIGNIFICANT AND DELEGATED ACTIONS

RESOLVED

To note significant and delegated actions taken by Directors in November.

146. NEW ITEMS OF URGENT BUSINESS

None

147. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraph, 3 Part 1, schedule 12A of the Local Government Act 1972.

148. SHARED LIVES CONTRACT

As per decision 139.

149. COMMUNITY SEXUAL HEALTH SERVICES - LOT 1 OUTREACH AND HEALTH PROMOTION & LOT 2 REPRODUCTIVE HEALTH SERVICE - YOUNG PEOPLE AND LONG ACTING REVERSIBLE CONTRA

As per decision 141.

150. NEW ITEMS OF EXEMPT URGENT BUSINESS

None

Report for: Cabinet

Item number: 8

Title: Housing Viability assessments- response to Scrutiny review

Report

authorised by: Lyn Garner, Director of Regeneration, Planning and Development

Lead Officer: Emma Williamson, Assistant Director – Planning

Ward(s) affected: ALL

Report for Key/

Non Key Decision: N/A

1. Describe the issue under consideration

1.1 Under the agreed terms of reference, scrutiny panels can assist the Council and the Cabinet in its budgetary and policy framework through conducting in-depth analysis of local policy issues and can make recommendations for service development or improvement. The panels may:

- Review the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- Conduct research to assist in specific investigations. This may involve surveys, focus groups, public meetings and/or site visits;
- Make reports and recommendations, on issues affecting the authority's area, to Full Council, its Committees or Sub-Committees, the Executive, or to other appropriate external bodies.

1.2 In this context, the Housing & Regeneration Scrutiny Panel (HRSP) conducted a review of the viability assessment process in Haringey. The agreed aim of the work was as follows:

'To assess the Councils policy and practice in relation to the application of policy and guidance in respect of viability assessments and to make recommendations to ensure confidence and transparency to the process – and application of the process in order to assist the Council (including Planning Committee) in the consideration of planning applications where viability is a material planning consideration.'

Within this overarching aim, the panel agreed the following objectives:

- To review legislation and policy guidance in respect of development viability and the Councils current policy and practice in respect of viability assessments;
- To assess comparative policy and practice at other local authorities with a view to identifying good practice so as to inform the viability assessment process in Haringey, particularly in relation to transparency, improving local challenge and increasing supply of affordable homes.

- To consider the potential impact of the Housing and Planning Bill and the requirement to provide for Starter Homes;
- To identify any further mechanisms available to the Council, which may assist in maintaining levels of S106/affordable housing delivery in the Borough through viability discussions (e.g. 'claw back' arrangements);
- To assess the potential for any collective response through London Councils or other amalgam of London boroughs, which may assist in a more robust challenge to local viability assessments.

1.2 Further to the aims and objectives listed above, the Housing & Regeneration Scrutiny Panel conducted a 'scrutiny-in-a-day' exercise. This was a day-long event held on 7th April 2016 at which a range of planning and viability experts were invited to contribute evidence. The session included contributions from the following:

- Local Planning Officers
- Local Housing Development, Housing Enablement and Carbon Management Officers
- BNP Paribas, specialist providers of viability reports and appraisals;
- Other local authorities including Greenwich and Southwark
- Developers, Planning Consultants and Housing Associations.

1.3 An additional 'mop-up' session was held in May 2016 for those contributors that could not attend the scrutiny-in-a-day session and to follow up other lines of enquiry from that first session. Contributors included:

- Islington Council;
- London Borough wide partnership;
- London Forum of Civic and Amenity Societies.

1.4 The final report, attached at **Appendix 1**, details the conclusions and recommendations of the HRSP, and the Comments of the Planning Service to the recommendations.

2. Cabinet Member Introduction

I welcome the work of the Scrutiny panel in helping to make sure that the Planning Service is doing all it can to deliver the maximum reasonable amount of affordable housing and to ensure that the processes used in Haringey are as rigorous as those used in other London Boroughs. In most instances Haringey had already implemented best practice and the majority of the panel's recommendations have been agreed. The Council intends to adopt the approach set out in the London-Wide Borough protocol on viability assessments.

3. Recommendation

3.1 That the Cabinet note those recommendations of Scrutiny Panel as [agreed by the Planning Service] and as agreed by Regulatory Committee (the agreement and or comments of the Regulatory Committee will be provided as an addendum to this Cabinet report following the Regulatory Committee meeting on 17 January 2017) outlined in **Appendix 2**, and where these recommendations have cost implications the funding source should be determined by the Chief Operating Officer.

4. Reasons for decision

4.1 The evidence supporting the Panels’ recommendations is outlined in the main body of the report (**Appendix 1**).

5. Alternative options considered

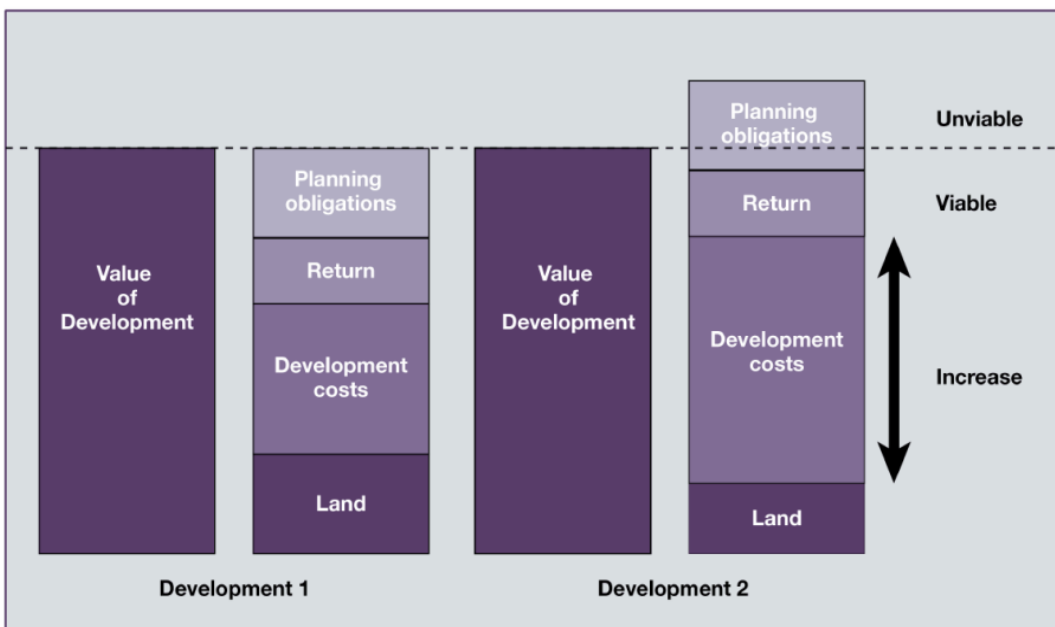
5.1 The evidence supporting the Panels’ recommendations is outlined in the main body of the report (**Appendix 1**). The Cabinet could choose not to accept the recommendations, despite endorsement by the Planning Service.

6. Background information

6.1 The National Planning Policy Framework 2012 (section 173) defines viability as thus:

‘Plans should be deliverable. Therefore the sites and scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened. To ensure viability, the costs of any requirements likely to be applied to development, should when taking account of the normal costs of the development and mitigation, provide competitive returns to a willing landowner and willing developer to enable the development to be deliverable.’

6.2 Viability is demonstrated in the table below (Figure 1). A development can be seen to be viable if the cumulative costs of the land, development costs (such as construction, professional fees and marketing), developer return (profit) and planning obligations (such as the provision affordable homes) equates to the gross value of the development (the income generated from sales). If these costs exceed the gross development value, the scheme is unviable (Figure 1).



6.3 Local plan policy SP2 sets out that the maximum reasonable amount of affordable housing should be provided on a site by site basis working towards a boroughwide target of 40%. In order to establish the maximum reasonable amount of affordable housing a financial appraisal or viability assessment is submitted by the developer to establish the maximum reasonable amount of affordable housing.

- 6.3 The position of the Local Planning Authority in Haringey (LB Haringey) in respect of viability is as set out in the Supplementary Planning Document for Planning Obligations (2014) which gives effect to the policies set out in the Haringey Local Plan. Assess how the allocation neighbourhood CIL receipts can maximise opportunities for improving local infrastructure through alignment with other funding programmes both internal and external to the Council.
- 6.4 The current position in Haringey is that a viability assessment is required for all major applications. Submitted viability assessments are independently assessed on behalf of the Council at the expense of the applicant (as set out in the Planning Obligation SPD).
- 6.5 There are a number of key elements within the viability assessments process in Haringey:
- In terms of methodology, the LPA does not accept the Market Value approach in valuing land as this can contribute to a wider escalation of land values in the area, and limit compliance to local planning policy requirements;
 - In terms of costs and other data that contribute to the viability assessment, Haringey (along with most others) complies to those standards and benchmarks costs set out within the Redbook and the GLA adapted 3 Dragons Viability Assessment Toolkit;
 - There is a general preference within the LPA to make viability assessments public with a number of exceptions (e.g. where the developer has not already bought the land and where publication may inhibit competition or further inflate prices).
- 6.6 In Haringey, review mechanisms are routinely in place for all major applications where viability has been an issue. There is a general policy that a review mechanism is required if an application has not been implemented within 12/18 months. In this context, prior to the development commencing, the viability assessment has to be resubmitted in exactly the same format as when the original application was submitted to take into account any rise in values or fall in build costs. In line with other authorities, if any additional profit is identified within the scheme from the review mechanism, this is divided between the Council (60%) and the developer, to incentivise the developer to make further planning contributions. The review mechanism also applies to the latter phases of larger scale development schemes, to ensure latter phases take account of changes in assumed development values.
- 6.7 A London Borough Officers Group (LBOG) has developed a London wide viability protocol (February 2016) as a response to widespread concerns to the operation of viability assessments. The group have developed a protocol which is intended to promote a more standardised methodology and process for viability assessments process across London. The protocol includes recommendations for:
- Preferred models of viability assessments;
 - Openness and transparency;
 - Guidance on accepted data inputs and outputs for the models (land values, development costs, sales values);
 - The use of review mechanisms.
- 6.8 Haringey is a member of this group and has actively contributed to this process. The GLA are also building on this protocol to develop a London Plan viability SPG and it is

understood that the final version of the Protocol is not going to be published until the GLA has finalised its SPG.

- 6.9 On the evidence received, the panel have made 5 recommendations which it hoped will contribute to the development of governance arrangements for the CIL.

7. Contribution to strategic outcomes

- 7.1 The work of the panel will contribute to Priority 4 of the Corporate Plan to promote sustainable housing, growth and employment.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

The accuracy of viability assessments impacts on the number of affordable homes on developments in the borough. Affordable housing has a positive financial impact for the Council who may be able to use the newly developed affordable homes to discharge their duty to house a homeless family or otherwise house families or individuals in need of affordable housing.

The cost of implementing all recommendations will be met from existing budgets.

Legal

Under Section 9F of the Local Government Act 2000 ("LGA"), Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which are the responsibility of the executive, not the responsibility of the executive or which affects the Council's area or the inhabitant of its area. Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations. The report and recommendations should be presented to the next available Cabinet meeting together with an officer report where appropriate. Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

The recommendations from the scrutiny review and the draft responses from the Planning Service are noted, and that the responses reflect current law and practice.

As evident from the Panel's report, viability is a complex issue, especially in regards to the delivery of affordable housing, and there are several policy and legislative provisions that should be considered.

The local plan policy requirement for affordable housing SP2 is subject to viability.

Government guidance on viability is also a material consideration in planning applications. The National Planning Policy Framework (NPPF) is noted above. And in respect of planning obligations the NPPF states they should be sufficiently flexible to prevent planned development being stalled.

The Government's Planning Practice Guidance (PPG) states that viability should be based on current costs and values. Planning applications should be considered in today's circumstances. However, where a scheme requires phased delivery over the medium and longer term, changes in the value of development and changes in costs of delivery may be considered.

This means any decision to impose a later post permission viability review needs to take into account the PPG, and if seeking to depart from the PPG e.g. by imposing later post permission viability reviews for non-medium or long term phased developments reasoned justification for such a departure should be given. Carrying out the recommendations may add weight to any such reasons for departure.

Further, any planning obligations such as post permission viability reviews need to satisfy the tests in regulation 122 of the Community Infrastructure Levy Regulations 2010 (as amended), in that they are necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind.

The PPG (and a Ministerial Statement) also specify that contributions including affordable housing should not be sought from developments of 10 units or less, and which have a maximum combined gross floorspace of no more than 1000sqm (gross internal area), which may affect current Haringey policy requirements for schemes where there are 10 units proposed. And a vacant building credit was also introduced, whereby the developer can claim a 'financial credit' which is the equivalent of the gross floor-space of any relevant vacant buildings being brought back into use or demolished as part of the scheme and then deducted from the overall affordable housing contribution calculation. This again will have implications for the delivery of affordable housing. So similarly when seeking to depart from any of this guidance, reasoned justification should be provided.

As indicated in paragraph 6.8 above, the Mayor of London has recently published a draft Affordable Housing and Viability Supplementary Planning Guidance 2016 for consultation, If and when it is adopted this will impact viability reviews and depending on the final version may make it easier for London local planning authorities to depart from current Government guidance and also change how they deal with viability assessments.

Future legislative changes also may affect affordable housing and consequently scheme viability. The introduction of starter homes by the Housing and Planning Act 2016 subject to regulations is expected to impact scheme viability and the type and quantity of affordable homes delivered. The PPG (and another Ministerial Statement) holds that for a starter homes exception sites policy local planning authorities are encouraged not to seek section 106 affordable housing and tariff-style contributions that would otherwise apply.

Section 106ZB of the Town and Country Planning Act 1990 (as amended) concerns the enforceability of affordable housing planning obligations, if and when it is brought into force with then regulations made under it may also affect how affordable housing is delivered (including viability reviews).

In terms of transparency, previously some developers have been reluctant to publicly disclose their viability reviews for commercial sensitivity reasons. There have been

several Information Commissioner's Office decisions centred around whether this information is exempt from disclosure on the basis that its disclosure would adversely affect the confidentiality of commercial or industrial information where such confidentiality is provided by law to protect a legitimate economic interest, and whether maintaining this exemption is in the public interest. Some recent decisions have held the information can be disclosed, but this may be dependent on the facts of each individual case. The PPG also states wherever possible, applicants should provide viability evidence through an open book approach to improve the review of evidence submitted and for transparency.

Equality

The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

The Scrutiny Review recommendations are aimed at improving the consistency and transparency over the viability assessment process in Haringey. The development of a London Wide Viability Protocol should also improve the consistency of the process across London boroughs.

Sharp rises in both rental and house prices in Haringey are excluding many younger people and those with moderate household incomes from being able to afford home ownership. Increasing the supply of affordable housing through local planning policies and Section 106 is therefore a key strategic priority and contributes to equality of opportunity to access stable and secure housing. Improving the consistency and scrutiny of viability assessments supports this strategic goal.

9. Use of Appendices

Appendix 1 – report of Scrutiny Panel

Appendix 2 – Response by the Planning Service to recommendations

10. Local Government (Access to Information) Act 1985

Haringey CIL Charging Schedule <http://www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/pre-application-guidance/community-infrastructure-levy-cil#cil-charging-schedule>

Appendix 1

Appendix 1 – report of Scrutiny Panel

Scrutiny Project: Viability Assessment Process in Haringey

A project from the Housing & Regeneration Scrutiny Panel

2016

Panel Membership	Cllr Eugene Akwasi-Ayisi (Chair)
	Cllr Gail Engert
	Cllr Tim Gallagher
	Cllr Eddie Griffiths
	Cllr Makuble Gunes
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1. Introduction

- 1.1 Viability assessments were introduced through the National Planning Policy Framework to ensure that the scale or burden of planning obligations detailed within a local planning policy framework (such as a requirement to provide affordable homes) do not threaten the feasibility of an individual development or prevent development in general coming forward. In this context, the deliverability of local development is now as an important an issue for the Local Planning Authority (LPA) as it is for developers.
- 1.2 There are however inherent tensions within the viability assessments process as competing stakeholders (developers and local authorities) seek to obtain as best deal as possible from the planning gain derived from new development. There is growing body of evidence to suggest that viability assessments, particularly those which use overly pessimistic cost data, are being used by developers to negotiate a reduction in planning obligations, particularly the requirement to provide affordable homes.¹ Conversely, with a decline in public subsidy, there is an ever greater reliance on S106 Agreements to deliver affordable homes. Viability assessments therefore provide a framework through which competing interests are mutually assessed, tested and eventually agreed.
- 1.3 It is therefore important that the LPA operates a clear and transparent viability assessment process to ensure that the interests of competing stakeholders are fairly represented. There should also be robust mechanisms in place to enable the LPA to fairly assess submitted financial statements so that where possible, development proposals that come forward are compliant with local planning policies, particularly those concerning the provision of affordable homes.
- 1.4 Under the agreed terms of reference, scrutiny panels can assist the Council by conducting in depth analysis of local policy issues. In this context, it was agreed with Cabinet Members and senior officers that the Housing & Regeneration Scrutiny Panel (HRSP) could assist by reviewing and make recommendations to improve the local viability assessment process in Haringey. The following report sets out the aims of the HRSP, the nature of its investigation and its findings and recommendations.

2. Aims, objectives and methods

- 2.1 As part of the work programme consultation exercise 2015/16, the Housing and Regeneration Scrutiny Panel agreed to review the viability assessment process in Haringey. The agreed aim of this work was:

'To assess the Councils policy and practice in relation to the application of policy and guidance in respect of viability assessments and to make recommendations to ensure confidence and transparency to the process – and application of the process in order to assist the Council (including Planning Committee) in the consideration of planning applications where viability is a material planning consideration.'

¹ The viability attack on social and affordable housing, FORe THOUGHT, University of Sheffield, Bob Colenutt, 2015

- 2.2 Within this overarching aim, the panel agreed the following objectives:
- To review legislation and policy guidance in respect of development viability and the Councils current policy and practice in respect of viability assessments;
 - To assess comparative policy and practice at other local authorities with a view to identifying good practice so as to inform the viability assessment process in Haringey, particularly in relation to transparency, improving local challenge and increasing supply of affordable homes.
 - To consider the potential impact of the Housing and Planning Bill and the requirement to provide for Starter Homes;
 - To identify any further mechanisms available to the Council, which may assist in maintaining levels of S106/affordable housing delivery in the Borough through viability discussions (e.g. 'claw back' arrangements);
 - To assess the potential for any collective response through London Councils or other amalgam of London boroughs, which may assist in a more robust challenge to local viability assessments.
- 2.3 Further to the aims and objectives listed above, the Housing & Regeneration Scrutiny Panel conducted a 'scrutiny-in-a-day' exercise. This was a day-long event held on 7th April 2016 at which a range of planning and viability experts were invited to contribute evidence. The session included contributions from the following:
- Local Planning Officers
 - Local Housing Development, Housing Enablement and Carbon Management Officers
 - BNP Paribas, specialist providers of viability reports and appraisals;
 - Other local authorities including Greenwich and Southwark
 - Developers, Planning Consultants and Housing Associations.
- 2.4 An additional 'mop-up' session was held in May 2016 for those contributors that could not attend on the scrutiny-in-a-day session and to follow up other lines of enquiry from that first session. Contributors included:
- Islington Council;
 - London Borough wide partnership;
 - London Forum of Civic and Amenity Societies.

3. Background

National Context

- 3.1 Of the 42,870 affordable homes delivered in across the UK 2013, it is estimated that approximately 60% were funded by developers through S106 contributions. Changes to the way the delivery of affordable housing is funded has impacted on the number of affordable homes and other section 106 obligations that may be delivered through this process.²
- 3.2 Planning applications for major developments are required to meet a range of requirements in the Local Plan (such as the provision of affordable housing, employment space or improvement to public realm). Such requirements are expected to be met by the development in full. With respect to affordable housing, this is expected to be delivered on site, though in exceptional circumstances can be met through off-site provision or cash in lieu.

² In the mix: the need for a diverse supply of new homes, Shelter, 2014 (p21)

3.3 Local plan policy SP2 sets out that the maximum reasonable amount of affordable housing should be provided on a site by site basis working towards a borough-wide target of 40%. In order to establish the maximum reasonable amount of affordable housing a financial appraisal or viability assessment is submitted by the developer to establish the maximum reasonable amount of affordable housing.

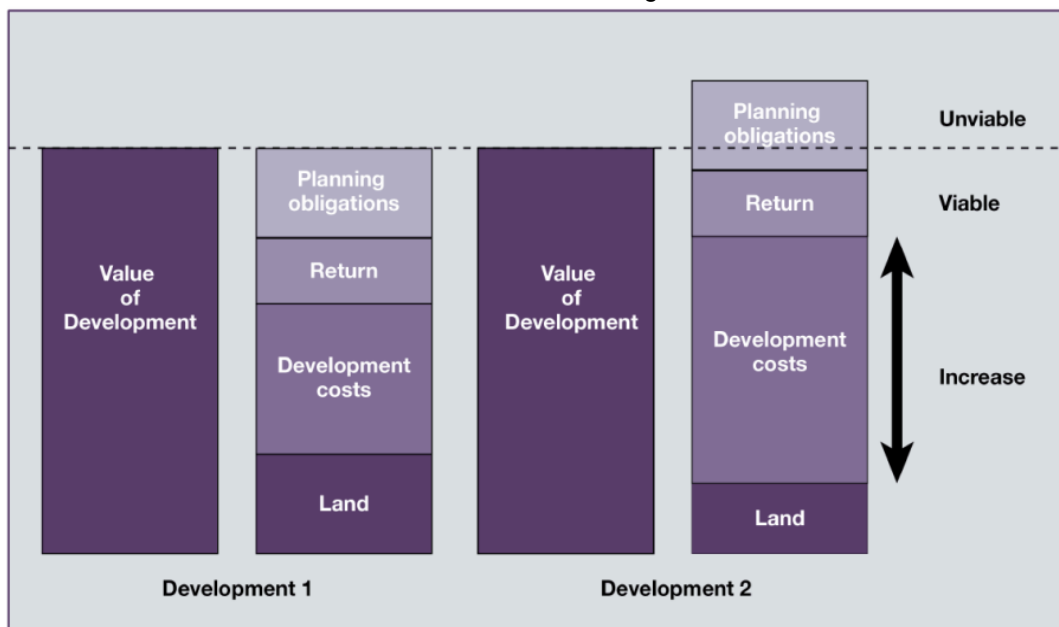
What is viability?

3.4 The National Planning Policy Framework 2012 (section 173) defines viability as thus:

'Plans should be deliverable. Therefore the sites and scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened. To ensure viability, the costs of any requirements likely to be applied to development, should when taking account of the normal costs of the development and mitigation, provide competitive returns to a willing landowner and willing developer to enable the development to be deliverable.'

3.5 Viability is demonstrated in the table below (Figure 1). A development can be seen to be viable if the cumulative costs of the land, development costs (such as construction, professional fees and marketing), developer return (profit) and planning obligations (such as the provision affordable homes) equates to the gross value of the development (the income generated from sales). If these costs exceed the gross development value, the scheme is unviable (Figure 1).

Figure 1 – Viable and Unviable development³



3.6 The affordable housing component of major developments is usually the largest cost for a developer and the most often cited reason for schemes being considered unviable. In addition, the income that a developer may derived from the provision of affordable housing (such as shared ownership or affordable to social rent) may be more variable that that from private housing for outright sale.

³ Source: 'Financial Viability in Planning', RICS, 2012

- 3.7 There are a number of factors which are central to the viability assessment process. From the income side, the key factor is the income derived from sales values. On the costs side, the value that a developer has paid a landowner for the site is critical. There are two common approaches to land valuations to viability assessments:
- **Existing use +**; this approach uses the existing use value of the site, plus a premium of between 10-20% of that value to the landowner;
 - **Market value** approach: this approach uses the value which developers may have acquired the site and subject to market forces and in areas of high demand or competition land values will be driven up and impact the viability assessment calculation). Such an approach may not fully recognise or reflect the impact of local policy requirements (e.g. the need to provide affordable home).
- 3.8 Councils, including Haringey, employ independent advisors to review the submitted viability assessments to verify the costs, values and other assumptions made by the developer. Viability assessments are normally made available to members of Planning Committees on request when applications are reported to them. In most council's this is done on a confidential basis.
- 3.9 Where the financial appraisal demonstrates that the development is not viable, and that the maximum amount of affordable housing that a scheme can reasonably support is below the agreed policy target⁴. Planning Policy can require that a review of viability takes place. Review mechanisms usually seek to take into account changes to the anticipated revenue and costs associated with a development and identifies what happens in the event that the viability changes.

Local Policy and Practice

- 3.10 The position of the Local Planning Authority in Haringey (LB Haringey) in respect of viability is as set out in the Supplementary Planning Document for Planning Obligations (2014) which gives effect to the policies set out in the Haringey Local Plan.⁵
- 3.11 In Haringey, the policy is that for proposed developments with capacity for 10 or more units, the LPA will seek the maximum reasonable amount of affordable housing, having regard to a borough-wide (not site-specific) affordable housing target of 40%, based on habitable rooms.
- 3.12 There is provision within Haringey policy framework in which the required affordable homes contribution outlined above can, in exceptional circumstances, be over-ridden by other policy requirements. Such exceptional circumstances include the need to provide for community facilities (Such as schools or healthcare provision) or additional work space (where the previous use was for employment). In both circumstances, the cost of such provision can be deducted from the cost of the affordable homes requirement.
- 3.13 The current position in Haringey is that a viability assessment is required for all major applications. Submitted viability assessments are independently assessed on behalf of the Council at the expense of the applicant (as set out in the Planning Obligation SPD).

⁴ In Haringey, the current target is 40% of units to be affordable.

⁵ Planning Obligations Special Planning Document, October 2014, Haringey Local Plan

- 3.14 In terms of the number of viability assessments undertaken each year in Haringey:
- There are approximately 15 - 20 major applications submitted each year which are subject to a viability assessment;
 - There were 31 Section 106 Agreements completed in the last 12 months of which 22 have an affordable housing obligation (on and off-site provision).
- 3.15 There are a number of key elements within the viability assessments process in Haringey:
- In terms of methodology, the LPA does not accept the Market Value approach in valuing land as this can contribute to a wider escalation of land values in the area, and limit compliance to local planning policy requirements;
 - In terms of costs and other data that contribute to the viability assessment, Haringey (along with most others) complies to those standards and benchmarks costs set out within the Redbook⁶ and the GLA adapted 3 Dragons Viability Assessment Toolkit;
 - There is a general preference within the LPA to make viability assessments public with a number of exceptions (e.g. where the developer has not already bought the land and where publication may inhibit competition or further inflate prices).
- 3.16 In Haringey, review mechanisms are routinely in place for all major applications where viability has been an issue. There is a general policy that a review mechanism is required if an application has not been implemented within 12/18 months. In this context, prior to the development commencing, the viability assessment has to be resubmitted in exactly the same format as when the original application was submitted to take into account any rise in values or fall in build costs. In line with other authorities, if any additional profit is identified within the scheme from the review mechanism, this is divided between the Council (60%) and the developer, to incentivise the developer to make further planning contributions. The review mechanism also applies to the latter phases of larger scale development schemes, to ensure latter phases take account of changes in assumed development values.

4. Key findings of the panel from the review

- 4.1 The following highlights the key findings and conclusions of the Housing and Regeneration Scrutiny Panel.

Methodological problems with viability assessments

- 4.2 The panel noted that there were three methodological problems associated with viability assessment process:
- The inconsistency in which different models were used;
 - The weakness of actual data inputs in to the models;
 - The sensitivity of models.
- 4.3 Whilst the Greater London Assembly Housing Development Control Toolkit 2010 (based on the Three Dragons Model) was widely used to develop viability assessments, it was noted that that other different models were in use and were generally accepted by LPAs. Such an inconsistent approach however made it difficult

⁶ The Red Book is issued by Royal Institute of Chartered Surveyors which contains mandatory rules, best practice guidance and related commentary to undertake asset valuations and other industry standards.

to draw comparative assessments and the ability to meaningfully appraise these within individual LPAs.

- 4.4 Secondly, evidence presented to the panel indicated that there were also weaknesses with the actual data input into the viability assessments models, which included:
- The time limited nature of data inputs, such as sales values (where these are required to be at the time of writing the viability assessment);
 - Subjectivity of some data used (such as design and marketing);
 - The use of standardised measures in the formulation of construction and finance costs;
 - Difference in methods used to calculate the value of land to be used for development;
 - Disputes as to the acceptability of 20% profit margin on development.
- 4.5 The panel also noted that because of the subjective nature of component data within viability assessments models, variations of as little as 5% to some values could produce significant changes in the outturns or residual resource available at the end of the development scheme. Research from the University of Reading has concluded:

*'Given that the output of such models – estimated land values or returns – can be very sensitive to relatively small changes in major inputs such as construction costs or sale prices, the implications for estimated planning obligations can be substantial.'*⁷

- 4.6 In the context of the above, there is an incentive for prospective developers to provide overly pessimistic viability assessments (overstating costs and undervaluing development) in that this may help reduce section 106 contributions (such as affordable homes). Indeed, in commentaries seen by the panel, it was suggested that a 'viability industry' had developed in which specialist consultants are working to secure a reduction in planning gain contributions through the viability assessment process.⁸

Transparency

- 4.7 Transparency was a consistent theme in much of the evidence gathering with contributors. It was noted that with the exception of a few London boroughs, viability assessments were not routinely published, and even when these were made public, they are often complex and opaque documents or were heavily redacted. This had created a perception of secrecy and mistrust, particularly among local residents and the community at large.
- 4.8 The panel noted examples, both within and without of the borough, of where the inability of the community to meaningful contribute and scrutinise viability assessments had perpetuated mistrust of the local planning system. The panel were of the view that improved transparency together with improved public engagement and involvement could help build community confidence in the local planning system and the difficult decisions that need to be taken in respect of viability.

⁷ Real Estate & Planning, Working Papers in Real Estate & Planning 01/16, Business School, University of Reading

⁸ Revealed: How developers exploit flawed planning system to minimise affordable housing. Olivier Wainwright, The Guardian, June 2015.

- 4.9 Evidence received from a specialist viability assessment provider suggested to the panel that there was very little data in these reports which was not already in the public domain or that could be considered commercially sensitive. Furthermore, there was a view that in the context of a housing crisis where there is a growing demand for affordable homes, it would be in the public interest to improve transparency and scrutiny of schemes which were not compliant with such local policy requirements.
- 4.10 Three local authorities gave evidence to the panel, all of which had introduced new Supplementary Planning Documents (SPD) for Viability Assessments within their respective LPA. Improved transparency and openness for viability assessment processes were central to the new SPDs developed.
- 4.11 The panel were impressed with the approach taken by a London borough, which had taken a particularly robust approach to transparency. Here viability assessments were published in full and without redaction ahead of determination at Planning Committee. Also, to help promote community participation and engagement, the developer is also required to provide a summary of the viability assessment which is also published alongside the submitted application. In the view of the authority, it was noted that this approach:
- 1) Improved transparency for the community and helped to ensure continued support for regeneration programmes;
 - 2) Helped to improve understanding among local stakeholders as to why schemes were not policy compliant;
 - 3) Improved awareness and understanding among landowners, particularly in respect of reiterating that the sale of land should be on a policy compliant basis (to help reduce over valuation).
- 4.12 The panel noted that the general preference for Haringey Council was to make viability assessments public, though there was no explicit policy to support this as yet. It was noted that a number of viability assessments for large planning applications had recently been published (e.g. Tottenham Hotspur Football Club) with no issues raised by prospective developers.
- 4.13 In summary, the panel came to the following conclusions to support its view that there should be improved transparency for the viability assessment process:
- The methodological limitations of viability models warrant further public examination and scrutiny;
 - Data inputs and outputs in to these viability assessment models are subjective and should be open to public scrutiny;
 - There is relatively little evidence to suggest that full disclosure would damage commercial interests or inhibit development coming forward;
 - Given the national, regional and local significance in improving the supply of affordable homes, it is in the public interest that viability assessments are published to promote awareness and understanding in the community;
 - An open book approach would allow the LPA to undertake a comparative analysis and assessment of the proposed development schemes in other authorities which may guide and inform negotiations on local schemes.

Review Mechanisms

- 4.14 Review mechanisms are a means to take account of changes in values between granting of planning permission, development and completion. Affordable homes are

secured through S106 agreements, which commit developers to a certain level or number of affordable homes within that development. This decision is made at Planning Committee, but development may not actually take place on site until 18 months later. The panel noted that in London, with house prices rising 8% per annum, the values derived from sale of private units within the development may have increased by 10-12% in this period. Thus the level of affordable homes that may be viable within a scheme may be substantially higher than when the viability assessments were completed 18 months previous. Given that the scheme may be a further 12-18 months until actual completion (in which time sales values may have increased further) the scope for increased affordable homes provision may increase further.

- 4.15 In this context, review mechanisms are a process through which to assess any additional profits that may accrue from increased income from rising sales, with a view to maximising policy compliance. The panel noted that in many authorities there were arrangements to share any additional profit arising from the scheme between the developer and the LPA to help meet local plan requirements (such as affordable homes). As the development may be nearing completion then this new agreement will generally be in the form of a cash payment in lieu of off-site provision. Therefore, such review mechanisms should help achieve higher levels of affordable homes.
- 4.16 In Haringey, the panel learnt that review mechanisms are routinely in place for all major applications that are not policy compliant. In these circumstances, the viability assessment has to be resubmitted in exactly the same format as when the original application was submitted to take into account any rise in values or fall in build costs. In Haringey, any additional profit identified through a 'clawback mechanism' is divided between the Council (60%) and the developer (40%). The panel noted that similar agreements are in place in other authorities, as these help to incentivise developers to make further gains from the development and ensure continuation on site.
- 4.17 The panel heard evidence from other boroughs as to how review mechanisms were applied:
- In one authority, there was a preference for advance stage review mechanisms – which are applied at the point at which there was 75% completion on site as there was more concrete data in terms of sales values and build costs through which to reassess policy compliance;
 - In another authority, a review mechanism is in place for all proposed development that is not policy compliant (irrespective of size), and that this review takes place once ¼ of new units are occupied. Any revision upward in viability is split 50/50 between developer and the council.
- 4.18 The panel noted that review mechanisms are important in respect of viability given the time limited nature of viability assessments and that they provide an additional process in which the LPA can assess component figures that make up viability assessments. The panel noted an example from another authority where an initial off-site contribution to local infrastructure of £12m was initially agreed, but further to the review mechanism, this sum was almost doubled.

London Wide Viability Protocol

- 4.19 A London Borough Officers Group (LBOG) has developed a London wide viability protocol⁹ (February 2016) as a response to widespread concerns to the operation of viability assessments. The group have developed a protocol which is intended to promote a more standardised methodology and process for viability assessments process across London. The protocol includes recommendations for:
- Preferred models of viability assessments;
 - Openness and transparency;
 - Guidance on accepted data inputs and outputs for the models (land values, development costs, sales values);
 - The use of review mechanisms.
- 4.20 LBOG has consulted upon the protocol and is currently updating this based on the consultation feedback. The panel noted that Haringey is part of this group and has actively contributed to this process. It was noted that 27 of 32 boroughs are signed up to this process and there is support for this process at London Councils. Boroughs are being encouraged to adopt the principles and practice set out in the London Wide Viability Protocol through dedicated Supplementary Planning Documents. The GLA are also building on this protocol to develop London Plan viability SPG. It was noted that three authorities have already completed this and others are in the process of agreement. The panel noted that this additional layer of guidance will help to bolster LPA positioning on viability, and strengthen its position if challenged.
- 4.21 The panel noted that if there was widespread adoption of the protocol within local SPDs, this would help to develop a consistent approach to viability which would make authorities less susceptible to challenge. In addition, it is hoped that the Mayor could adopt the London Wide Viability Protocol as this would provide further status and weight in planning considerations.

5. Recommendations

5.1 Viability Assessment Process

It is recommended that a new Supplementary Planning Document (SPD) is developed or that the existing SPD for Planning Obligations is updated to **reflect** the principles and practice recommended within the London Wide Viability Protocol.

In addition, new viability assessment guidance that is developed and published should reflect the following:

- (i) Outline viability assessments should be developed in consultation with developers in pre-application process, but a date to for determination can only be agreed once a full and final viability assessment has been received by the Local Planning Authority (LPA).
- (ii) That there should be explicit published guidance as to the expected methodology, inputs and supporting evidence that should be used in providing viability assessments – in particular:
 - (a) The LPA should emphasise to prospective developers that it will not accept ‘market value’ approach to land values within such calculations
 - (b) That guidance should indicate that any profit levels on the development should be calculated on the gross development value, and between a range of 10-20%;

⁹ London Borough Development Viability Protocol, Consultation Draft, London Borough Viability Group (2016)

(iii) That a statutory declaration should be provided signed by an accountable person/s, who would confirm the accuracy of information in the viability assessment and that this is consistent with the information that an applicant is using to inform their own commercial decisions and the information relied on as the basis of the release of development finance

5.2 Review mechanisms

(i) Recognising the time limited nature of viability assessments and the time lag from determination to commencement of development taking place on site, it is recommended that review mechanisms should be standard for all planning applications which are not policy compliant, to ensure the maximum public benefit is secured over the period of the development.

(ii) To allow for a more realistic assessment of viability it recommended that an 'advance stage review mechanism' takes place at the point at which 66% sales have been completed and that there will be substantive sales and construction cost evidence to support the reassessment.

5.3 Transparency

(i) It is recommended that to improve transparency, promote scrutiny and public confidence in the viability assessment process, it is recommended that all viability assessments are made public in their entirety and without redaction.

(ii) It is also recommended that a summary of the viability assessment is published alongside the application at validation.

(iii) In the interests of transparency and openness and to remove any notions of conflict of interest, it is recommended the costs of independent viability experts appointed by the Council to appraise any submitted viability assessment are charged and paid for directly by the Council. Reimbursement should then be sought from the developer who is legally liable for such costs.

(iv) That the housing and regenerations scrutiny panel is formally consulted on the emerging new SPD.

5.4 Training, skills and expertise

(i) The panel recommend that to further develop the in-house capacity and expertise of the Local Planning Authority to assess, commission and scrutinise viability assessments /appraisals:

(ii) that additional dedicated training on viability assessments is provided to existing Planning Officers;

(ii) that the Local Planning Authority explore ways (possibly in cooperation with neighbouring Planning Authorities) to recruit and retain a specialist quantity surveyor (this would not preclude the need to commission specialist viability consultants).

(iv) To support scrutiny and assessment of viability assessments and viability appraisals, the panel recommend that dedicated training is provided to members of the Planning Committee on viability assessments which should include:

(a) expectations of the London Wide Viability Protocol;

- (b) emerging changes to the viability landscape (e.g. Mayor of London Housing SPG, London Housing Commission)
- (c) recent legal cases and legal precedent;
- (d) once updated, viability requirements as set out in the new / updated local SPD on viability/ planning obligations for Haringey LPA.

(v) Given the significance of viability assessments in securing affordable homes and other public gains and the need to extend community confidence in this process, it is recommended that such training is also extended to all members of the council.

5.5 Policy, lobbying and support

(i) That the Council write to the Mayor of London to encourage the adoption of a London Wide Viability Protocol, and make representations to London Councils to do the same.

(ii) Given the contested nature of review mechanisms (that is if they apply solely to phased developments as per the Governments Planning Practice Guidance) the council should lobby DCLG for greater clarity in guidance (or make representation to London Councils, or Mayor of London to lobby on its behalf).

Appendices

Appendix A – Scrutiny in a day programme for viability assessments (7/4/16)

Timing	Session Aim	Lead
10.00	Introduction and welcome	Panel Chair
10.05	Outline of the scrutiny process (1) the benefits of scrutiny involvement (2) aims & objectives of today's session (3) outcomes	Scrutiny Officer
10.10	Expert independent guidance for the panel – national context to viability assessments, National Planning Policy Framework, elements of viability assessments, viability methodology.	Planning Officers Society
11.00	Local Policy & Practice: the process of viability assessments in Haringey	Head of Development Management
12.00	Local challenges for viability assessments in provision of affordable housing, engagement with local Registered Providers and carbon reduction targets.	Enabling and Engagement Manager Head of Carbon Management Strategic Housing Development
12.30	LUNCH BREAK	
13:00	The process of viability assessments	BNP Paribas
13:30	What can be learnt from the approaches taken in other local authorities?	Cabinet Member (LB Southwark) Cabinet Member (LB Greenwich)
15:00	Developer and planning consultant perspectives on viability assessments.	Pollard Thomas Edwards GS8 Dp9 Newlon
16:30	Panel discussion – key findings, further evidence requirements, emerging recommendations.	Housing & Regeneration Scrutiny Panel
17.15	The next steps - close	

Appendix B – Additional evidence gathering session (11/5/16)

Timing	Session Aim	Lead
10.00	Introduction and welcome	Chair of Overview & Scrutiny
10.00	What can be learnt from the approaches taken in other local authorities? The pan-London approach	LB Islington
11.00	Pan London community perspectives	The London Forum of Civic and Amenity Societies

Appendix 2: Recommendations

Recommendation from Scrutiny Review	Draft response (Agreed / Not agreed / Partially agreed)	Who and when
<p style="text-align: center;"><u>Viability Assessment Process</u></p> <p>It is recommended that a new Supplementary Planning Document (SPD) is developed or that the existing SPD for Planning Obligations is updated to reflect the principles and practice recommended within the London Wide Viability Protocol.</p> <p>In addition, new viability assessment guidance that is developed and <u>published</u> should reflect the following:</p> <ul style="list-style-type: none"> (i) Outline viability assessments should be developed in consultation with developers in pre-application process, but a date to for determination can only be agreed once a full and final viability assessment has been received by the Local Planning Authority (LPA). (ii) That there should be explicit published guidance as to the expected methodology, inputs and supporting evidence that should be used in providing viability assessments – in particular: <ul style="list-style-type: none"> (a) The LPA should emphasise to prospective developers that it will not accept ‘market value’ approach to land values within such calculations (b) That guidance should indicate that any profit levels on the development should be calculated on the gross development value, and between a 	<p>Agreed. A new SPD is currently under preparation.</p> <p>This is already the case</p> <p>This is already set out in the current Planning Obligations SPD</p> <p>Not agreed. Profit levels should reflect the current state of the market and applicants should justify their proposed profit level taking account of the current state</p>	<p>Planning Service . it is planned to take this to March Cabinet.</p>

<p>range of 10-20%;</p> <p>--</p> <p>(iii) That a statutory declaration should be provided signed by an accountable person/s, who would confirm the accuracy of information in the viability assessment and that this is consistent with the information that an applicant is using to inform their own commercial decisions and the information relied on as the basis of the release of development finance</p> <p>2. <u>Review mechanisms</u></p> <p>(i) Recognising the time limited nature of viability assessments and the time lag from determination to commencement of development taking place on site, review mechanisms should be standard for all planning applications which are not policy compliant, to ensure the maximum public benefit is secured over the period of the development.</p> <p>(ii) To allow for a more realistic assessment of viability it recommended that an 'advance stage review mechanism' takes place at the point at which 66% sales have been completed and that there will be substantive sales and construction cost evidence to support the reassessment.</p>	<p>of the market and the risk if their project . Currently this is at 20% and only profit levels of 20% or below are accepted.</p> <p>Not agreed. There is no legal basis for this.</p> <p>Partially agreed. Currently major applications usually have a review mechanism such that if applications are not implemented within 18 months the viability will need to be rerun prior to implementation. It is intended to stipulate this within the new Planning Obligations SPD.</p> <p>Not agreed but an alternative is proposed: As above a reassessment should be conditioned where development does not commence within 18 months of grant. On large phased major development schemes a review mechanism should also be employed prior to commencement of a particular phase or phases, with any uplift to be delivered in the latter phases of the scheme. Where major development is not proposed to be phased, the s106 should include a 'clawback' based on sales value uplift only – with the sales value in sqft agreed between the Council and developer either at grant and/or upon reassessment prior to</p>	<p>Planning Service as above.</p> <p>Planning Service as above</p>
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<p><u>Transparency</u></p> <p>(i) It is recommended that to improve transparency, promote scrutiny and public confidence in the viability assessment process, it is recommended that all viability assessments are made public in their entirety and without redaction.</p> <p>(ii) It is also recommended that a summary of the viability assessment is published alongside the application at validation.</p> <p>(iii) In the interests of transparency and openness and to remove any notions of conflict of interest, it is recommended the costs of independent viability experts appointed by the Council to appraise any submitted viability assessment are charged and paid for directly by the Council. Reimbursement should then be sought from the developer who is legally liable for such costs.</p> <p>(iv) That the housing and regenerations scrutiny panel is formally consulted on the emerging new SPD.</p> <p><u>Training, skills and expertise</u></p> <p>(i) The panel recommend that to further develop the in-house capacity and expertise of the Local Planning Authority to assess, commission and scrutinise viability</p>	<p>commencement, with an 80:20 profit share. The sales values to be assessed after the sale of the final unit.</p> <p>Partially agreed. The Local validation requirements that is currently being consulted on sets out that the Council's default position is that viability assessments should be published in full prior to the determination of the planning application, after negotiations have been concluded, in line with recent Information Commissioner decisions. In some cases it may be appropriate for some information to be redacted however the onus is on the applicant to make this case on a case by case basis.</p> <p>This is already the case.</p> <p>Partially agreed. The contracts are between the Council and the viability consultant in any case and as such it is not agreed that there is a conflict of interest. Despite this the Council is working with the procurement team to put this system in process.</p> <p>Agreed</p>	<p>Planning Service.</p>
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<p>assessments /appraisals:</p> <p>(ii) that additional dedicated training on viability assessments is provided to existing Planning Officers;</p> <p>(ii) that the Local Planning Authority explore ways (possibly in cooperation with neighbouring Planning Authorities) to recruit and retain a specialist quantity surveyor (this would not preclude the need to commission specialist viability consultants).</p> <p>(iv) To support scrutiny and assessment of viability assessments and viability appraisals, the panel recommend that dedicated training is provided to members of the Planning Committee on viability assessments which should include:</p> <ul style="list-style-type: none"> (a) expectations of the London Wide Viability Protocol; (b) emerging changes to the viability landscape (e.g. Mayor of London Housing SPG, London Housing Commission) (c) recent legal cases and legal precedent; (d) once updated, viability requirements as set out in the new / updated local SPD on viability/ planning obligations for Haringey LPA. <p>(v) Given the significance of viability assessments in securing affordable homes and other public gains and the need to extend community confidence in this process, it is recommended that such training is also extended to all members of the council.</p> <p><u>Policy, lobbying and support</u></p>	<p>Agreed. Training to be carried out for all Planning Officers by the end of April 2017.</p> <p>Not Agreed. The GLA are setting up a viability unit that will be used instead.</p> <p>Agreed. Training has previously been provided and a further dedicated session will take place in 2017/18 following a review of the member training programme.</p> <p>Agreed.</p>	<p>Head of Development Management to arrange</p> <p>Assistant Director of Planning</p> <p>Assistant Director of Planning</p> <p>Cabinet Member for</p>
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<p>(i) That the Council write to the Mayor of London to encourage the adoption of a London Wide Viability Protocol, and make representations to London Councils to do the same.</p> <p>(ii) Given the contested nature of review mechanisms (that is if they apply solely to phased developments as per the Governments Planning Practice Guidance) the council should lobby DCLG for greater clarity in guidance (or make representation to London Councils, or Mayor of London to lobby on its behalf).</p>	<p>Agreed however it is noted that this has been superceded by the Mayor's own viability SPG that is expected to be issued for consultation shortly.</p> <p>Agreed. Although it is noted that the Mayor's SPG is expected to cover this in any case.</p>	<p>Planning.</p> <p>Cabinet Member for Planning.</p>
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Report for: Cabinet 24 January 2017

Item number: 10

Title: Wood Green Area Action Plan

Report authorised by: Lyn Garner, Director, Regeneration, Planning & Development

Lead Officer: Gavin Ball x 5132

Ward(s) affected: Noel Park, Woodside, Harringay, West Green, Alexandra, Bounds Green

**Report for Key/
Non Key Decision:** Key

1. Describe the issue under consideration

1.1 Cabinet are requested to review and approve the “preferred option” Area Action Plan for Wood Green. This will be the key planning document governing the regeneration of the Wood Green (including Haringey Heartlands) area, providing a statutory framework for the determination of all new development proposals within the area.

2. Cabinet Member Introduction

2.1 The Wood Green Area Action Plan will be a blueprint for the comprehensive and co-ordinated regeneration of Wood Green. It will provide a statutory basis for determining future planning applications which will deliver the change the Wood Green needs to establish itself as the beating economic heart of North London, providing a more liveable place where businesses can innovate and grow, whilst maintaining a character that is unquestionably authentically London. To do this we need to re-imagine what a town centre looks like in the future - and this has to be more than a combined retail, food and beverage offer. In addition this plan secures space for a skilled and productive economy, particularly in eco, digital and fashion industries.

2.2 I am encouraged by the positive feedback that has been received from the Issues & Options consultation held in early 2016, and in particular the recognition of the need for bold interventions to create real change in Wood Green, to improve the way Wood Green works for local residents and businesses. To this end the Council is working to deliver an ambitious plan, predicated on maximising the benefits associated with the introduction of a new Crossrail station to the centre of Wood Green.

- 2.3 This plan is employment-led. Wood Green is the largest town centre in the borough, and the policies in this document will enable increased opportunities for existing businesses to grow, and attract new businesses to thrive within a rejuvenated urban environment. Increases in overall densities within the centre will create the residential viability to be spent on improving the public realm, provide a range of new business units, new services, as well as provide much needed affordable housing stock. The Council, as a key service provider and landholder in Wood Green will be working with developers to ensure that the best use is made of both publically and privately held land.
- 2.4 This is a consultation document, and I look forward to meeting with, and hearing local feedback on the Council's preferred option from local residents, businesses and stakeholders. Once we have responded to the feedback, a Publication version of the document will be created which will go before a Government-appointed inspector for public examination. As such it is vitally important that you respond to this document to ensure that we put forward the best possible plan for the future of Wood Green and in doing so secure our potential as London's fastest growing economy.

3. Recommendations

1. That Cabinet considers the findings of the Wood Green AAP & Investment Framework consultation report, as set out in Appendix A.
 2. That Cabinet approves the "preferred option" Wood Green Area Action Plan ("AAP") for approval by Cabinet for statutory public consultation, as set out in Appendix B. The AAP sets out the following vision: *'Wood Green will be north London's most prosperous and liveable town centre. It will combine outstanding places for people to shop, socialise and create, with a wide range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey where people can come together, exchange ideas and create new services and products.'*
- 3.1 This statutory preferred option proposes c7,700 net additional housing units, and 4,000 new jobs, together with improvements to the retail offer in the town centre, public realm improvements and associated community and social infrastructure thus unlocking the potential that the provision of Crossrail 2 brings to Wood Green. This is an increase of 3,400 units from the Site Allocations which is currently at Examination in Public, and expected to be adopted in 2017.

4 Reasons for decision

- 4.1 The AAP creates a positive, statutory, basis for determining planning applications within Wood Green and provides a means to unlock the further regeneration potential delivered by Crossrail 2. Once adopted, the AAP will:

- Safeguard Wood Green’s Metropolitan town centre status, by enabling an expansion of town centre floorspace, particularly for comparison retail uses, expanded and enhanced leisure uses, and the creation of an improved evening economy;
- Revitalise the centre by increasing demand for town centre uses through the creation of 4,000 new jobs and 7,700 new homes;
- Enable a range of new pieces of urban realm including the creation of a new town square on the site of a new Crossrail 2 station entrance, which will act as the centre point of a regenerated Wood Green;
- Enabling the use of Council-owned land to act as a catalyst for regeneration by creating a positive planning framework enabling regeneration in Wood Green;
- Establish enhanced north/south connections through the centre, enabling residents to have better access to services within the centre;
- Co-ordinating new infrastructure in the regenerated town centre, to support the area’s increasing population;
- Establish a set of sound planning principles to guide investment within the area.

4.2 There are currently dependencies that are required to be resolved prior to the completion of the AAP document. These are summarised as:

Dependency	Implication
Lack of Crossrail decision regarding Seven Sisters- New Southgate spur (currently anticipated for Spring 2017)	<p>Critical to delivery of the AAP. The Council supports the creation of a new Central Wood Green station, and the current draft AAP has been drafted on the basis of this being TfL/DoT’s final position.</p> <p>The AAP preferred option can come forward in advance of a decision, and can be used as an indication of the benefits that could flow from a positive decision.</p>

5 Alternative options considered

5.1 As set out in the Issues & Options Consultation Report, a number of “options” for the redevelopment of Wood Green were considered, and consulted upon. The Council has previously approved for submission a set of Site Allocations for Wood Green totalling approximately 4,300 net additional homes, which are at an advanced stage of preparation, and should be considered a baseline minimum for the quantum of development to be included in the AAP.

- 5.2 As set out in the consultation report, there is support for a high level of intervention, supporting co-ordinated and significant growth in Wood Green, when linked to a new Crossrail station.

6 Background information

Local Plan/ London Plan context

- 6.1 Wood Green is allocated as a growth area in The Local Plan: Strategic Policies (2013), and as a potential Opportunity Area in the London Plan (2015). The submitted Site Allocations DPD (2016) confirms the spatial distribution and quantum of growth anticipated to come forward within the centre, identifying the potential for 4,300 net additional residential units, 47,000m² of (gross) new employment floorspace, and 17,000m² of new town centre floorspace.
- 6.2 The AAP will supersede the submitted Site Allocations within the Wood Green area, and add AAP area-specific policies on issues covering town centre boundaries and uses, preferred locations for smaller and family-sized housing units, employment generation, the Wood Green Cultural Quarter, potential tall building locations/ views protection, improving the evening economy, and meanwhile uses.
- 6.3 These policies will be superseded with more detailed Site Allocation policies reflecting a new vision for regeneration in Wood Green, within the context of the provision of additional transport infrastructure in the area in the form of Crossrail 2. Together, when combined with the proposed suite of thematic policies, the AAP will provide an improved and more detailed narrative regarding the development of Wood Green.

Consultation so far

- 6.4 Consultation on the Issues & Options for the Wood Green AAP was carried out between February and April 2016 on four options for the regeneration of Wood Green. Over 30 events and 2 online surveys were used to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. Over 23,000 flyers and letters, 100 posters, banners and 2,000 digital messages were used to promote the consultation. Over 1,100 people have been engaged with, with over 500 forms of feedback received, including 23 written responses.
- 6.5 Generally the community and major landowners of Wood Green, together with public bodies, are largely supportive of widespread redevelopment or significant transformation of Wood Green (Options 3 & 4 in the 2015 Options consultation document). The majority of respondents agree that major change is required to deliver Wood Green's potential, and in particular that the redevelopment of the

Mall would be beneficial for the area. The Council is therefore progressing a vision which will deliver significant change, focussing on creating an improved town centre.

Transport and circulation

- 6.6 Respondents were supportive of the potential arrival of Crossrail 2, with many seeing the transformative potential of a new central Wood Green Station as being a positive. There was support for the establishment of a strong east-west connection between the High Rd and the cultural quarter/ Heartlands area, and many respondents were supportive of the removal of the Mall with a more permeable street-based network. Managing traffic in the area is recognised as being a significant issue. The Council has subsequently commissioned pieces of work to understand how a new central area of Wood Green could work, including implementing a new pedestrian network at the Mall site, and a high quality east-west route. A transport assessment of the preferred option will be carried out to ensure that the most appropriate decisions are being made with regards management of the road network.

Housing

- 6.7 Most respondents appreciate the need for new homes to be created in the area, however there was some concern about the affordability of new homes that will be created. There was qualified support for rehousing existing/ affected residents in an improved standard of accommodation, however some residents are concerned that they could become priced out of the area. Existing planning policies will be used to ensure that an appropriate proportion of new homes are affordable, and that affordable stock levels are not reduced.

Social Infrastructure

- 6.8 Local residents sought assurance that any increase in population increase in the AAP area would be met with sufficient facilities in terms of health and education. An updated Infrastructure Delivery Plan will be produced to show what new facilities are required and how they will be funded.

Employment

- 6.9 Many people felt that diversifying the uses within the town centre will significantly improve the local economy and create employment, and that Crossrail 2 would attract more people to spend time and money in the Centre. There was concern about the loss of affordable workspace within the Cultural Quarter. The Council will seek to increase, not decrease the number and range of jobs in the centre, and particularly within the Cultural Quarter.

Retail/ Town Centre Uses

- 6.10 Respondents generally supported the idea of the creation of a new multifunctional centre for Wood Green providing a new library, council customer service centre, shops, community events and market linked to a new Crossrail 2 station. People would like to see both high quality and independent shops, a department store, cafes and restaurants, and a diverse range of community facilities, including a theatre and a swimming pool.

Accessibility and Inclusion

- 6.11 There is agreement that making the area more walkable, safe, and easy to navigate will improve the feel of the area for many. Human-scale design, pedestrian-friendly streets and new public places for people to meet and relax were supported. People would also like to see a reduction in traffic, cleaner streets and developments designed to encourage an active lifestyle would improve health. Accessible and inclusive design for the elderly and disabled was considered important.

Environment and sustainability

- 6.12 There was support for planting more trees and greening the area, as well as providing better waste and traffic management systems to improve the local environment. Providing new open spaces and greening streets were seen as a good way to increase biodiversity. There was concern about the impact tall buildings could have on the area. Work will be commissioned to understand the opportunity to create new, and improve access to open space in Wood Green. Additionally a tall buildings study will seek to provide guidance on the most suitable locations for new tall buildings in Wood Green.

Local distinctiveness and culture

- 6.13 There is support for well designed buildings which create new public spaces, and make Wood Green a more attractive destination. Respondents recommended that the Cultural Quarter could be a greater asset and a key character area, but there is concern that existing artists are being priced out of the area. There was a strong feeling that removing the Mall could create opportunities to create a more harmonious and visually pleasing High Rd.

Short-term projects

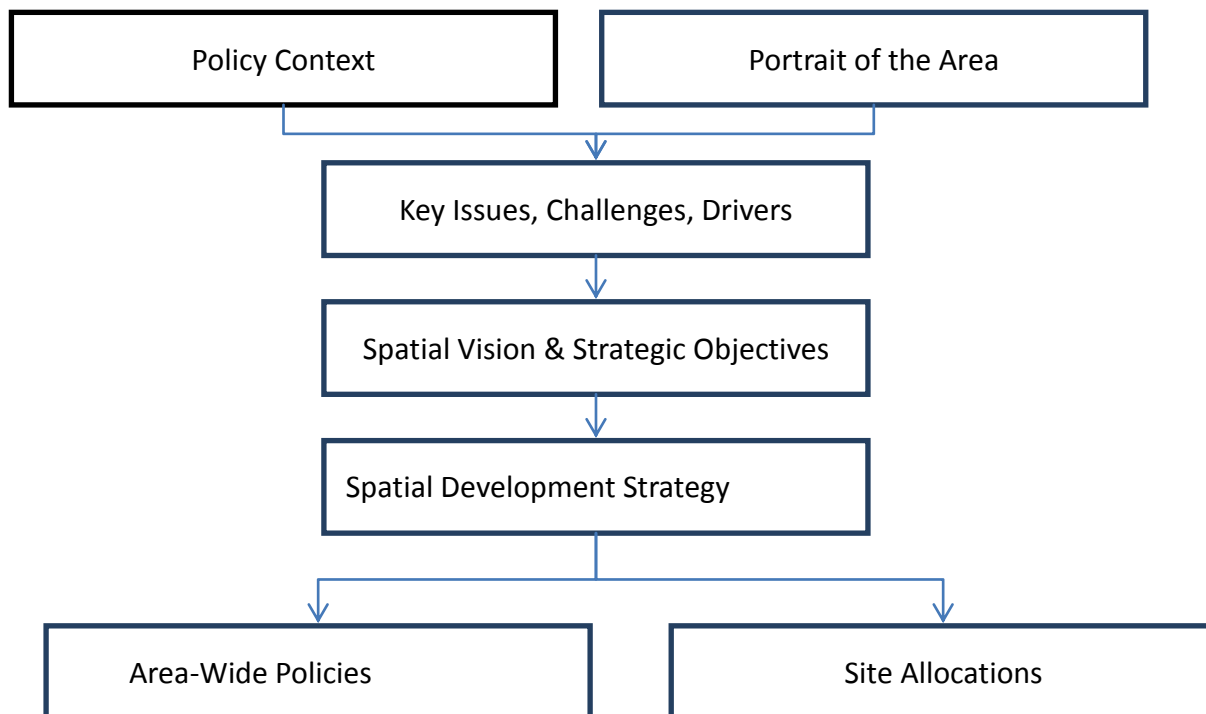
- 6.14 Respondents were presented with the opportunity to suggest short term initiatives, which may be initiated ahead or in some cases during the regeneration of Wood Green, taking advantage of temporarily vacant sites. A meanwhile policy supporting temporary projects will be included in the next version of the Plan.

Tie-in with Wood Green Investment framework

- 6.15 The Council has commenced the preparation of an Investment Framework for Wood Green. This portfolio of work will act over the long term to spur investment in the area, including co-ordinating and influencing the plans of major landowners, including the Council, and local businesses. It will include a number of projects including masterplans for the delivery of sites, co-ordinating infrastructure investment decisions, and managing meanwhile projects.
- 6.16 The Area Action Plan will provide a statutory land-use basis for determining planning applications, and undertaking land and property interventions to consolidate land parcels together, and as such is critical to the delivery of investment in Wood Green. Following the adoption of the Area Action Plan, the work undertaken as part of the Investment Framework will seek to deliver the development allocated, and objectives identified in the AAP.
- 6.17 Together the AAP and the Wood Green Investment Framework will provide a comprehensive, and statutory, framework that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green AAP area will develop, and against which investment decisions can be made and development proposals can be assessed.

Area Action Plan format

- 6.18 The Wood Green Area Action Plan is required to be in conformity with existing London-wide, and Local Plan policies. The locally distinctive characteristics of the area will inform where local responses to the existing policy position is appropriate.



6.19 Vision: AAP Area

Wood Green will be north London's most liveable town centre. It will combine outstanding places to shop and socialise with a wide range of creative and prosperous businesses and be an attractive destination and a focus for opportunity and growth.

6.20 Spatial Objectives: AAP Area

1. **Creating a productive and innovative economy:** Redeveloping underused sites to create a range of new workspaces and offices to accommodate growth for local and London-based businesses, creating 4,000 new jobs.
2. **Creating a town centre fit for a modern economy:** Enhancing street activity, revitalising and refreshing the town centre, creating additional places to shop, meet, and relax, improving opportunities to do business by creating space for markets, independent traders, and larger national retailers.
3. **Creating a liveable and interactive urban environment:** Creating safe, welcoming public spaces where people will enjoy spending time.
4. **Revitalising the evening economy:** Bringing more restaurants, cafés and places to socialise, in both the day and the evening, making Wood Green one of the best places to shop, eat, drink, and share ideas in London.
5. **Creating new homes:** Building 7,000 + new homes that current and future residents can afford, with value from these being spent on an improved public realm and other town centre infrastructure.
6. **Serving the borough:** Making the most of Wood Green's accessible location, performing a sub-regional Capital role in supporting and complementing neighbouring town centres.
7. **Celebrating the area's diversity and heritage:** Build upon the area's existing mix of cultures and lifestyles, heritage, and cultural/community capital, making residents proud to live in Wood Green.

Timeframes

- 6.21 Following the conclusion of the consultation, all responses will be analysed and responded to. Where appropriate, changes will be made to the document. The revised “proposed submission” version of the document will then be consulted on for a period of 6 weeks prior to being submitted to the Planning Inspectorate for Examination in Public. This consultation, and Examination, deal solely with issues of soundness and legality. Dates for these next steps are:

Stage of Plan preparation	Date
Cabinet Meeting	24 th January 2017
Reg 18 Preferred Options consultation	February 7 th - March 2017
Reporting of consultation outcomes, and seeking Cabinet authority to Publish the AAP for Examination in Public	Summer 2017
Proposed Submission (Reg 19) consultation	Summer-Autumn 2017
Submission to Planning Inspectorate	Autumn 2017
Examination in Public	October-November 2017
Receipt of Inspector’s Report	December 2017
Adoption by Full Council	February Cabinet & Full Council 2018

Co-ordination with major landowners

- 6.22 Wood Green, as would be expected within a metropolitan centre, has a number of institutional investors with interests on larger land parcels. The Council is working with these in a number of ways. Workspace, National Grid in association with St. William, and Capital & Regional, as particularly large landholders, have formed a Wood Green Advisory Board, to work with the Council in sharing aspirations for the regeneration of Wood Green. The Council is seeking to engage with all landowners within the centre, to agree the objectives of the AAP and Investment Framework.

Potential Issues with new development

- 6.23 As Wood Green is an existing urban area, new development must come with the side effect of replacing existing uses, and these will directly and indirectly affect local residents and businesses.
- 6.24 In order to grow and regenerate the town centre, the Plan proposes the redevelopment of The Mall. This will create a generational change in the streetscape within Wood Green, and represents the most significant change for visitors to the centre. The Mall currently has c200 residential properties above it, which will need to be relocated in order to commence development. In addition

to this there are c100 units on top of Bury Rd car park, and some residual residential units above shops in the Turnpike Lane area totalling c40 units.

- 6.25 Due to the complexity of redeveloping a constructivist building such as this, land will need to be provided to decant existing businesses to enable The Mall's owners, and the town centre more generally, to keep trading while the development takes place. For this reason, and to maximise the opportunity of growing Wood Green's town centre overall, the residential properties on Caxton Rd (numbers 1-19) and Mayes Rd (numbers 86-100 and 63-81) will be allocated for redevelopment to create new mixed use development. This is considered to be the minimum number of properties required to ensure the level of intervention required which will enable a successful regeneration of Wood Green Town Centre.

Consultation

- 6.26 In 2015 an organisation with a specialism for engaging with the public was appointed by Haringey to carry out community engagement to support the development of a future plan for Wood Green. The process had two stages, the first stage helped understand people's needs and aspirations and the second stage aimed to test objectives and explore ideas with local stakeholders and the community.
- 6.27 The second stage, consultation on the Wood Green Area Action Plan Issues and Options Report (AAP Issues and Options Report), was carried out between February and April 2016. Activities included a pop up shop on the high road, workshops, events and online surveys to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. A consultation report can be found on the council's website.
- 6.28 A significant percentage of the consultation responses showed support for the highest growth options and the widespread redevelopment of the town centre. The comprehensive redevelopment of the town centre will affect some existing parties and will significantly transform Wood Green's townscape. It was proposed at Regulatory Committee in January 2016 that Haringey repeat the Regulation 18 stage of consultation when a more progressed Area Action Plan Draft Preferred Option (AAP Draft Preferred Option) was ready which would more clearly set out the impact of a high growth approach.
- 6.29 Subject to approval at Regulatory Committee and Cabinet in January 2017 a second round of Regulation 18 consultation will commence in February 2017 on the AAP Draft Preferred Option. This statement sets out the purpose of the consultation and the proposed activities to be delivered.

Purpose of the Consultation and Engagement

- 6.30 The purpose of the consultation and engagement to take place in February to March 2017 is to help to promote the statutory consultation on the AAP Preferred Option and also help to support the wider regeneration programme by building and maintaining relationships with stakeholders, promoting an open and accessible process and identifying issues and opportunities which are important to the community but which may sit outside of the spatial planning policy remit.
- 6.31 The outcome of the events will be that communities in Wood Green and Haringey are:
- well informed about the current regeneration plans for Wood Green
 - well informed about projects which are already in the development pipeline
 - engaged with the statutory consultation process on the Draft AAP
 - given a voice on investment priorities in placemaking and infrastructure investment
- 6.32 At the end of the consultation period a meaningful and representative number of stakeholders will have participated in the statutory consultation on the AAP Draft Preferred Option. The council will also have a more developed understanding of community priorities for placemaking and social and community infrastructure which will inform decisions on funding and phasing.

Approach

- 6.33 The consultation on the AAP Issues and Options Report carried out in early 2016 involved a six week exhibition at a shop on the high road, officers are trying to secure another shop on the high road but if this is not possible it may be that the exhibition will have to be mobile and move from location to location.
- 6.34 The AAP Draft Preferred Option will be made available on the Council's website and in locations around Wood Green for a six week period. During this time all stakeholders will be invited to make comments on the option by letter, email or by filling in a feedback form. There will be a series of activities during this period to allow stakeholders to understand and discuss the proposed AAP policies and also the opportunities and constraints around delivery, funding and phasing.
- 6.35 At the close of the consultation and engagement period all comments will be collated into a report and published on the Council's website. The Council will then consider the consultation findings and this will influence the Wood Green

Area Action Plan Publication Draft (AAP Publication Draft), the findings will also be used to inform the Investment Framework.

<p>Before the consultation commences:</p>	<p>Communication setting out what/ why/ where of the proposed consultation and engagement would only commence after a positive decision at Regulatory Committee and Cabinet.</p> <p>At least 10 days (including two weekends) notice would be given for public events and meetings by:</p> <ul style="list-style-type: none"> • Public notices in the local press • Notification emails/ letters to consultees on the Planning Service database and Wood Green Regeneration database • Notification letter to directly affected parties (i.e. owners and occupiers of buildings and land with proposed site allocations) • Site notices for site allocations • Notification via Council's online support media such as blogs and social networks • Flyer drop to all households and businesses in consultation area • Posters in shop windows and community hubs
<p>During the consultation:</p>	<ul style="list-style-type: none"> • Plans and supporting information will be published on the Council's website • Plans and supporting information will be made available to view in local library and community centres • Public road show and drop in sessions at different locations in consultation area • Presentations/ discussion at meetings of stakeholders and interested parties forums • Walk abouts/ cycle trips – open to all – to discuss specific areas • Door to door conversations with directly affected parties (i.e. owners and occupiers of buildings and land with proposed site allocations) • Online questionnaire and mapping tool TBC • A free-phone service will be available • Equalities monitoring will be carried out at all events
<p>After the consultation ends:</p>	<ul style="list-style-type: none"> • A report setting out who was consulted, how they were consulted and a summary of the main issues raised will be published on the councils website within 4 weeks • A report setting out how the comments have been taken into account in the revised documents will be published at the same time as the next draft of the document

7 Contribution to strategic outcomes

7.1 Priority 4: Drive Growth from which everyone can benefit. By producing this document, the Council is sending a clear message that Wood Green is ready to receive investment that yields new employment floorspace, securing more, and a wider range of jobs, including in an expanded retail sector. Additionally, by prioritising local access to new jobs through construction schemes, new

opportunities will be created for local residents to increase their skills within the construction sector. By planning for growth, the infrastructural requirements of new development will be planned for, and new development will be located and oriented in such a way to optimise delivery and access to new facilities for existing and new residents.

- 7.2 Priority 5: Create homes and communities where people choose to live and are able to thrive. The AAP creates a policy framework for the delivery of 7,700 new homes in the Wood Green area, as well as an enhancement of Wood Green Metropolitan Town Centre, which together will create an enhanced Wood Green in which local residents are proud to live, with excellent access to local services and jobs.

8 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

- 8.1 Once adopted, the Wood Green AAP determines how planning applications will be assessed. The Council has a statutory duty to consult on the plan and the cost of this consultation will be met from existing Planning revenue budgets.
- 8.2 The AAP identifies the potential for 7,700 new homes (an increase of 3,400 from existing plans), as well as increased employment floorspace and 4,000 new jobs. These increases from the current assumptions in the Local Plan would lead to increased demand for Council services and increased council tax and business rates revenue. There is also potential income from Community Infrastructure Levy on the new development which will help to fund changes in infrastructure needs.
- 8.3 The Council is also preparing the Wood Green Investment Framework which is the framework to deliver the AAP, co-ordinate other plans, projects and investments in the Wood Green area.

Legal

- 8.4 Regulation 5 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) (“the Regulations”) identifies as a local development document any planning document which relates to a part of the area of a local planning authority, identifies that area as an area of significant change or special conservation and contains the authority’s policies in relation to that area. Such a document forms part of the local plan in accordance with which planning applications must be determined unless material considerations indicate otherwise. It must, therefore, be adopted in accordance with the

procedure set out in the Regulations, comprising statutory pre-submission public consultation, consideration of representations received during the consultation, submission to the Secretary of State, public examination, revision to account for the recommendations from public examination (if necessary), and adoption by full Council.

- 8.5 Section 19(2) of the Planning and Compulsory Purchase Act 2004 (as amended) requires that the local planning authority in preparing a Local Development Document such as an Area Action Plan must have regard to, amongst other considerations, national policies, the London Plan and advice in guidance issued by the Secretary of State and other requirements (if applicable) set out in the Regulations, such as local transport policies. The AAP must be in general conformity with the London Plan.
- 8.6 The National Planning Policy Framework (“NPPF”) states that a local planning authority should produce a single local plan for its area and that any additional development plan documents (such as the AAP) should only be used where clearly justified.
- 8.7 The NPPF also states that early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses to be essential, and that each local development document should be based on adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of the area. The local plan should also be based upon and reflect the NPPF’s presumption in favour of sustainable development, which should be done by identifying and providing for objectively assessed needs and showing how the presumption will be applied.
- 8.8 The NPPF holds that in order for a plan to be considered “sound” so that it may be recommended for adoption it should be:
- Positively prepared
 - Justified
 - Effective
 - Consistent with national policy
- 8.9 The AAP must be accompanied by a sustainability appraisal incorporating a strategic environmental assessment.
- 8.10 The Council will have to ensure it works proactively with other authorities on any strategic cross boundary issues as per the duty to co-operate.
- 8.11 The consultation must be carried in accordance with the Regulations and the Council’s statement of community involvement.

Equalities

8.12 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.13 We will be proactive in consulting with a wide and diverse range of people and stakeholders on the preferred option Wood Green Area Action Plan. This will include groups that represent those with protected characteristics. Documents will be made available in accessible formats upon request.

8.14 Equality impact assessments will be carried out to inform the final decision on whether to adopt the Wood Green Area Action Plan when it returns to Cabinet following the statutory consultation period. The impact assessments will focus on the following issues:

- The relocation of people and businesses should the proposal to redevelop the Mall and properties along Mayes and Caxton Road proceed. An impact assessment will identify the groups affected, capture their views and put forward mitigating measures.
- How the overall Area Action Plan is expected to impact on different groups living and working in the Wood Green area, covering physical accessibility and the environment, the sufficiency of community infrastructure, employment opportunities and the housing mix.

9 Appendices

Appendix A - Wood Green AAP & Investment Framework consultation report.

Appendix B - Wood Green Area Action Plan Preferred Option document

10. Local Government (Access to Information) Act 1985

- a. Local Plan: Strategic Policies (2013)
- b. Alterations to the Local Plan: Strategic Policies DPD (Proposed Submission Version, 2016)
- c. Local Plan: Development Management Policies DPD (Proposed Submission version, 2016)
- d. Local Plan: Site Allocations DPD (Proposed Submission version, 2016)

e. Statement of Community Involvement (2013)

All documents are available at <http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework>

WOOD GREEN'S FUTURE ISSUES & OPTIONS CONSULTATION REPORT



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EXECUTIVE SUMMARY

1. Overview

1.1 Introduction

Between February and April 2016 a consultation exercise was conducted on the future regeneration of Wood Green Town Centre in support of the production of an Area Action Plan (AAP) by Haringey Council fulfilling the statutory requirements of Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

The main purpose was to gather opinions on four options showing different levels of change in Wood Green. This would then help to inform a preferred option which would be the subject of a further round of consultation. This report has been prepared by Soundings, an independent consultation company who also facilitated the public engagement.

1.2 Consultation activities

Over 30 events and 2 online surveys were used to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. These included placing a notification in the local press, making copies of the document available in Council offices and in local libraries, and notifying everybody affected, as well as those on the Council's planning consultation database. In addition pop-up events, door-to-door sessions, targeted meetings and workshops; with the main activity being a public drop-in exhibition at a vacant shop on the High Street.

1.3 Facts and figures

23,000 flyers and letters, 100 posters and banners in relevant locations in Wood Green and over 2000 digital messages and posts, were used during the consultation. More than 1,100 people have been engaged with over 500 forms of feedback received, including 22 written responses from

public bodies and landowners. These have all been categorised and analysed to inform the findings in this report.

2. Synopsis of findings

2.1 Overall response to the Options

The community and major landowners of Wood Green, together with relevant public bodies are mostly supportive of widespread redevelopment (Option 3) or significant transformation of Wood Green town centre (Option 4). The majority of people agree that major change is required to deliver the agreed goals of: Improving the uses of the town centre; Making unique places for people; Creating a well connected place; and Developing Wood Green as Haringey's sustainable 'capital'.

2.2 Statutory consultees

There is general support for the current direction of development, including suitability for tall buildings and for improved east west connectivity. Recommendations include further consideration of the transport strategy including all modes (vehicular, bus, cycle and pedestrian). Further work is recommended on locations of tall buildings in relation to heritage assets and strategic local views. A number of responses and comments relate to the need for the provision of social infrastructure for healthcare, sports and the protection and enhancement of green space. Other recommendations relate to natural resources, the environment and well-being - with the need to address air and water quality, drainage, watercourses and water demand.

2.3 Major landowners

Landowners positively received the ambitious plans for Wood Green including a central Crossrail 2 station that would maximise connectivity and assist in delivering high levels of housing and workspace. The proposed east west link to the Cultural Quarter and Alexandra Palace is welcomed. Landowners would like to see flexibility

in the plan in approach to density and mix and design. They also emphasise the importance of growth being supported by social and transport infrastructure.

2.3 Community

There is widespread agreement with the ambitious intentions of the plans shown in Options 3 & 4. Many shared the concern that Options 1 & 2 lack ambition. This reflects a readiness for change. There was concern though about the way such plans would be delivered, especially regarding the relocation of residents whose homes will be redeveloped, the reprovision of work and retail space, and the likelihood of disruption caused by construction works. Developing small and meanwhile projects to improve Wood Green in the short-term and involving local people to make the place unique are considered a good approach.

3. Key themes from the public consultation

3.1 Transport and circulation

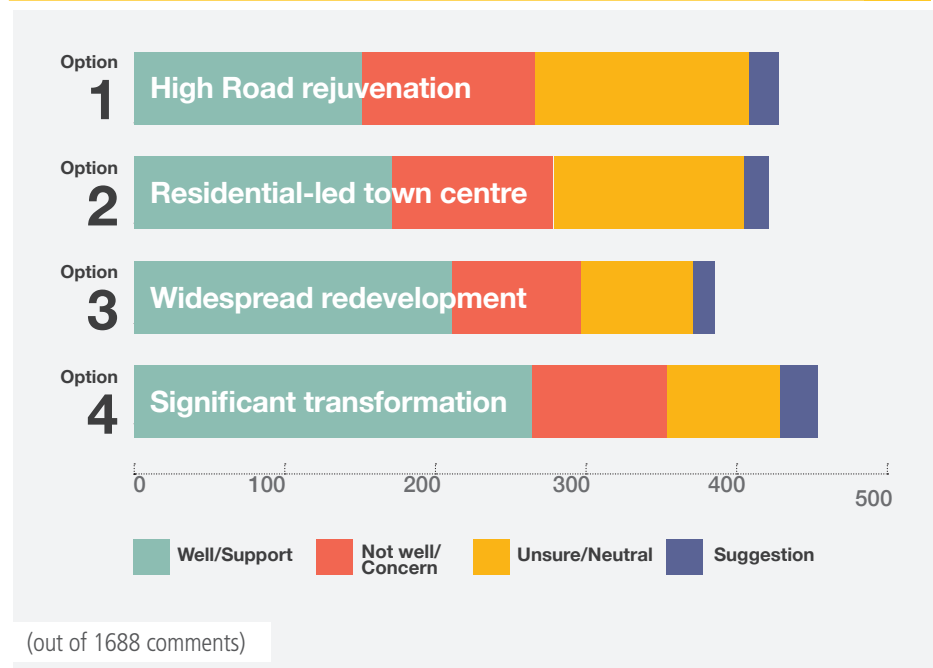
People are supportive of the arrival of Crossrail 2 with many seeing the benefit of a single central station, although a number of people are concerned that the area around Turnpike Lane station will, as a result, be left out of the plans and will not receive the improvements and regeneration it needs.

Many were happy with the replacement of the Mall by a street-based and opened up town centre.

There was a high level of support for the East-West Green Link connecting the High Road with the Cultural Quarter and Alexandra Park.

Managing traffic to reduce congestion and pollution is a big local priority including the provision of cycle lanes and measures to restrict rat running and use of residential streets for access and parking.

COMMUNITY FEEDBACK ON THE OPTIONS AND HOW WELL THEY DELIVER THE GOALS FOR WOOD GREEN



3.2 Housing (and affordability)

Most people accept the need for more and better quality housing; however concerns were raised about the affordability of new homes and being priced out of the area. The potential to rehouse existing residents in better homes was received well. For many the key concern with being rehoused is staying close to family friends and good neighbours; others need to be assured that they can stay in the same area; while some would like to move out of the area.

3.3 Social Infrastructure

People want to be assured that sufficient social facilities and amenities will be provided for the increased population. They want to know what additional education, health and leisure facilities will be provided.

There was a high level of support on improving accessibility to Alexandra Palace and provision of arts spaces and cultural venues. People are supportive of a new library and the main council offices being moved to the centre of Wood Green, and also of more space for outdoor activities within the East-West Green Link. People want to see a range of diverse community facilities, including a theatre and possibly a swimming pool. Providing things for young people to do was considered as critical.

3.4 Employment

Many people felt that diversifying the uses of the town centre would significantly improve the local economy and create employment and that Crossrail 2 would attract more people to spend time and money in the area. At the same time there was concern over the loss of workspace within the Cultural Quarter for existing tenants of the Chocolate Factory, and the likely increased rents.

3.5 Retail (A new Town Square)

A large number of people liked the idea of a new central multifunctional town square with a new library, council customer service centre, shops, community events and a market linked to a new Crossrail 2 station. People would like to see quality and independent shops, a department store as well as a better range of cafes and restaurants.

3.6 Accessibility and inclusion

There is agreement that making the area more walkable, safe and easy to get around will improve the sense of well-being for many.

Pedestrian friendly streets and new public places for people to meet and relax received a good response.

People also feel that traffic reduction, street cleaning and designs encouraging active lifestyle would improve health.

Accessible and inclusive design for all and especially for the elderly and disabled is a priority.

3.7 Environment and sustainability (a green town centre)

Lots of participants liked the idea of planting more trees and greening the area as well as providing better waste and traffic management systems to improve the environment.

Providing new open private and public spaces and greening the streets were seen as good ways to increase biodiversity.

Some concerns were mentioned about overcrowding and overshadowing from tall buildings having a negative impact.

3.8 Local distinctiveness and culture

Generally people said that well designed buildings and spaces such as the proposed East-West Green Link between the town centre and Alexandra Palace and Park, the

new market and new library would make Wood Green a new attractive destination in London and a unique place residents are proud of. Providing room for local initiatives, such as community-led projects, was suggested as a solution to help make the emerging plans unique. Some thought that the town centre redevelopment concept could be bolder.

A large number of participants said that the Cultural Quarter could be a greater asset and a key character area but there is a need to enable existing artists to (afford to) stay.

Lots of people said they were happy that the Mall will be redeveloped and shop fronts improved on the High Road to make the place more harmonious and visually pleasing. People regularly said that they want better 'quality' for Wood Green.

3.9 Short-term projects and LABs

99 short-term project cards were selected and filled-in by the community. People said they liked the idea of engaging the community to develop quick and unique solutions to improve Wood Green in the short-term. The most popular projects were about sustainable transport, local food growing or selling, hosting exciting events and cultural activities. To make these ideas real Soundings proposed the formation of a LABs (Local Action Bands) with participants who were interested in helping developing these projects further.

4. Next steps

4.1 Consultation on Preferred Option

Informed by the consultation findings on the four options, the preferred option will be consulted on early in 2017.



CHAPTER 01 INTRODUCTION

Purpose of this report

A future plan

This consultation report has been prepared by Soundings, on behalf of Haringey Council. It provides a record of the public consultation and stakeholder engagement events carried out between February 2016 and April 2016 on the draft Wood Green AAP - Issues and Options document; and then accompanying exhibition presenting the four broad options for Wood Green.

Aims of consultation

The aim of the consultation was to notify about the intention to produce an AAP for the area and to capture the views of local residents, visitors, businesses, public bodies, community organizations and other local stakeholders on options for a long-term regeneration plan (15-20 years) for Wood Green. The options respond to the needs, opinions and aspirations that local people and users of the area expressed during the initial stages of the consultation from June to November 2015. These also included

Toward a preferred option

The findings from the main consultation are presented in this report broken down by, stakeholder type, options, redevelopment topics, town centre uses, geographical character areas, and placemaking qualities. Feedback will inform the future development of Wood Green.

The developed plan will be presented as the 'preferred option' and will be subject to consultation in late 2016 / early 2017 (to be confirmed).



Exhibition at the consultation hub

Process overview

The consultation and engagement programme has been organised into four stages.

This report sets out the findings of the consultation on the draft Wood Green Area Action Plan (formally known as Regulation 18 (stage 3A)).

Stage 1: Taking soundings

- Raise awareness of the project and consultation process,
- Develop a database of interested organisations and individuals,
- Develop a better understanding of the local area and the community's needs and aspirations.
- Establish a Community Liaison Group (CLG) for ongoing consultation.

Stage 2: Objectives and ideas

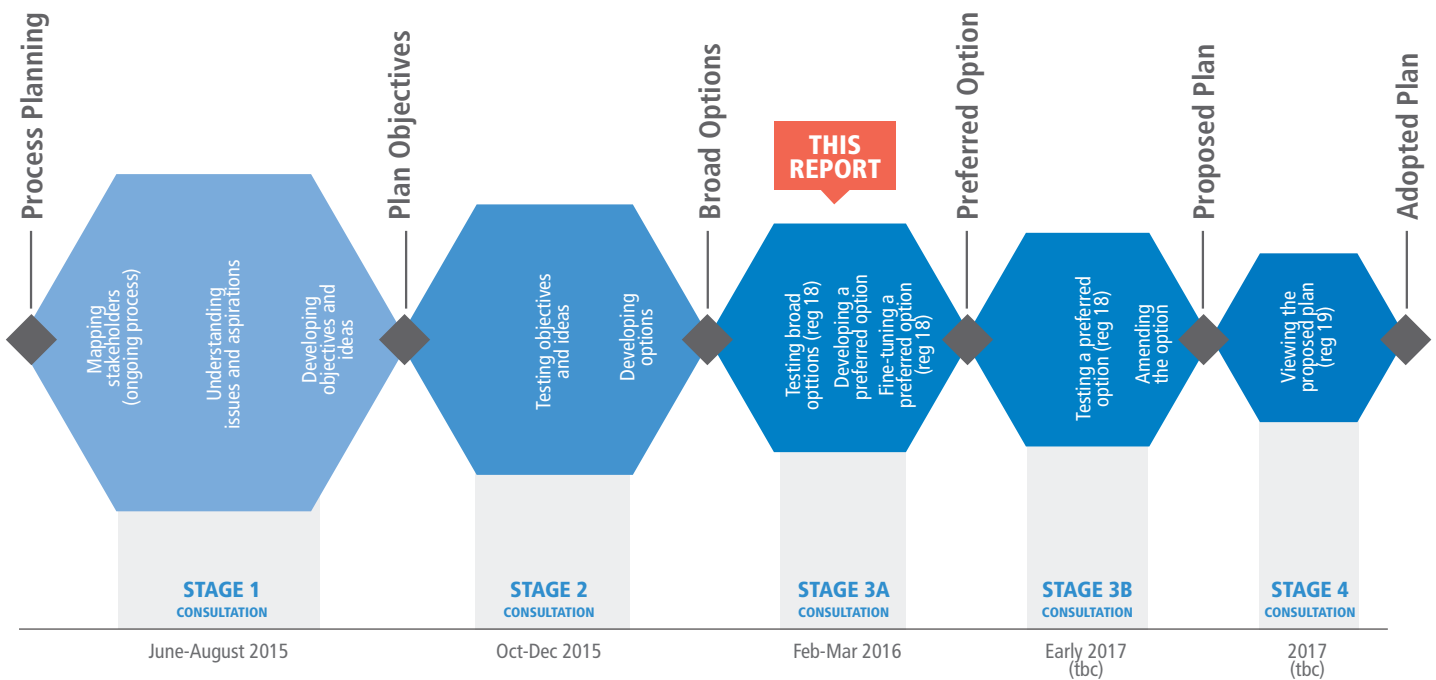
- Get feedback on initial thoughts and principles guiding the plan,
- Check that the issues, initial ideas and objectives are in line with local views,
- Target any under represented section of the local community (geographic, demographic or interest).

Stage 3 (A+B): Testing the option(s)

- Consult on the broad options for Wood Green and elements within them and later a developed and tested preferred option,
- Get feedback on the council's preferred direction as part of the Statutory Consultation process Regulation 18.
- Ensure potentially impacted groups are engaged.

Stage 4: Preferred plan

- Present the preferred plan in response to feedback from Stage 3 and as part of the Statutory Consultation process Regulation 19,
- This will be the last stage of consultation on the Wood Green AAP. The statutory consultation will be about the legal compliance of the document.



General consultation process

Consultation methodology

Varied and large groups of stakeholders are linked to the future regeneration of Wood Green in many different ways. As such a comprehensive process was designed to raise awareness and then capture views and concerns of the widest possible group. This was made possible by using a series of both broad and focused communications, consultation tools and events.

Between February and April 2016, there were 30 different events including workshops, pop-ups and drop-in sessions at the consultation space.

Multiple stakeholders have been met and heard. They range from ward councillors to hard-to-reach groups and from businesses and residents potentially impacted by the options to key stakeholders and general public as well as council officers.

In total, more than 1100 people have been involved and at least 1500 people verbally informed about the regeneration plan. They filled in more than 300 forms - themselves or with the help of the team, took more than 100 online surveys, completed about 100 short-term projects cards and gave a

total of 130 different comments during the workshops.

Such detailed feedback has been essential to test the options and to build a strong understanding of the specific needs and desires of everyone interested in the future of Wood Green.

Further details on the range of stakeholders, the communications approach, the events timeline, the consultation tools used and the outcomes are given in appendix 1.



Focus session at the consultation hub

About Wood Green

The heart of Haringey

First recorded in 1502 as a clearing of Tottenham Wood, then an attractive location for country retreats by the New River, and then later a farmer community, Wood Green has kept reinventing itself. Most recently, since the borough was formed in 1965, it has become the heart of Haringey. It draws in people from across North London to shop, work, commute, socialise and to do business.

Great assets

With its own bustling and diverse community, outstanding transport connections, a busy High Road, the iconic Alexandra Palace on its doorstep and beautifully designed housing estates, Wood Green has great heritage and the potential for an even better future. However in recent years it has declined and turning this around is a priority

Unique identity

Wood Green has a strong identity linked to its retail offer, diversity and culture. The aim is to make sure this strong identity is protected and celebrated as the plan is being developed.

Once known as
Tottenham Wood

1613

New River constructed

1836

Culverting of the River Moselle begins

1894

Wood Green created as an urban district

1927

Noel Park Estate completed

20

minutes to Central London

1965

With Tottenham & Hornsey forms Borough of Haringey

Area population
28,453*

24%

Population growth between 2001-11 Highest in Haringey

1936

Ally Pally hosts world's first public television service

221,000

Visitors to town centre per week

CELTIC BAKERS
Bread is made in Wood Green and sold across London

93%
of Haringey businesses employ 1-9 people

337
Retail units

49

Restaurants, cafes & takeaways

3.3%

Vacancy rate, national average is 13.7%

180
Creative studios in the Chocolate Factory

1,000
In Haringey business start and cease each year

11,000

Local jobs**

24ha

of brownfield land identified as opportunity sites

1

Artist residency to open in 2016

Only **0.5 ha** of green spaces within the regeneration plan boundary

5

Ice hockey clubs at Alexandra Palace

1 licensed radio station broadcasting in Turkish for 24hrs - LTR

26.7

million pound scheme to restore Alexandra Palace

LOCAL CONTEXT

2
Cinemas

18

Hairdressers & beauty parlours

2650

Off-street parking spaces

£1 for a box of dates in the market

11,229*
Household units

£4.2m

public realm improvements between Wood Green & Turnpike Lane tube stations

80.6%

of residents in good health







1
Independent 'Big Green Bookshop'

Average House Price
£419,066

11
Listed Buildings, monuments or structures

Noel Park & Woodside wards
*As above, excluding self employed & sole traders

Wood Green's assets

<p>Area for intensification in the London Plan</p>	<p>A minimum of 4600 new homes in next 15 years</p>		<p>4000 new jobs by 2030</p>
<p>£1 billion inward investment to Haringey</p>	<p>Supply & Access to affordable housing</p>	<p>Metropolitan Town Centre status to be retained The lowest market position alongside Hounslow</p>	 <p>Crossrail Alexandra Palace & Turnpike Lane</p>
<p>Enhance accessibility and cross-borough links</p> 	<p>Diversify high street to increase resilience</p> 	<p>Competition from Westfield & Brent Cross</p>	
<p>Large number of potential development sites</p> 	<p>Co-ordinated Vision for the town centre</p> 	<p>11% increase in Haringey's population by 2026</p>	<p>48.5ha of new open space required in Haringey to meet growth</p>
<p>Demand for affordable workspace</p> 	<p>Increase education & employment prospects</p>	<p>30th for jobs per density ratio out of 33 London boroughs</p>	
<p>Achieve 80% satisfaction as a place to live</p> 	<p>Grow the cultural quarter</p>		
<p>Consolidation of Council assets to realise regeneration opportunities</p> 	<p>Household earning to align with London Average by 2030</p> 	<p>Capitalise on proximity to Alexandra Palace</p> 	
<p>CHANGE DRIVERS</p>		<p>Public realm improvements to increase retail market engagement</p>	

Wood Green's Future Plan

Prepare for the future

Everyone with a connection to Wood Green is rightly proud of its history as a thriving town centre, and excited about its future as a place to live, work and visit.

Haringey Council is committed to the future of Wood Green and rejuvenation is a key objective in the Corporate Plan 2015-18. It wants to address a number of challenges including bringing transport improvements with Crossrail 2, securing thousands of new homes and jobs, bringing new life to the high street for long-term economic growth, creating more welcoming public spaces and making the most of its connections to immediate neighbours like Alexandra Palace.

Wood Green regeneration projects

The council is creating a regeneration delivery plan and investment framework for Wood Green that will determine how to fulfil the area's potential and to secure the investment needed to make this happen. The investment framework will also help the council to make well-informed decisions on its own housing and the future use of the land it owns.

The regeneration delivery plan will support the production of an Area Action Plan (AAP), which provides specific planning policy and guidance for an area where significant regeneration or investment needs to be managed. The AAP will set out how change could happen, e.g. where new buildings might go, and what parts of Wood Green's character should be protected and enhanced.

Change is already being kickstarted by the council's support of a number of meanwhile projects including the recent launch of the Green Rooms Art Hotel on the Station Road and the establishment of the Wood Green Business Forum.

Wood Green's opportunities

Summary of previous consultation findings

During November 2015 a week long series of consultation events explore ideas to address identified issues affecting Wood Green.

General reception

With a few exceptions, people supported the ambition for change and were generally interested, positive and enthusiastic at the prospect of the regeneration of Wood Green, recognising the need to enhance the town centre and unlock its potential.

Some people were unsure about the feasibility of the vision (costs and timeline), concerned about the potential rises in taxes and/or rents and the potential impacts on the community of major change.

About the Four Goals

Most participants agreed with the Four Goals presented for Wood Green.

These were:

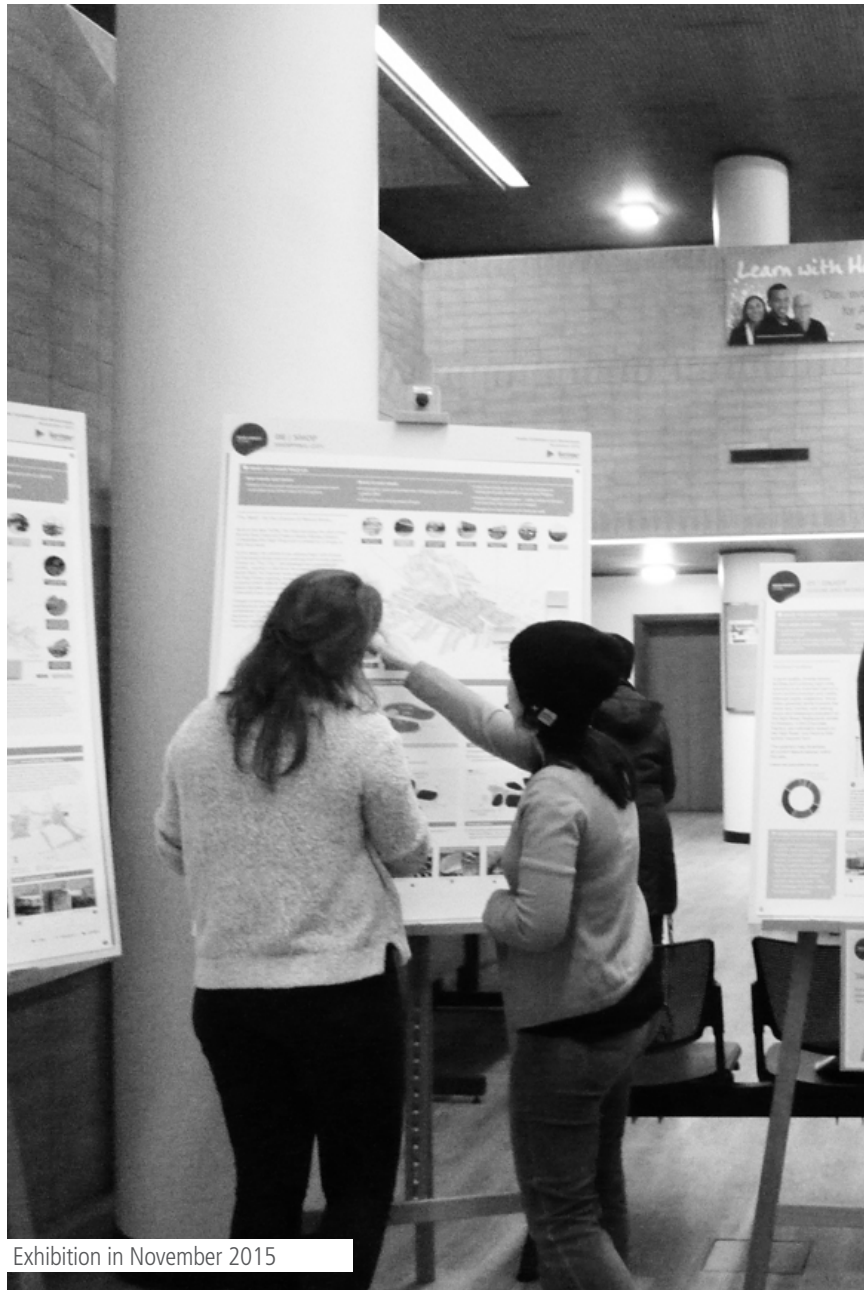
- Improving the uses of the town centre
- Creating a well connected place
- Making unique places for people
- Developing Wood Green as Haringey's sustainable capital.

About the ideas by topic

The exhibition explored key topics for Wood Green:

- Belong
- Live
- Shop
- Work
- Enjoy
- Connect
- Respect
- Quick wins.

To the right is a high-level summary of what people said.



Exhibition in November 2015

**BELONG | Identity and character**

The priority for most is to address the issues that give Wood Green a poor reputation whilst introducing more greenery, enhancing local assets and improving quality generally.

**ENJOY | Leisure and Recreation**

Top needs for leisure and recreation are multipurpose leisure centres such as a modern library including community and cultural activities and a multisports facility including a swimming-pool.

**LIVE | Housing**

People generally support the drive for new and better homes but only if they are affordable and bring benefits to the local community.

**ENJOY | Public and Green Spaces**

There is agreement that Wood Green needs more greenery overall and that existing and new public spaces should be more accessible, better maintained, with seating and spaces to socialise.

**LIVE | Safety and Well-being**

For many safety is a top priority with making the place more attractive and better designed.

**CONNECT | Transport and Parking**

This is seen as a key issue for Wood Green to resolve. Many people would like to see less surface parking and better defined spaces for public transport, cyclists and pedestrians.

**SHOP | High Street**

Most people desire a better range of shops combined with other uses such as art, culture and community activities.

**CONNECT | Links and wayfinding**

It is felt the area needs more visual reference points such as community art and better physical connections with the West towards the Cultural Quarter, Alexandra Palace and east towards Noel Park.

**SHOP | Shopping City / Mall**

People find the Mall generally oppressive and unaesthetic with unsafe and unwelcoming backs of buildings. People are enthusiastic about improving or even redeveloping this part of the town centre.

**RESPECT | Environment**

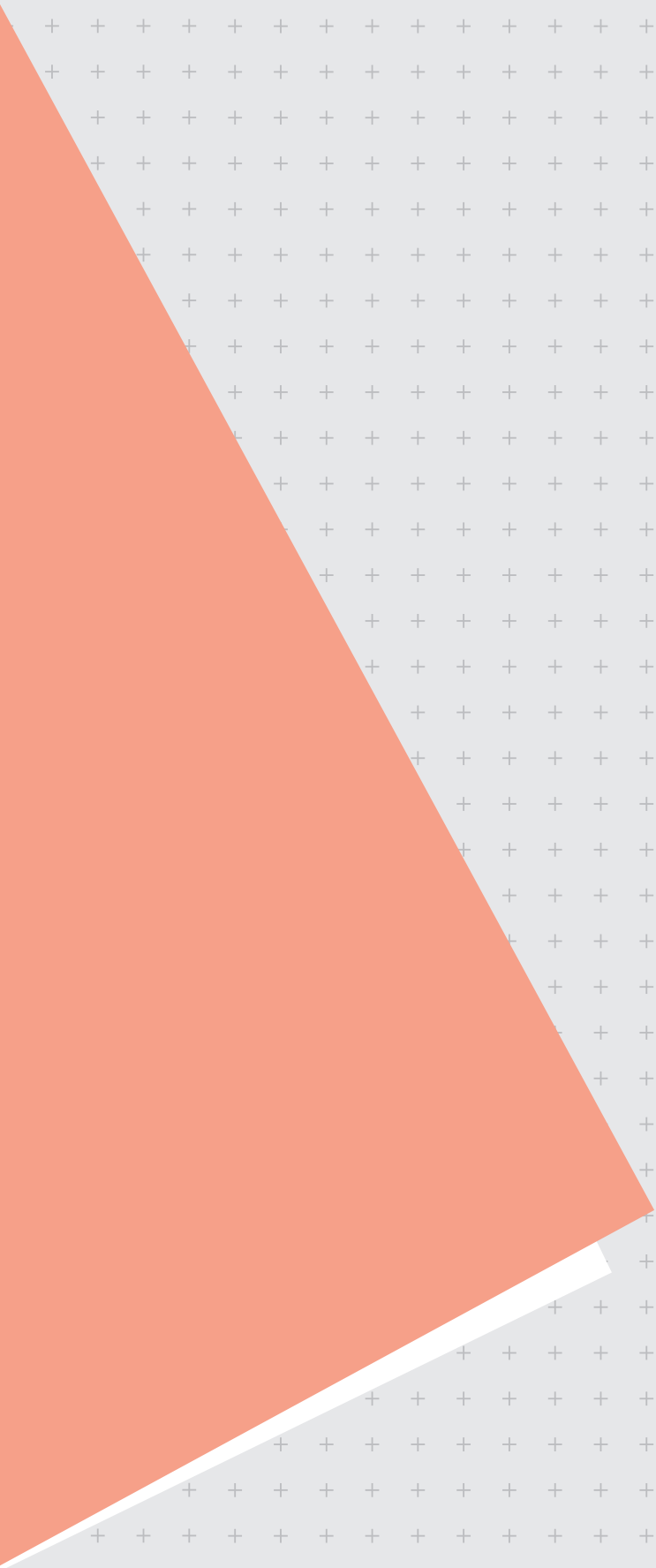
The idea of a local energy production centre combined with other uses such as leisure was welcomed with enthusiasm. Greener transport systems, ecology, better use of natural resources and developing sustainable buildings were considered good ideas.

**WORK | Cultural Quarter**

The Cultural Quarter is considered by most that know it a great asset which should be better promoted, used and integrated, to create more jobs and support new enterprises and to build on Haringey's heritage of engineering and manufacturing.

**QUICK WINS | Meanwhile projects**

Several participants were keen to see community-led projects developed to improve Wood Green whilst regeneration plans take place.





WOOD GREEN'S
FUTURE

CHAPTER 02 WOOD GREEN AREA ACTION PLAN ISSUES AND OPTIONS

Overview

In February 2016 the council published the Wood Green AAP (Area Action Plan) - Issues and Options - document. The document sets out the current situation in Wood Green and the issues to be addressed. Within it the objectives and vision for the town centre are developed into four varying thematic and spatial options with different levels of development.

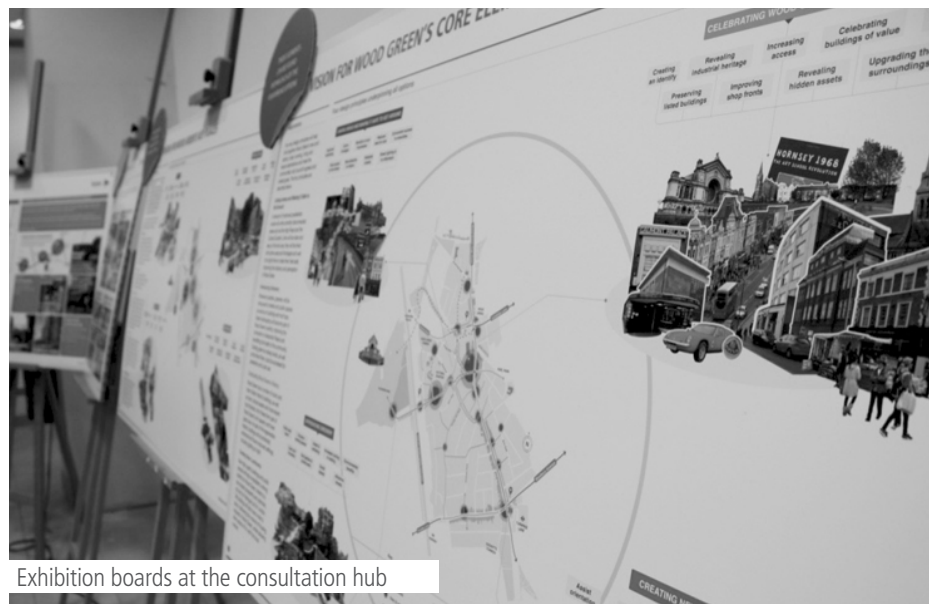
The public exhibition, held between 22nd February and 20th March, presented the same information in a more accessible and distilled format. The complete set of the exhibition boards are to be found in appendix 2.

The public exhibition comprised 4 parts:

1. Wood Green and the regeneration plan
2. Shared goals and objectives
3. 4 broad options for a long-term plan
4. Ideas for short-term projects



Issues and Options report



Exhibition boards at the consultation hub

Shared goals and vision

Shared goals

Four shared goals combined the council's stated objectives for Wood Green (November 2015) and community priorities raised during the first two consultation stages.

The goals are:

1. Improving the uses of the town centre;
2. Creating a well connected place;
3. Making unique places for people;
4. Developing Wood Green as Haringey's sustainable capital.

Vision for Wood Green's key places

Informed by a number of evidence-based studies, the shared goals have been translated into spatial plans. These show how key thematic character areas could be located within Wood Green.

These five types of places are:

1. Working;
2. Urban living;
3. Town centre;
4. High Road;
5. Local destinations.



Sample of the vision for Wood Green's key places board

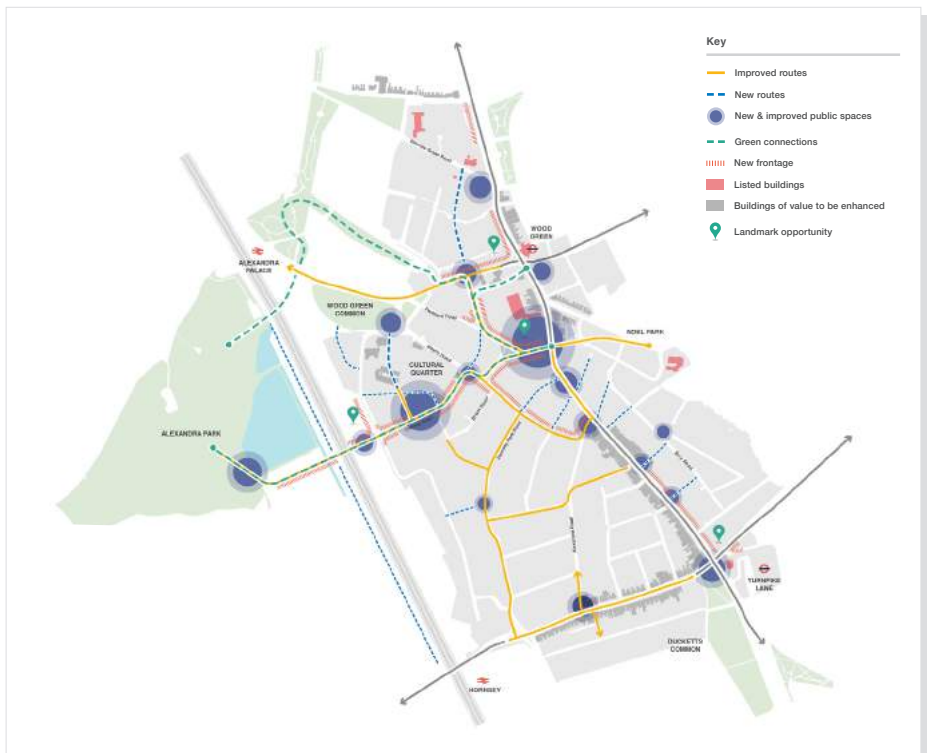
Vision for Wood Green's core elements

A further spatial framework shows how four core elements based on the findings of previous consultation could bring structure, connect areas and develop the character of Wood Green.

These core elements are:

1. Linking areas and making it safe to get around;
2. Introducing greenery;
3. Celebrating Wood Green's history;
4. Creating new landmarks.

Please find more detail about these elements in the appendix 2.



Sample of the vision for Wood Green's core elements board

Options for a long-term plan

Basis for the options

Four broad options have been developed which present a range of approaches, levels of development, building heights, densities, economic priorities and timelines for delivery. The options have varying priorities in terms of land-use, the potential for improving levels of connectivity and the provision of new public spaces. They also respond to the impacts of differing locations for Crossrail 2 stations and the council's new accommodation, as well as the location of the Arriva bus garage.

A detailed understanding of the area and extensive public and stakeholder consultation underpins each option. They have also been informed by research and analysis including a review of relevant policy, site studies, stakeholder interviews, viability assessments and technical reports that consider specific issues - such as how to improve the economic performance of Wood Green Town Centre.

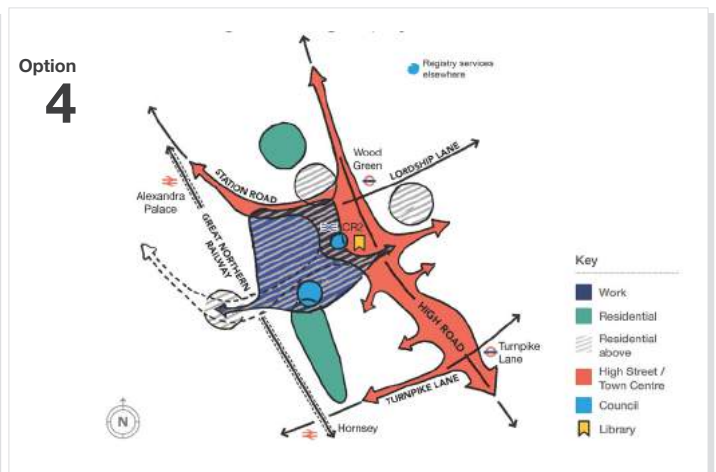
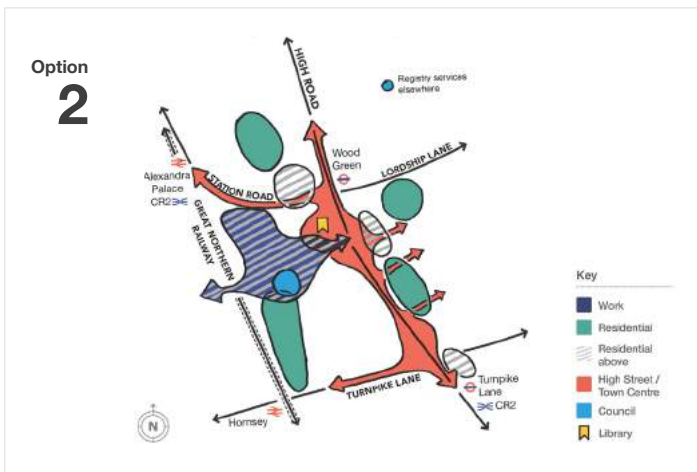
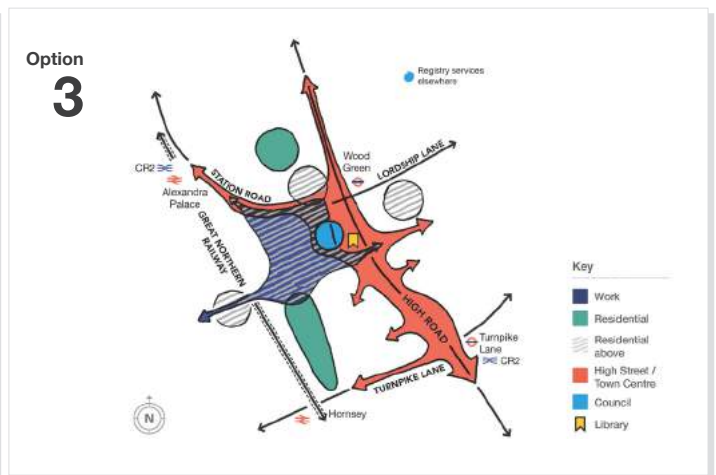
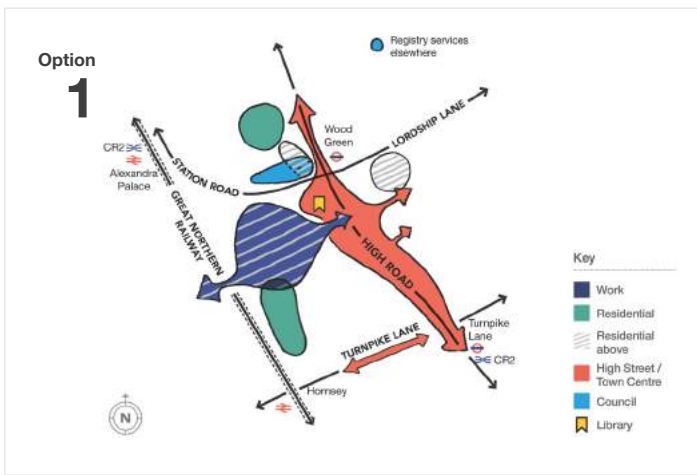
Four broad options

The four options are:

- Option 1. High Road rejuvenation “A Regenerated High Street For Wood Green”
- Option 2. Residential led town centre “New neighbourhoods to live in”
- Option 3. Widespread redevelopment “A centre to play and work”
- Option 4. Significant transformation “An attractive hub in Haringey”

The following pages describe each option and show a sample of the material presented at the exhibition.

Please find more detail about these elements in the appendix 2.



Sample of the options introduction board

Option 1. High Road rejuvenation

“A Regenerated High Street For Wood Green”

Option 1 continues the implementation of already planned improvements principally targeting council owned sites. It will attract a better range of shops, food and drink outlets, bring an overall improvement in cleanliness and appearance, support the existing leisure offer and space for work and bring forward residential development on smaller sites throughout the area.

All sites for new (re)developments are described in the Site Allocations DPD that was subject to consultation in 2015. These sites have been chosen because of their potential for better buildings in terms of quality of architecture, optimization of land use and compatibility of uses in an accessible town centre.

New developments include a library, council’s buildings and a town square. The option assumes 2 new Crossrail 2 Stations at Wood Green and Turnpike Lane.

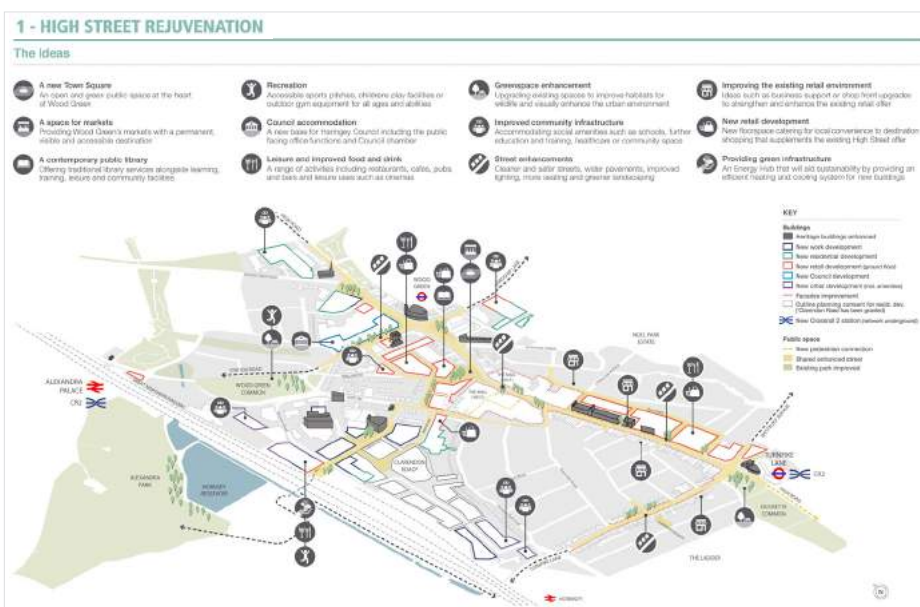
Option 2. Residential led town centre

“New neighbourhoods to live in”

Distinctive centres will be formed with Option 2 with a clustering of retail and leisure around Turnpike Lane and Wood Green stations and a smaller scale High Street between these, with new residential led development on re-developed sites on the East of the High Road, including a re-developed eastern Mall.

Major additions to Option 1 include:

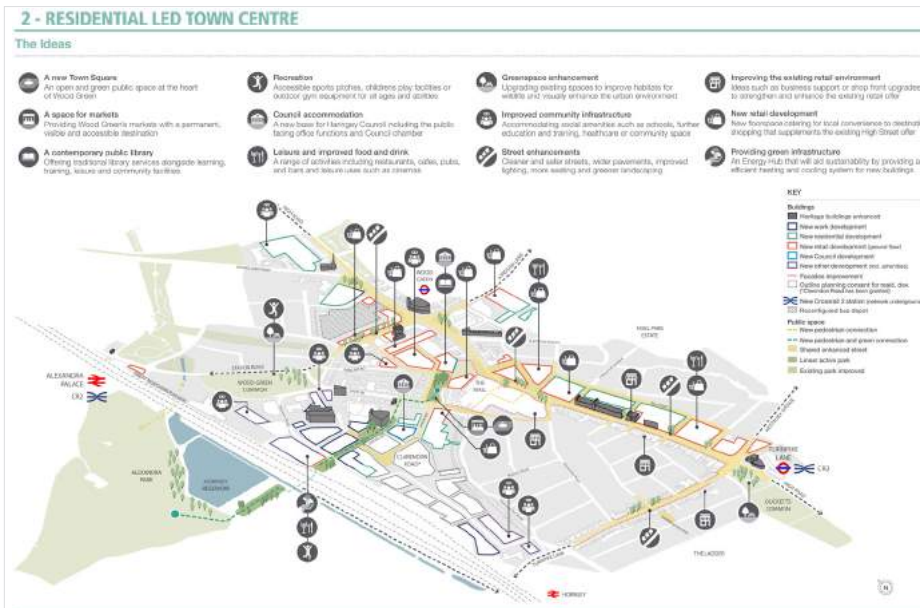
1. A green link starting from Alexandra Park;
2. The redevelopment of the eastern part of the Mall;
3. The council relocation along the green link and on the town square;
4. The creation of a second pedestrian link to Alexandra Park;
5. The further redevelopment of the Cultural Quarter.



The Atmosphere: “A regenerated High Street for Wood Green”



Aligning facade improvements for the London 2016 Olympics; Networks with outdoor seating across streets in Covent Garden; Getting Suburban on Turnpike Lane; Well managed, safe and wide pedestrian footpaths with planting and lighting



The Atmosphere: “New neighborhoods to live in”



Four street scenes, pedestrian and cycle routes for retail or commercial heritage at ground level and residential development above; Public spaces in a calm setting of residential blocks to create attractive pedestrian environments and places for gathering; New residential development built on top of an existing commercial building in Coventry, London; A new signposts are key element to before has become an important community asset in Oxford

Samples of the 2 first options boards

WOOD GREEN'S FUTURE

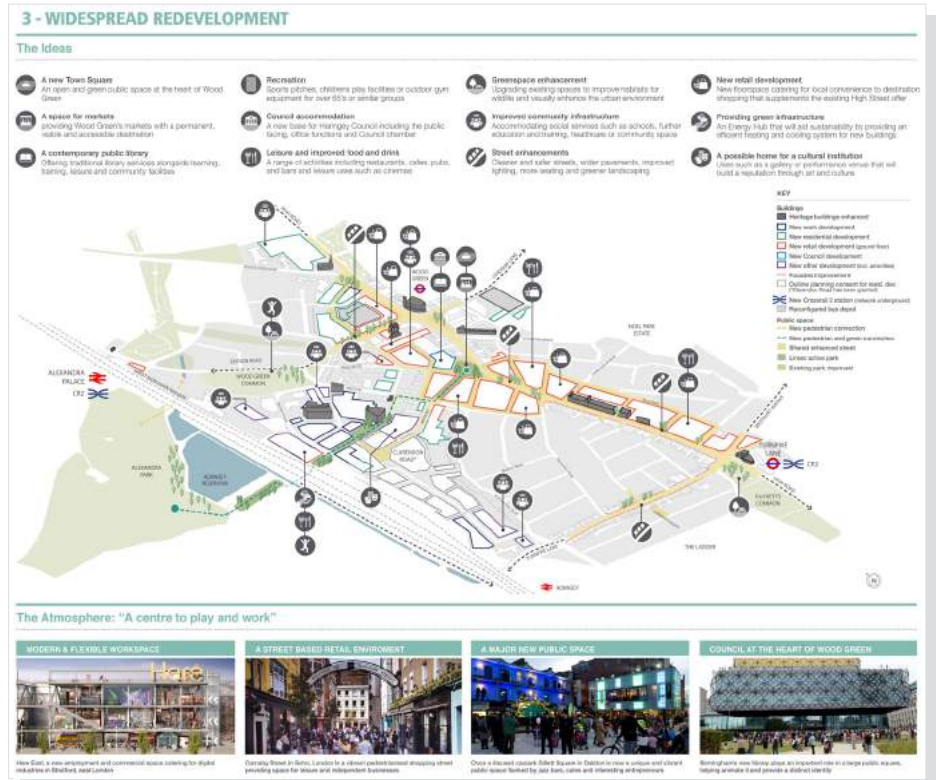
Option 3. Widespread redevelopment

“A centre to play and work”

A Town Centre rather than a shopping centre emerges with Option 3: the redevelopment of the Mall (east and west sides) brings about the opportunity to make a ‘street based’ town centre with a major square for people to enjoy, offering a mix of community, civic, retail, leisure and work facilities.

Major additions to Option 2 include:

1. The redevelopment of the western part of the Mall;
2. The creation of a cultural centre along the green link;
3. The development of a new residential street around the current River Park House;
4. The relocation of a part of the Arriva bus garage on the Mecca Bingo site.



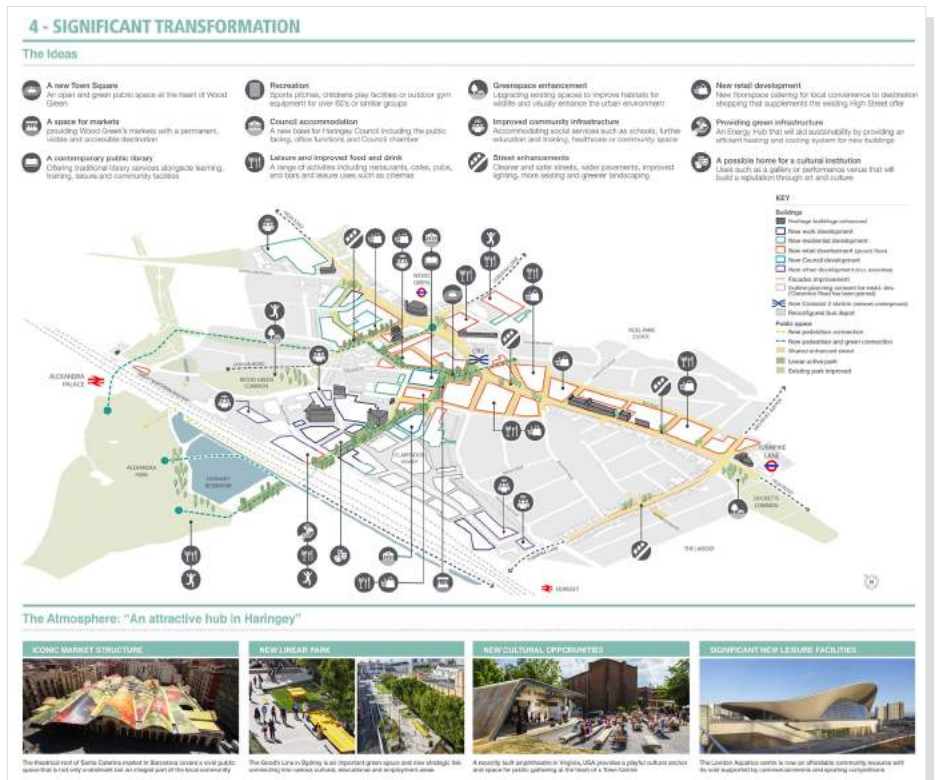
Option 4. Significant transformation

“An attractive hub in Haringey”

Based on a single, central Wood Green Crossrail 2 station and the redevelopment of the Mall (east and west sides), Option 4 involves increased density and intensified retail, residential, civic and employment uses. It creates an important hub for Haringey and enables strong and direct links to Alexandra Palace as well as the forming of a strong employment and cultural area.

Major additions to Option 3 include:

1. Only one Crossrail 2 station in the centre of Wood Green;
2. The demolition of blocks behind the current Mall to extend fully the green link between the town square and Alexandra Park;
3. The full relocation of the bus garage somewhere in Haringey;
4. The redevelopment of the Vue Cinema area.



Samples of the 2 last options boards

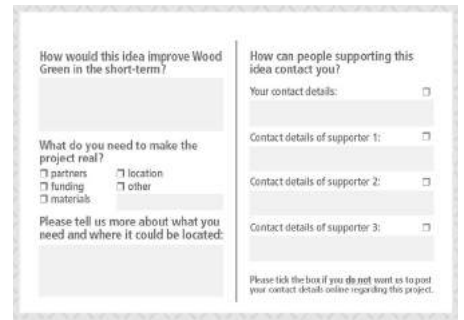
Ideas for short-term projects

Because many local people had expressed an interest in short-term projects at the public exhibition in 2015, we allocated a space for these during the second exhibition in spring 2016.

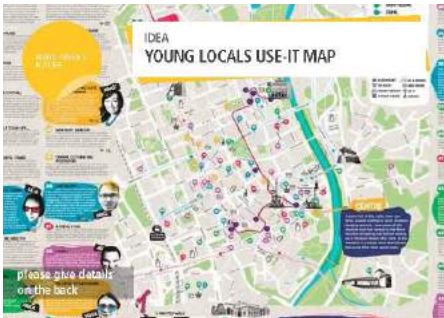
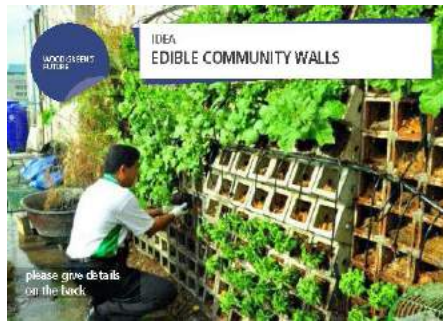
More than 250 examples of quick, simple and low-cost projects were presented alongside blank cards that people could complete with their own ideas.

Participants could choose projects as either an 'initiator' - a person who suggested a project - or a 'supporter' - a person who backed a proposed project.

The intention is that these participants and other interested individuals come together to form the Wood Green LABs (Local Action Bands) to improve Wood Green in the short-term, whilst the long-term plans are developed.



Samples of short-term projects cards





CHAPTER 03 STATUTORY STAKEHOLDERS & LANDOWNERS RESPONSES TO AAP ISSUES & OPTIONS DOCUMENT

Introduction

The council received 22 written representations in response to the Regulation 18 - consultation on Wood Green planning document (Area Action Plan - Issues and Options). These comprised 13 statutory consultees and 9 major local landowners.

The following findings report is separated into the two categories of respondents.

A further four written representations from local people (local residents and artists from the Chocolate Factory) were received and these have been databased and analysed as part of the public consultation findings reported on in Chapter 4.

Responses from statutory stakeholders

The summary of representations below relates to the following respondents: GLA (Greater London Authority) and TfL (Transport for London), London Cycling Campaign, Historic England, Environment Agency, Sport England, Natural England, Thames Water Utilities Ltd, Metropolitan Police Service, Highways England, NHS London - Healthy Urban Development Unit, Haringey Liberal Democrats Party, Catherine West - Member of Parliament for Hornsey and Wood Green, Crouch End Neighbourhood Forum.

Stakeholders have mostly focused on certain topics only. Please find the full written responses in appendix 5.



Options and redevelopment process

Comments received from 6 public bodies support the objectives of the AAP. Options 3 & 4 were seen to be best placed to deliver environmental improvements as well as to reach the target for homes, jobs and economic growth. TfL noted that they had no preference between Option 3 & 4 with regards to one or two Crossrail stations and will continue to explore both options.

Flexibility in the plan was noted as key as well as assurances on deliverability. A concern was mentioned over potential disruption and how this is managed.

**Transport, connectivity and accessibility**

Five respondents made 12 comments regarding transport.

There was agreement that increased transport connectivity to central London and other employment areas resulting from Crossrail 2 will drive significant regeneration and housing benefits for the town centre. There was also support for improved east-west connectivity.

Some suggested that further consideration needs to be given to: capacity and connectivity of the bus network; a suitable location for a reprovided Arriva bus garage, additional bus standing space; and the prioritisation of sustainable transport modes such as walking and cycling. One stakeholder mentioned that two Crossrail 2 stations would benefit a larger number of people. A borough wide Transport Strategy was recommended.

**Housing**

Three stakeholders commented on this subject. The GLA considered that the growth envisaged is in line with the council's projections and the London Plan (statutory spatial development strategy for the Greater London area). Other comments related to the need to reprovide housing and provide genuinely affordable homes. Some said that population projections are required.

**Retail**

Concerns were expressed by two stakeholders over viability especially in relation to other North London centres and the need to safeguard other nearby district centres such as Crouch End. Also mentioned was the need to take account of changing shopping habits.

**Employment**

One respondent said that there is a need to protect the community and cultural legacy by promoting the Cultural Quarter for affordable workspace and creativity.

**Building density and height**

Four public bodies commented with regards to this topic. The GLA agreed in principle that Wood Green is an appropriate location for tall buildings. Concerns related to the impact of tall buildings on heritage assets, views of Alexandra Palace and to potential over-development. A tall building validation study was recommended by one participant.

**Community infrastructure**

This was the most commented topic with 13 comments from 8 consultees. It was noted that the council may wish to revise its CIL (Community Infrastructure Levy) planning tool for local authorities to help deliver infrastructure to support the development of their area) to reflect the uplift in values for public benefit and coordinate requirements per development.

It is questioned whether Crossrail 2 funding will impact on the ability to deliver social infrastructure. It was mentioned that commitments should be made regarding the provision of GP services and health care infrastructure and to ensure no net loss of playing fields, sports facilities and existing green spaces. These should be preserved and improved some said.

It was also suggested that the AAP should include a section mapping existing social infrastructure, quantifying existing health infrastructure and showing deprivation and health inequalities. There is a willingness to work together to test the plans and consider locations for social infrastructure such as health care.

Finally one consultee noted disappointment that no commitment was made for the provision of a swimming pool.

**Environment**

19 comments from 5 consultees were received linked to natural resources, health & wellbeing and environmental sustainability with the following recommendations:

There should be a greater focus on water courses that could be brought to life, offer public access and have their water quality improved (with quality objectives). An idea put forward was that the Moselle river is de-culverted wherever possible.

The plan should consider the Thames River Basin Management Plan. It was also noted there is a critical drainage area in the northern part of the plan area and that Sustainable urban Drainage systems (SuDs) should be promoted.

It was said there is a need for Level 2 Flood Risk assessments for new sites. And finally, it was noted that a net increase in water demand should be taken in account.

Some respondents said there should be measures to address the predictable increase of nitrogen emissions and pollution caused by traffic.

One respondent advised embedding the principle of active design into the plan to encourage active/healthy lifestyles.

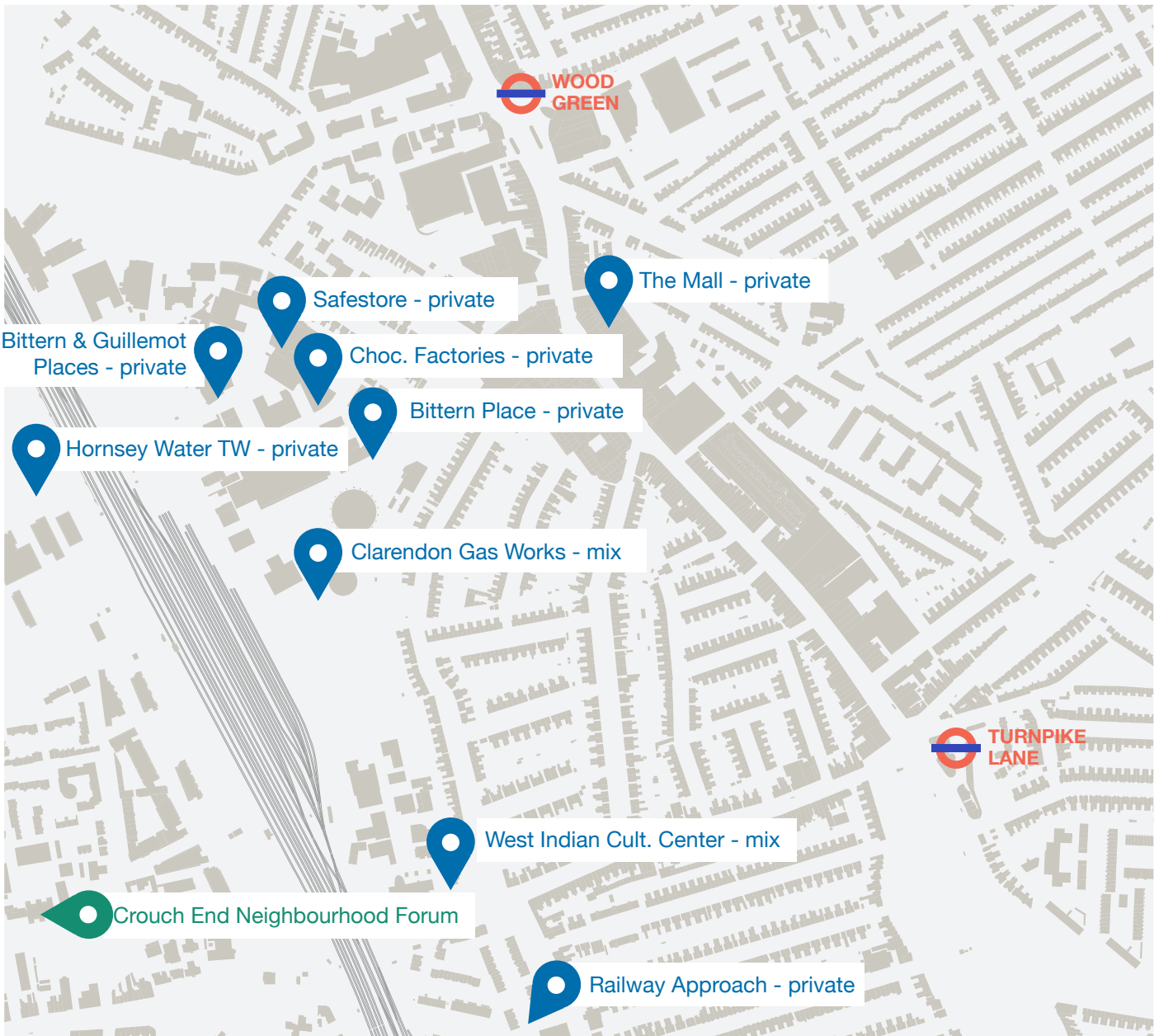
'LANDOWNERS' AND STATUTORY STAKEHOLDERS THAT HAVE RESPONDED TO THE FORMAL CONSULTATION

LOCAL OVERARCHING STAKEHOLDERS

- Catherine West Memb. Parl.
- Haringey Liberal Dems
- London Cycling Campaign
- Environment Agency
- Sport England
- Thames Water Utilities Ltd
- Natural England
- NHS London Healthy UDU
- MET Police Service
- Highways England

BROADER OVERARCHING STAKEHOLDERS

- GLA & TfL



Responses from landowners

The summary below is of the representations made by some of the key landowners (composed of freeholders and long leaseholders) in Wood Green.

Comments were particularly related to the following sites (please look at the map page 19): The Mall, The Chocolate Factory 1 & 2, Clarendon Road Gas Works Site, Olympia Trading Estate, West Indian Cultural Centre, Hornsey Water Treatment Works, Safestore Site, Railway Approach / Hampden Road, Guillemot Place and Bittern Place.

Options and redevelopment process

The ambitions presented in the AAP for Wood Green were positively received by all 13 respondents, with some stating specific support for the single Wood Green Crossrail 2 station and four respondents for Options 3 or 4 (1 or 2 Crossrail stations). Reasons included the potential that a single Crossrail 2 station would have to maximise connectivity and assist in delivering high levels of housing and workspace. There was a willingness generally to cooperate and work with the council to explore options as part of the plan development.

Flexibility

A number of responses questioned either the existing or proposed boundaries for the Town Centre and the Cultural Quarter defining the areas for retail and employment. A proposal from two landowners was made to extend the Cultural Quarter boundary to include the Metropolitan Police compound on Western Road and clarification was requested on the boundary along Coburg Road.

Some concerns were raised over the plan being too prescriptive and a risk to development. Flexibility was suggested with regards to the mix of affordable housing and workspace on one hand and economic and business growth on the other hand. It was suggested that the mechanism and form of achieving flexibility should be explained in the AAP.

Connectivity and accessibility

There was general support for improving access to businesses, especially the east-west connectivity and the improved link to the Cultural Quarter proposed. This was considered as a positive ambition that would help attract high quality employers as well as improve links to Alexandra Palace. A number suggested that improvements were needed to the Penstock tunnel (going under the railway and linking Wood Green to Hornsey and Alexandra Palace). They also said that consideration should be given to the opportunity to link through the Thames Water Treatment Works, directly into the Park.

Housing

Three landowners expressed their wish to protect their development opportunities and suggested that housing and employment targets should be a minimum. The landowner of the Thames Water Treatment Works wished to affirm the suitability of this site for housing development, subject to Thames Water's operational clearance.

**Employment**

This was recognised as a key issue for the success of Wood Green. Stakeholders said generally that increasing housing and workspace provision would help delivering quality employment, economic prosperity and achieve Haringey's growth ambitions on employment and residential density. A number of respondents recognised the benefits of SME (Small and Medium-sized Enterprises) workspaces, the demand within Haringey for artist studios and the currently limited number of flexible workspaces within the area. They said that given its location and accessibility, Wood Green could become a more sought after location for SME workspace.

However it was also noted that viability and delivery should not be restricted by development control or capped rents nor current demand for SME workspace. It was also noted that SME workspace development needed to be funded through the intensification of sites and greater residential densities. One respondent raised concern over "workspace" being identified as the only proposed land use for the Cultural Quarter in terms of employment generating uses.

**Building density and height**

Ten comments on heights and density were made. It is noted that to deliver quality and additional workspace, this would require an increase in residential densities to the level identified in Table 3.2 of the London Plan. Some said they would like a more flexible and design-led approach that would take consideration of local context, character, proximity to public spaces and connection hubs. They also noted that height can be used to create markers and wayfinding devices.

A specific comment was made regarding the need for a landmark building to replace the historic gasholder (44m high). Others would like to see the density and heights on their sites increased to reflect the ambition for Wood Green to become an Opportunity Area and to deliver the quantum of new homes needed, including the area around the West Indian Cultural Centre and Hampden Road.

A number of comments noted the need to reconcile the AAP with the Local Plan Policy about views (DM5) that locates significant local views which cross Wood Green and could restrict the council's ability to deliver the quantity of development required.

**Community infrastructure**

A couple of consultees noted the need for a review of the CIL (Community Infrastructure Levy) to meet the aspirations of the AAP in terms of infrastructure and to undertake household projections. This is to ensure sufficient growth. Also it has been said that there is a need for further testing in terms of infrastructure requirements, quantum and mix of development, and viability.

**Environment**

Opportunities for environmental and ecological enhancement far and above any retention of the filter beds on the Thames Water Treatment Works site is recommended along with positive support for the New River Path and green network.

OPTIONS



CHAPTER 04 COMMUNITY RESPONSES TO THE OPTIONS

Introduction

The majority of community responses were received from public exhibitions, door-to-door sessions, completed surveys and focus meetings such as resident associations.

The findings are presented in the following categories:

- a) Feedback on the redevelopment process itself
- b) Feedback on the options by
 - uses facilities
 - character areas
 - placemaking qualities.

Response to the options

Of the four broad options presented for regeneration the findings from the community indicated strong support for Option 4, which proposed the most significant transformation for Wood Green. The idea behind this option is to make it a remarkable centre in Haringey and an important hub in North London.

What participants liked the most about Option 4 was:

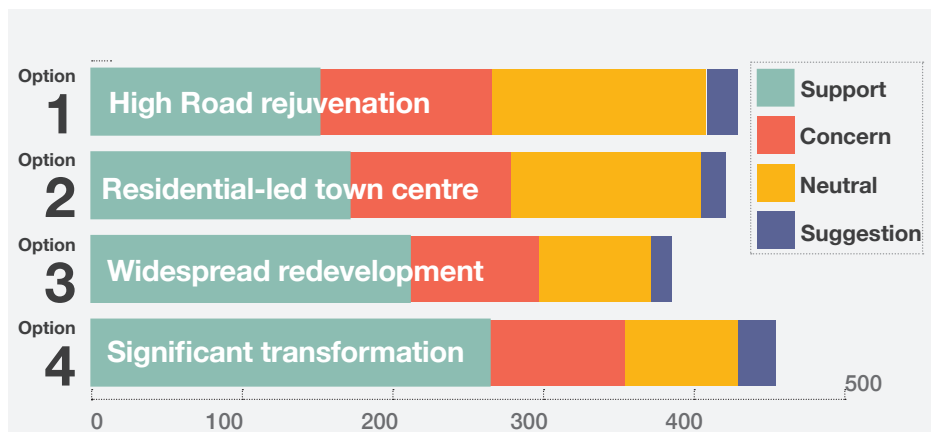
- An ambitious project responding to a need for change;
- The town square, the new library and central Crossrail 2 station;
- The redeveloped town centre including the removal of the current Mall, with quality public spaces and an extension toward the Cultural Quarter;
- The green link and connection with Alexandra Palace and Park;
- The better mix of uses and retail offer.

There were also a few questions and suggestions about Option 4.

Some were curious to see what a renewed centre would look and feel like. A few thought it would be good to keep an indoor sheltered shopping area. A few had concerns about where traffic would go if the High Road is more pedestrian friendly.

Finally some asked about where impacted residents and traders would be relocated.

HOW WELL DID EACH OPTION DO ACCORDING TO THE COMMUNITY?



Nature and amount of comments for each option (out of 1688 comments)

Response to the options versus the goals

On the online survey and feedback forms, participants could tell us how well each of the four options were doing against the four goals that bring the community's needs and the council's aspirations together.

As you can see below, of the 120 people who took this part of the survey, more felt that Option 4 matched each shared goal better than the others.

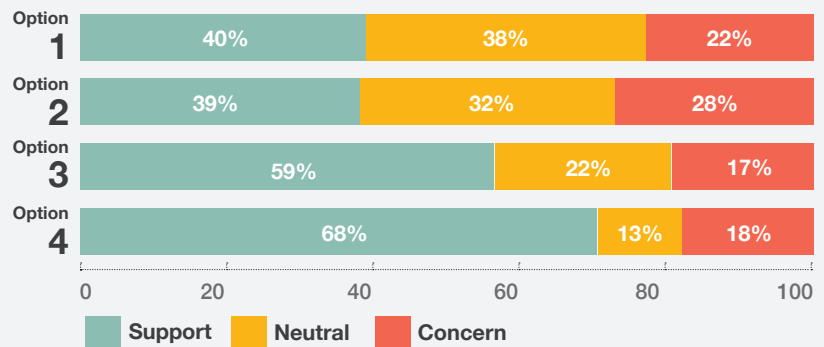
- Goal 1. Improving the uses of the town centre (68% of support for Option 4),
- Goal 2. Making unique places for people (66% of support for Option 4),

Goal 3. Creating a well connected place (66% of support for Option 4),

Goal 4. Developing Wood Green as Haringey's sustainable capital (60% of support for Option 4).

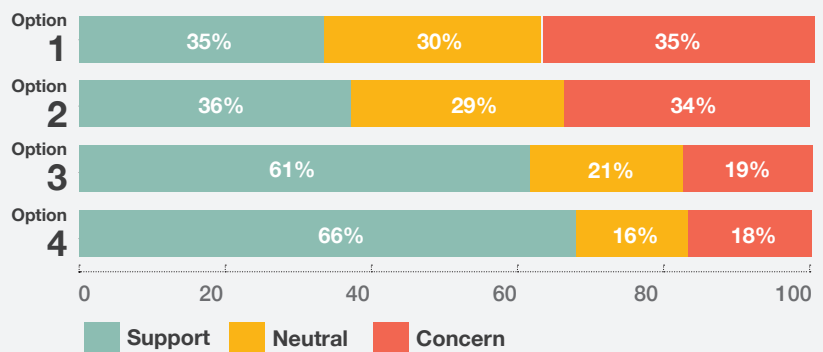
This reflects the community members' interest in an ambitious plan and 'readiness' for a significant change to improve Wood Green.

GOAL 1 - HOW WELL DID PEOPLE SAY THE OPTIONS IMPROVE THE USES OF WOOD GREEN TOWN CENTRE?



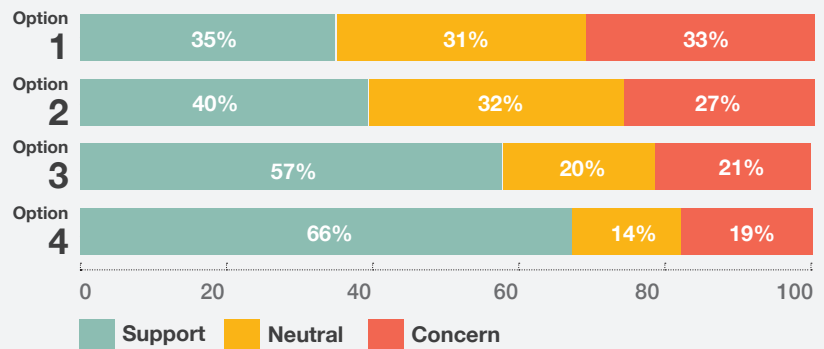
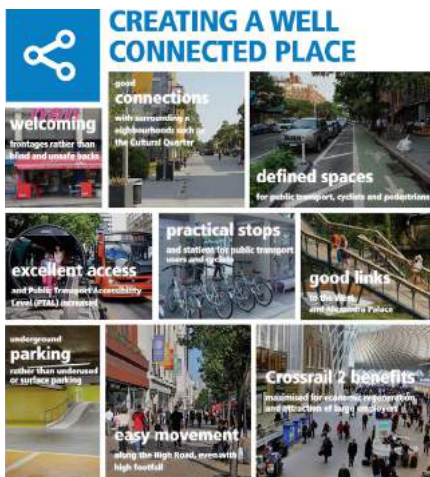
Options scoring by the community in terms of uses (out of 120 responses)

GOAL 2 - HOW WELL DID PEOPLE SAY THE OPTIONS MAKE UNIQUE PLACES FOR PEOPLE IN WOOD GREEN?



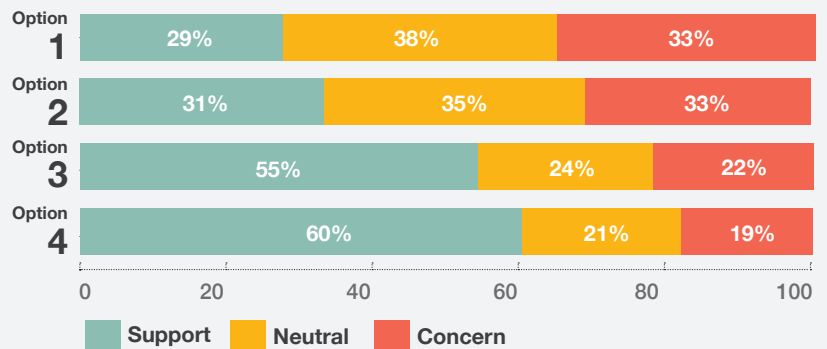
Options scoring by the community in terms of placemaking qualities (out of 113 responses)

GOAL 3 - HOW WELL DID PEOPLE SAY THE OPTIONS MAKE WOOD GREEN WELL CONNECTED?



Options scoring by the community in terms of connections (out of 113 responses)

GOAL 4 - HOW WELL DID PEOPLE SAY THE OPTIONS MAKE WOOD GREEN A 'CAPITAL'?



Options scoring by the community in terms of social and environmental facilities (out of 114 resp.)



REDEVELOPMENT

Comments on the redevelopment process

The bar chart below shows the most talked about topics in connection with the redevelopment process.

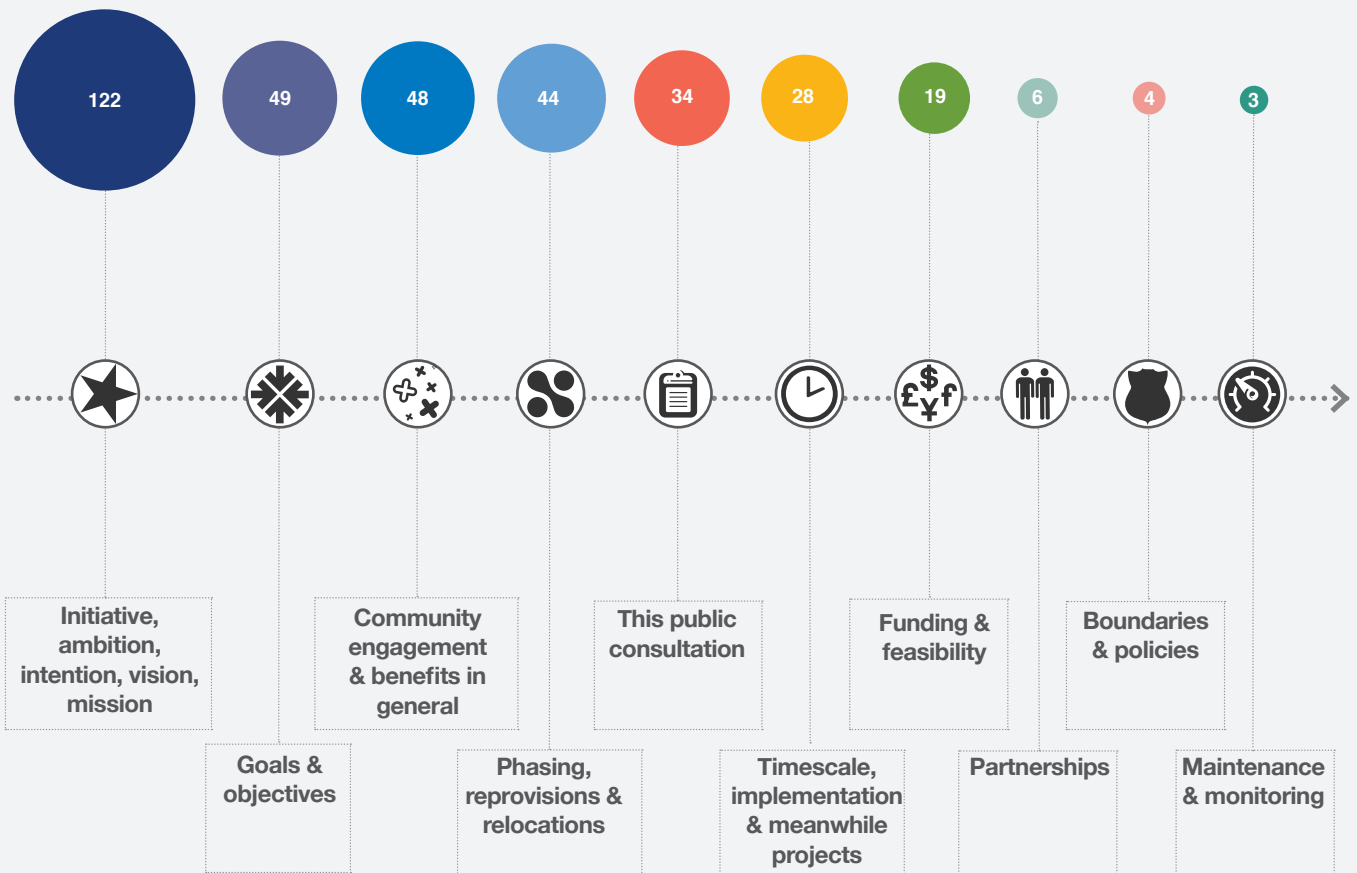
There were some interesting questions about the plan's development and consultation's process. See pages 28 and 29 for more information.

A FAQ (Frequently Asked Questions) booklet was available at the exhibition and online. Some questions were about

aspects of the plan that are being developed in the next stage such as around delivery and phasing.

These elements will be subject to future consultation on the preferred option.

WHAT ARE THE MOST DISCUSSED TOPICS ABOUT THE REDEVELOPMENT PROCESS?



Process topics most discussed by the community / Stage 3A (out of 348 comments)

**Initiative, ambition,
intention, vision,
mission**
122 comments**+ SUPPORT**

A large majority of people supported the intention, aspirations and ambitions of the plans (49) and said Wood Green is in desperate need of improvement.

Most people liked Option 4 (30) because it showed the highest ambition however some people thought Options 1 and 2 were better as they would be recession proof and less disruptive (9), and others liked Option 3 as a balance between disruption and change (7).

- CONCERNS

A number of residents raised concerns about demolishing the Mall and bridge (8).

Of the 4 options, Options 1 and 2 were the ones which most people felt lacked ambition (16).

A few felt that Option 4 does not provide enough certainty and may be too ambitious (3).

**Goals & objectives**
49 comments**+ SUPPORT**

Overall, people agreed with the common goals of the plans (39), describing them as ambitious (3), studied and deliberate (1), and offering the chance for investment (1).

- CONCERNS

People worried about congestion and overcrowding (3), whilst others were concerned about the focus on public transport and traffic - either too little, or too much (2).

**Community
engagement & benefits
in general**
48 comments**+ SUPPORT**

Many participants were in favour of short-term community-led projects and were ready to help deliver them (36).

- CONCERNS

There was concern that the plans would attract more corporate companies, rather than 'community-led' initiatives or ethical companies (5).

Some respondents were also concerned that there were few specific community benefits for the old and young in the plan (4).

There was also concern over how people who are relocated out of Wood Green could benefit from the changes (3).



Phasing, re-provisions & relocations

44 comments

+ SUPPORT

Some were supportive of relocation as an opportunity to have new housing designed specifically to their needs - e.g. disabled access (3).

- CONCERNS

There was some concern at the lack of clear information in the proposals as to how and what housing, retail and work space relocations and provisions would be made (21).

Sky City residents were worried about being relocated outside of the borough (2) and thus being separated from neighbours and communities (5).

Representatives of impacted facilities such as the Asian Centre were concerned about the future accessibility of their premises as good public transport and vehicular access is currently a major incentive for their members (2).

A resident from the Caxton Road area was worried that the council wouldn't buy the properties that need to be demolished for the plan for a fair price and would unfairly use its CPO - Compulsory Purchase Order powers (1).

§ SUGGESTIONS

Some suggested that people living above the Mall - in Page High and Sky City estates - should be provided with accommodation within the area (2), and that this should be 'like-for-like' (5) and if possible with better outdoor areas.

There were also suggestions that reasonable alternative accommodation for Cultural Quarter artists should be offered as part of the plan (3).



This public consultation

34 comments

+ SUPPORT

Many commented that the information presented at the public consultation was useful (11), and that staff were helpful (8).

§ SUGGESTIONS

A few suggestions were made to simplify the understanding of the options for instance with a comparison chart for the 4 different options, photos and 3D views (9).

Also some expressed the need for a project website (3).

A couple of comments described the consultation materials as being too detailed or not detailed enough (3).



Timescale, implementation & meanwhile projects

28 comments

- CONCERNS

The main concern was the disruption during the construction works (12) for instance about how Arriva would continue to deliver bus services or the loss of income for shops.

Some participants were surprised that there was no indication about the timescale for each option (9).

A few suggested the regeneration should happen as fast as possible to quickly improve the area and prevent too long disruptions (4).

§ SUGGESTIONS

There should be more short-term projects shown on the plan as quick wins for the area (2).

Someone said that the plan should be broken into smaller doable projects in case there are no investors interested or no Crossrail 2 stations coming (1).



Funding & feasibility

19 comments

+ SUPPORT

There was support for one Crossrail station, instead of two, if this would lower the cost of the development (2).

- CONCERNS

There was a fair amount of concern over the very large scale of the project, the cost and the long term implementation (7).

§ SUGGESTIONS

Many people wanted to know more about how the regeneration scheme will be funded (10).



Partnerships

6 comments

- CONCERNS

Many people expressed concerns about the dependency of the plans on TfL decisions - e.g. for Crossrail 2 (5).

§ SUGGESTIONS

There was one suggestion that TfL could change Wood Green to zone 2/3, as they have at Stratford (1).



Boundaries & policies

4 comments

- CONCERNS

Someone was unclear how the boundaries of the plan had been chosen (1).

§ SUGGESTIONS

Some thought that boundaries of the plan should stretch further than Turnpike Lane (2).

There was a suggestion that there should be policies created to ensure there are enough affordable homes in the plan (1).



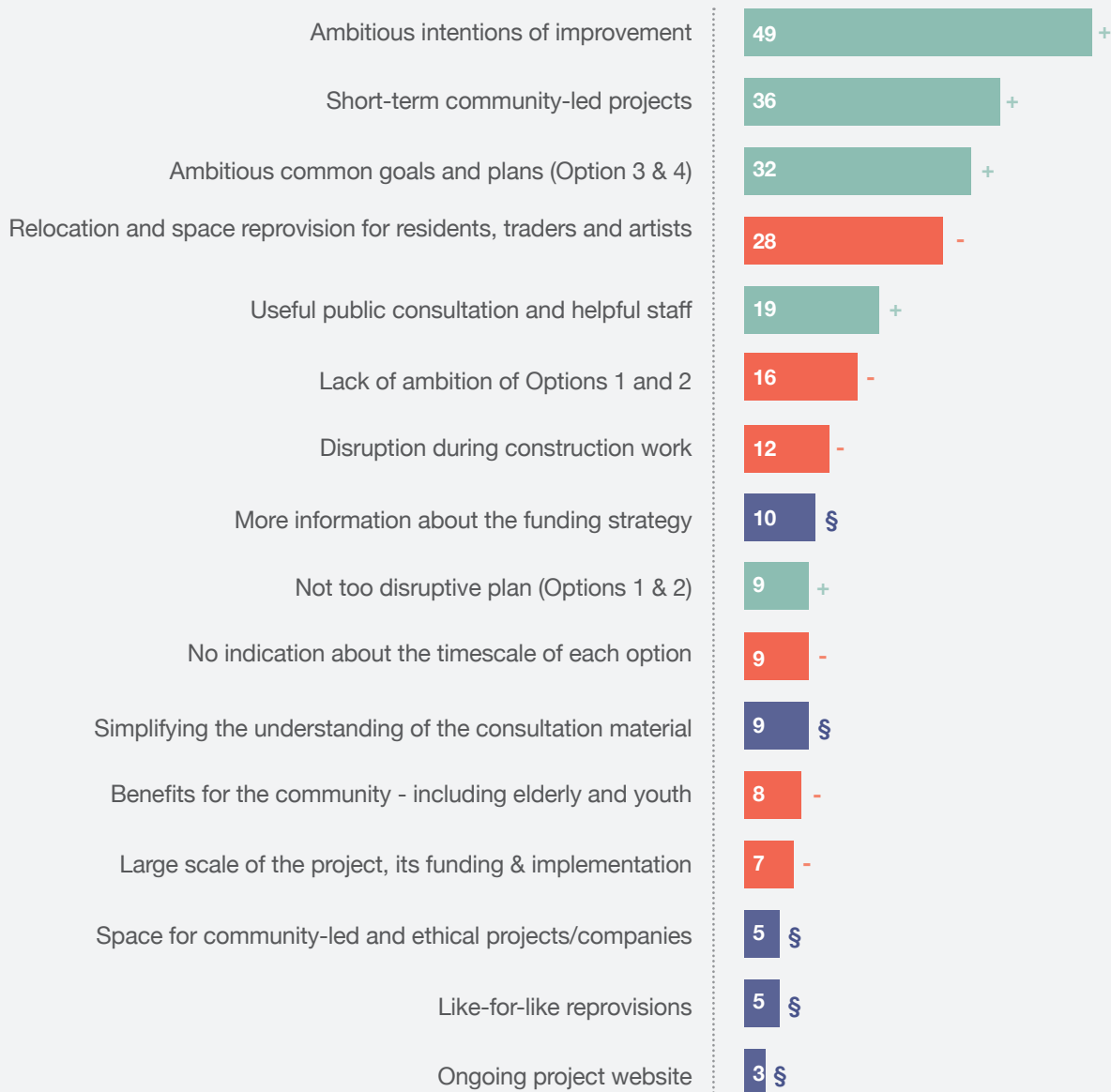
Maintenance & monitoring

3 comments

- CONCERNS

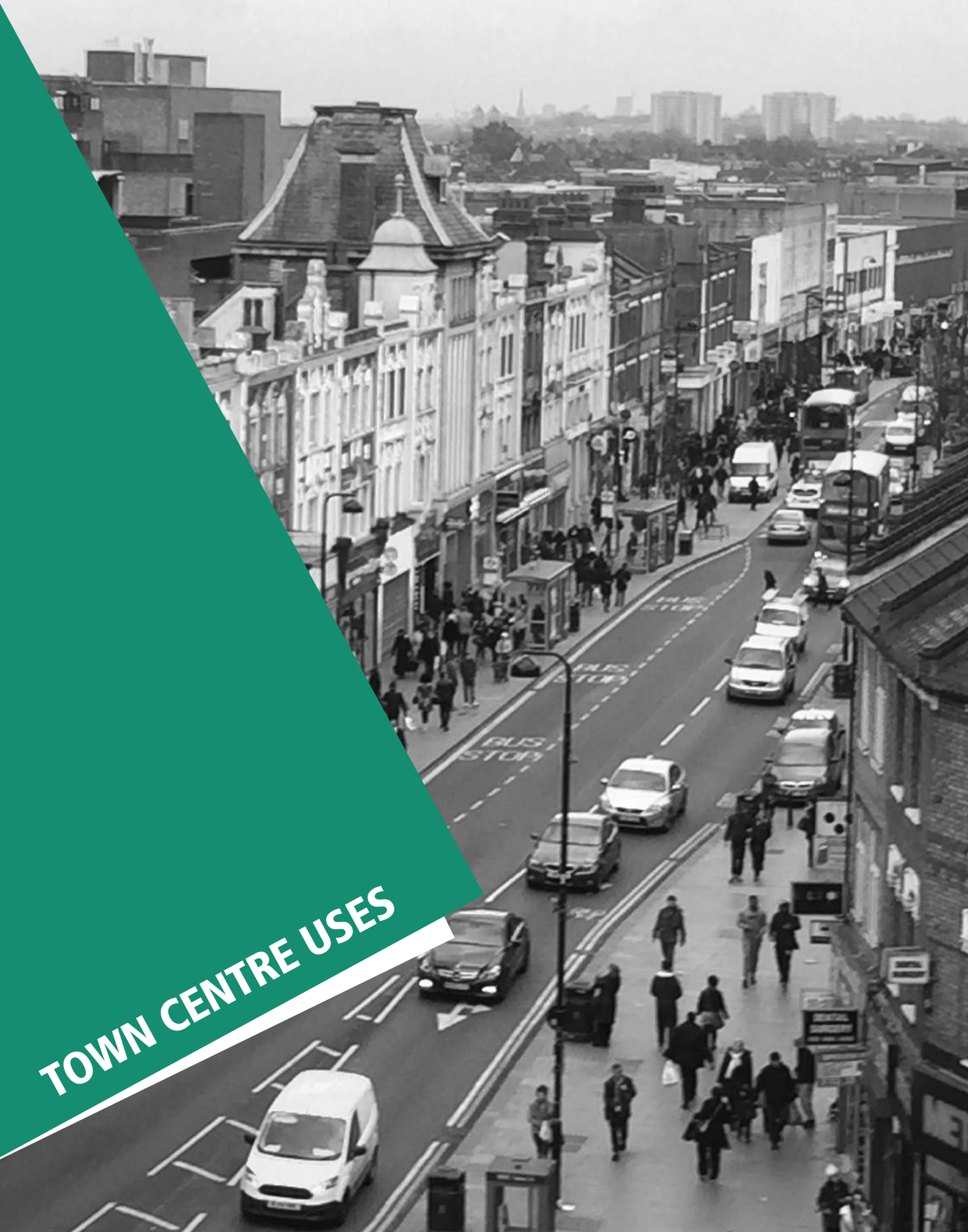
There were concerns that the current level of maintenance of the High Road and surrounding areas will not be enough to maintain the proposed Green Link and other new public spaces (3).

WHAT ARE THE HOTTEST TOPICS ABOUT THE REDEVELOPMENT PROCESS?



■ Positive (+)
 ■ Suggestion (\$)
 ■ Negative (-)

Top groupings of community comments on the process / Stage 3A (out of 348 comments)



TOWN CENTRE USES

Comments by uses

In this part of the report, we have grouped comments on all options by use or activity, to inform the next stage of developing the preferred option.

The table below shows that the uses most discussed were about transport and parking, public spaces, housing and retail.

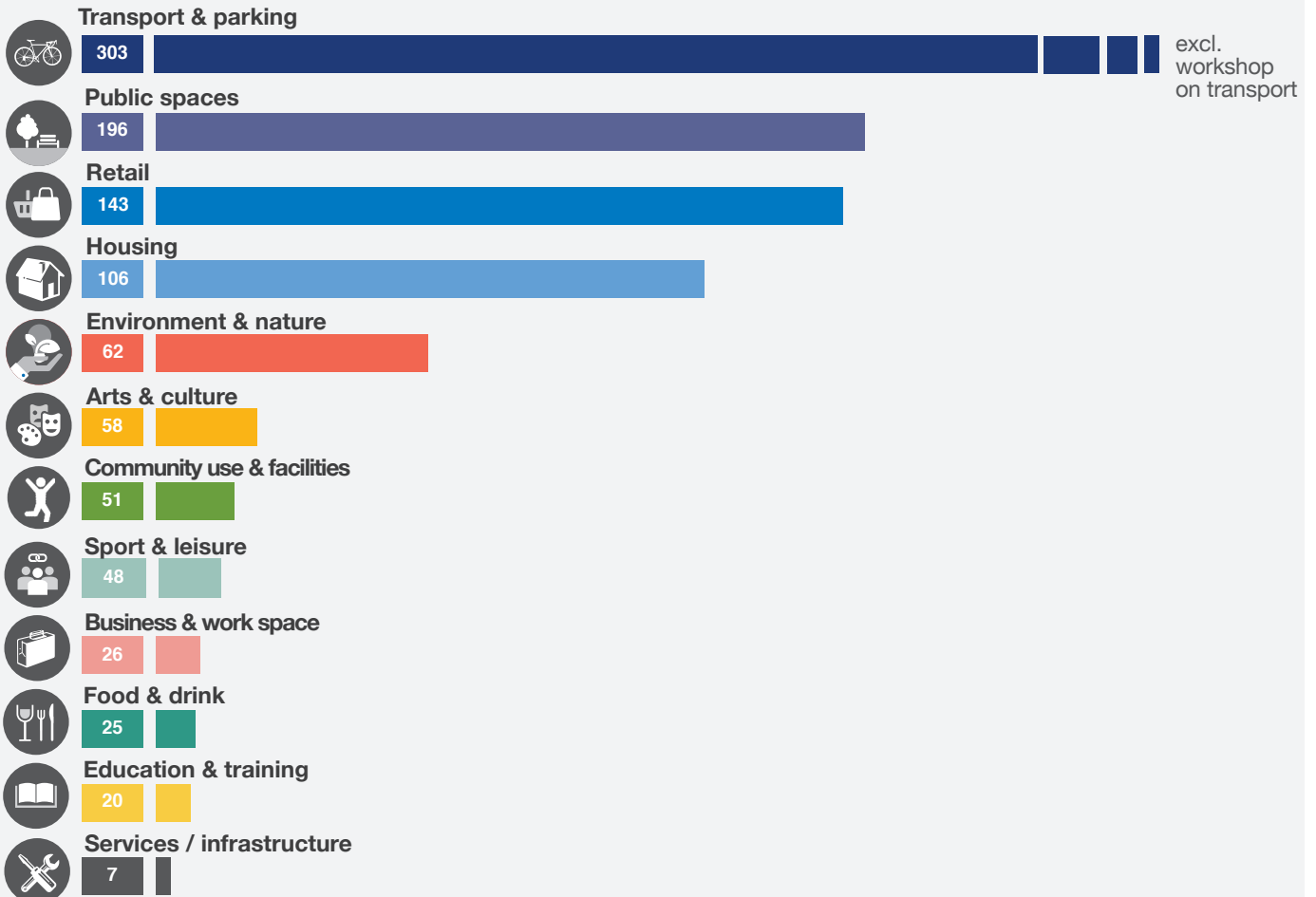
On transport and parking most comments were about Crossrail 2.

On public spaces comments were mostly about the new town square and the green link.

For housing, comments were generally about the new housing provision and the importance of taking account of the needs of existing residents.

Regarding retail, most of the comments were about the need for an improved mix of retail and comments concerning the redevelopment of the Mall.

WHAT USES AND ACTIVITIES HAVE THE COMMUNITY MOST DISCUSSED?



Uses most discussed by the community / Stage 3A (out of a total of 1050 comments)



Transport & parking 303 comments

+ SUPPORT

Nearly double the amount of people favoured the one central Crossrail station because they felt it would better serve local people (41). 25 people, particularly those living around Turnpike Lane, preferred the two stations option (one at Alexandra Palace and one at Turnpike Lane).

Many felt that the plans supported more efficient transport networks and connections across Wood Green (25). Plans to improve the connectivity between Alexandra Palace, the Cultural Quarter and the High Road were popular with many residents (30).

A few people supported an increase in bus garage capacity either through redevelopment or relocation (8).

- CONCERNS

Concerns focused around the possibility of the area becoming too dense and congested (16).

Concerns related to Crossrail 2. These included the decreased connection between Wood Green and Alexandra Palace with one Crossrail station (9); dependency on TfL decisions (4); and disruption during Crossrail 2 construction (1).

Some were concerned about the lack of parking provisions shown in the plans (11). Whilst others focused on the lack of traffic and cycling provision (7) and the risks of restricting traffic causing more problems (2).

§ SUGGESTIONS

Almost half of the suggestions around transport were based on improving traffic management - on High Road, Hornsey Park Road and Bounds Green Road (37) and implementing cycling lanes and facilities (13).

A few respondents suggested that new and existing stations in the area need step free access (6), as well as more general improvements and expansions (4). Some recommended integrating the bus garage and new Crossrail 2 station (6).

There were a handful of suggestions to increase East-West links to and from Alexandra Palace (6).

There was one suggestion for a Park and Ride for the area (1).



Public spaces 196 comments

+ SUPPORT

Most people support the idea of a new green, pedestrian friendly and well located town square (34), including places to sit, meet and relax (19).

The majority of those viewing the public exhibition supported Option 4 as the best proposal for improving the use of the town centre, and creating unique spaces for people (74).

There was support for a market (14), and most people wanted this to be outdoor (10).

- CONCERNS

A small number of participants highlighted that anti-social behaviour in new and existing public spaces needs to be addressed (3).

A few people mentioned that they do not want a market (5).

There were also a handful of comments expressing concerns about the design of the public spaces within the town centre - e.g not enough emphasis on public areas, design not very distinct. (4).

§ SUGGESTIONS

There were suggestions that these public spaces should be kept clean and well maintained (8), and perhaps be sheltered (9).

Generally, people suggested public spaces with particular street features (15) such as water installations, street furniture, playgrounds, and new iconic landmarks.

There was a suggestion that there should be toilets at Ducketts Common (1).



Retail 143 comments

+ SUPPORT

For the most part, we saw support for replacing Shopping City with an entirely new structure, including the Mall bridge (29). A few people explicitly favoured a street based retail environment (5).

People generally wanted a broader range of shops including markets (17) and small independent businesses (2).

People also supported the rejuvenation and development of the High Road as seen in Options 1 and 2 (13).

- CONCERNS

Others expressed concerns about the plans being too retail-led (4); retail spreading beyond the High Road (1); or Wood Green becoming like Westfield in nature (2).

There was concern over the process of changing the retail offer, such as loss of profit for shop owners (3) and loss of jobs and workplaces in the area (1).

§ SUGGESTIONS

Many suggestions we received about retail, proposing a better balanced mix of use and higher quality shops (27) and retail premises (5). Many comments also suggested a more creative industry with more independent shops (14) and for Wood Green to keep its unique character (4).

i STATEMENTS

Statements about the current state of Wood Green were mostly about the high amounts of low quality shops (17) and partly concerned with the area looking unattractive (3).



Housing 106 comments

+ SUPPORT

There was popular support for the building of new housing proposed in the plans, including the opportunity to re-house existing residents (31).

Some support came for housing in better homes within mixed use areas (3), such as with the Civic Centre and retail (3).

Overall, there was a good response to the housing plans with a number of responses linking the plans to improving Wood Green as a place to live either through quality of life (2), or being affordable and value for money (4).

- CONCERNS

The most frequent concerns around housing were based around housing becoming unaffordable (26).

§ SUGGESTIONS

There were some comments that rehousing should be within the local area only (7). Additionally, people suggested that houses should be both affordable, and good quality (8).



Environment & nature 62 comments

+ SUPPORT

Overwhelmingly, there was support for the East-West Green Link (23), as well as more green public areas generally (24).

- CONCERNS

There was concern over the capacity of options 1 and 2 to improve and increase green space (2). There was also concern over the lack of focus on improving existing green spaces, not just new ones (2).

§ SUGGESTIONS

Some suggestions were made for implementation of community gardens and pocket parks (6), as well as more greenery along the High Road (3).

Other suggestions included green roofs on new buildings (1), and relating the East-West Green Link to the hidden Moselle River (1).



Arts & culture 58 comments

+ SUPPORT

Many supported improving accessibility to Alexandra Palace (14).

Others mentioned that they supported more arts spaces and cultural venues within the plans (9), including the inclusion of the Cultural Quarter in the redevelopment plans to make Wood Green a distinctive culture destination (10).

- CONCERNS

The main overall concern was the risk of Wood Green losing its cultural diversity (2) including the fear of losing two cinemas (1); no reference to the artist community in the plans (1), and no solid plan for a theatre (1).

§ SUGGESTIONS

There was consensus from participants that rent rates in the Cultural Quarter should be affordable (4), and available to local artists and performers as co-working spaces (3).

Some people said that it would be good to have a large communal space at the library available for indoor markets, public performances and community-led projects (5).

Similarly, it was suggested there should be increased council support in supplying suitable spaces for artists from the Cultural Quarter (4).

One suggestion was to use containers as temporary work spaces (1), whilst others recommended setting up an open access print studio (2).

Someone suggested that the new library could be a cultural one-stop shop in Wood Green combining the library with a museum containing the archives of Haringey. (1)



Community uses & facilities

51 comments

+ SUPPORT

There was general support for a new library and the main council offices being moved to the centre of Wood Green (17).

- CONCERNS

There was strong concern for the lack of service provision to cope with the increased population in the area (16).

§ SUGGESTIONS

There were some comments suggesting that more youth services are needed (6). Similarly, people suggested more provision for older people (4).

Specific suggestions included creating an information centre in the area (2), facilitating a community land trust/co-op in the area (1), and combining the library and Civic Centre (1).

A couple of people were interested in the idea of having a large multigenerational cultural centre that would be used at different times of the day and the week (2).



Sports & leisure

48 comments

+ SUPPORT

In this area, we saw support for more space for outdoor activities built within the East-West Green Link (5).

We also saw a number of supportive comments for the development of the Mecca Bingo and Vue Cinema land for a leisure centre (4).

§ SUGGESTIONS

Many suggestions pointed towards a swimming pool and leisure centre (19).

There were also suggestions for the building of public space which could encourage leisure activities such as park gyms (3), as well as spaces for activities for children (3).

Specifically, suggestions for a theatre (2), festival (1), and skateboarding park (1), were mentioned.



Business & work space

26 comments

+ SUPPORT

Frequent comments showed support for the creation of more work space in Wood Green (2), including shared workspaces (2), to bring more employees into the area (2).

Some supported a general increase in investment in the area for work spaces (2), and others supported new workspaces being clustered at Wood Green and Turnpike Lane (2).

- CONCERNS

The main concerns raised were based around the envisioned gaps in the plans. These included lack of business opportunities including engineering and manufacturing (2); lack of balanced uses (1); and benefits to local people, rather than external companies (1).

High price of work space (3) and relocation during the development (1) was a concern for a few participants.

§ SUGGESTIONS

Suggestions were mainly made on the role the council could play in the creation of work spaces in the regeneration. These included keeping rents at current prices (4); using planning tools to keep current studios intact (1); providing support for artists seeking suitable studios (2) and offering alternative accommodation to business who have to vacate (1).



Food & drinks

25 comments

+ SUPPORT

Some people supported the plan's better provision of restaurants and places to meet (2), including a market (3).

Others, liked the improved evening economy provision (3).

- CONCERNS

A small number of people showed concern that a more active evening economy could cause more anti-social behaviour (3). One respondent pointed to Option 1 as an example of a plan without enough cafe provision (1).

§ SUGGESTIONS

Notably, most people suggested the need for an improved diversity of restaurants, cafes and bars (13).



Education & training

20 comments

- CONCERNS

There were a number of respondents who expressed the opinion that there was no need for a new library building (5). A couple of other comments were concerned about the possible Civic Centre demolition (2).

§ SUGGESTIONS

Notable suggestions to improve the education and training prospects in the area included hosting a university or college campus in the area (3), opening up Crossrail 2 apprenticeships to Wood Green's youth (2), and adding a cafe to the library to make it a more appealing work space (1).



Technical services & infrastructure

7 comments

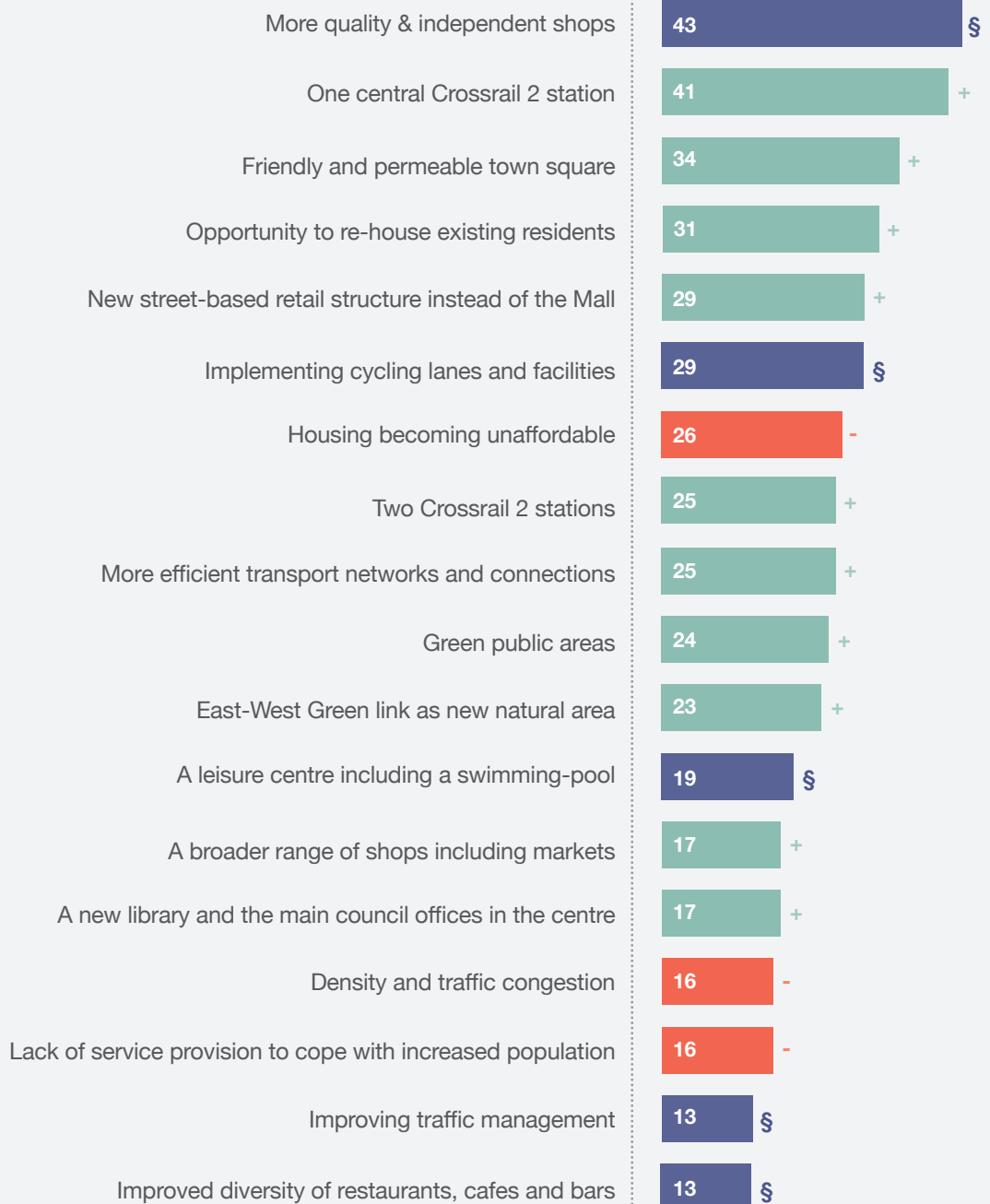
- CONCERNS

Mainly, respondents expressed concerns around litter and rubbish disposal services (4). Others were concerned with drainage and sewage provisions (2).

§ SUGGESTIONS

There was one suggestion of using waste to create cleaner energy (1).

WHAT ARE THE HOTTEST TOPICS ABOUT THE TOWN CENTRE USES?



■ Positive (+)
 ■ Suggestion (\$)
 ■ Negative (-)

Top groupings of community comments on uses (out of 1074 comments)



Manned sessions at the consultation hub



TOWN CENTRE AREAS

Comments by areas

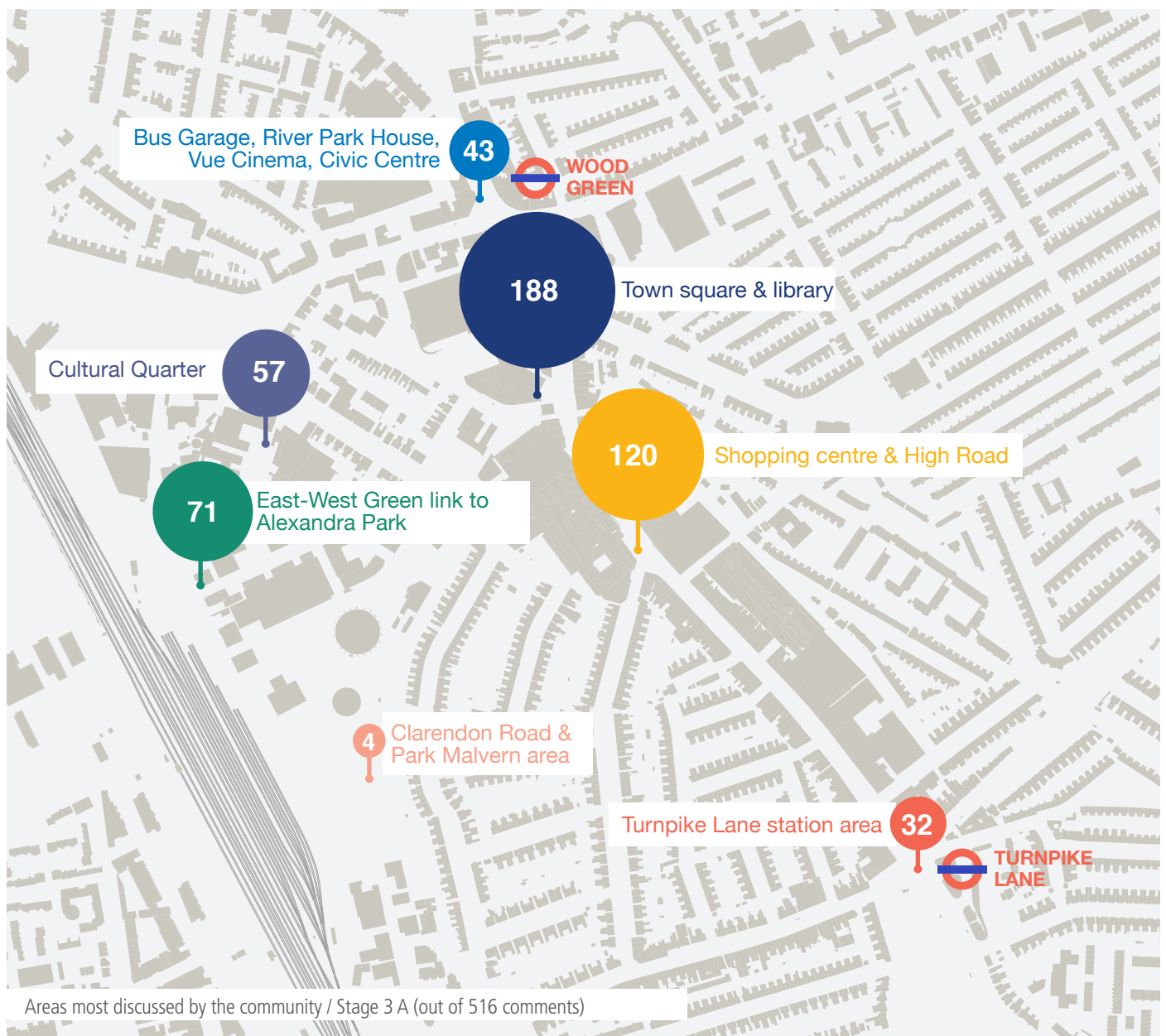
Different areas in Wood Green have been the subject of discussion. On the next pages you will find a summary of comments by areas.

The areas most discussed were:

1. Wood Green Central Area
 - New town square and library
 - New shopping and High Road
 - The link to Alexandra Park
 - The Cultural Quarter
2. Area around Turnpike Lane Station
 - Ducketts Common

- Turnpike Lane Station
 - Turnpike Lane
3. North High Road
 - River park House,
 - Arriva bus garage,
 - Mecca Bingo hall,
 - Vue cinema
 - Civic Centre

WHICH AREAS HAVE THE COMMUNITY MOST DISCUSSED?



Around the new town square & library

188 comments

+ SUPPORT

Many people supported Option 4 as the best option to develop Wood Green as Haringey's capital (68).

There was a strong indication that most people support a Crossrail 2 station in the middle of Wood Green (24).

A lot of responses also strongly supported having a proper, opened up town centre (30) that is green (6) and with the chance for a market (7) or evening activities (4).

Many also liked the redevelopment of the library in a central location (16) and combined with a new Civic Centre and Haringey's customer service (1).

- CONCERNS

Concerns centred on tall buildings creating a dark and over-dense place (6).

There were a handful of comments which rejected proposals for a central Crossrail station (8). Some also were concerned about loss of Sky City (3).

Representatives of the Asian Centre expressed their need to stay central in Wood Green (2).

§ SUGGESTIONS

There were a few suggestions that there should be more places to sit and socialise in the town centre (7).

People also want to see more greenery along the High Road (3).

Concerning the library, people suggested keeping it on the ground floor (1) and creating more community spaces inside (2).

The new shopping centre & the High Road

120 comments

+ SUPPORT

Many supported the idea of replacing Shopping City with a new structure (32).

Lots of residents also supported the proposal of a broader range of shops and restaurants on the High Road (13), and improving the High Street environment more generally (14).

Many supported traffic and road provisions shown in the plan, including wider streets (2), more cycling lanes (2), and The High Road being at least part pedestrianised (2).

A few comments supported the chance for independent retailers (5), markets (4) and improved evening economy (1).

- CONCERNS

Some people did show concerns over losing the Mall completely (14).

A few responses were concerned about having residential areas near the High Road or Mall (5).

§ SUGGESTIONS

Many people wanted to see higher quality shops in any future development of the town centre. (15).

There were a few suggestions to keep a variation on the mall, either refurbished (1), or a new more modern mall (1). There were also ideas about putting Crossrail 2 inside the mall (1) and keeping the Mall's market Hall (1).

A few suggested creating more cycling facilities and lanes on the High Road (4), as well as zebra crossings and more traffic lights (2).

A few people focused their suggestions on keeping Wood Green's retail/High Road character (5).

The link to Alexandra Palace

71 comments

+ SUPPORT

The vast majority of people supported the idea of a new link towards Alexandra Palace (37), and many liked its linear design and park like qualities (9).

In general, people supported a better connection to Alexandra Palace either through sightlines (7), Crossrail 2 (3) or a bridge (3).

- CONCERNS

A few people were concerned by the proposed bridge above Hornsey reservoir as it would be expensive and the access to the Palace from there would still be difficult because the land is very steep (3).

There was a small amount of concern that the East-West Green Link vision seemed unlikely to be achieved because of the housing that would need to be demolished to deliver it (1).

One person didn't want to see better links between Wood Green and Alexandra Park as it would diminish the character of each area (1).

§ SUGGESTIONS

Some people suggested that the link should be pedestrianised (2), or that there should be better transport towards the Palace (1).

There were a couple of suggestions for a cycling path between the Palace and Wood Green (2), as well as more innovative solutions such as a cable car or electric vehicles (2).

The Cultural Quarter 57 comments

+ SUPPORT

A large amount of support came for better access between Wood Green and the Cultural Quarter (14).

Alongside this, many also supported the redevelopment and improvement of the Cultural Quarter and Chocolate Factory (10).

- CONCERNS

There were concerns about the redevelopment of the Cultural Quarter, namely around the price of rents increasing (8), possibly causing vulnerable groups to be priced out (4).

There was also concern that there would be an overall loss of 'messy' studio space in the Cultural Quarter (9).

§ SUGGESTIONS

The main suggestion for this area was that work spaces should be affordable (7).

Specific suggestions included using containers as temporary work spaces (2 comment); improving cycling access in the cultural quarter (1) and more public art and sculpture in the area (1).

i STATEMENTS

The Cultural Quarter was cited as a unique space for artists and musicians (1).

Bus garage, River Park House, Vue Cinema area, Civic Centre 43 comments

+ SUPPORT

There was some support for the idea of moving the bus garage (6) and increasing its capacity (1).

A little support for the redevelopment of the Civic Centre was seen (1), as well as the notion of housing on this site (1).

- CONCERNS

Mainly, concerns focused around housing being built above the bus garage, as it would be very noisy for residents (6).

There were also some concerns that the height of buildings proposed on this site and garage area were too tall (7).

A number of people were against demolishing the Civic Centre (4), and using some of the area for housing developments (1).

§ SUGGESTIONS

We also saw a number of supportive comments for the development of the Mecca Bingo and Vue Cinema land for a leisure centre (4).

A few suggestions were made to demolish River Park House (3).

Suggestions about the bus station included that it should be easily accessible (2) and perhaps integrated into the Crossrail station (1).

Two people suggested replacing the Vue cinema by, for instance, a swimming pool as the cinema is not using land in an optimal way (2).

Some people suggested it would be a good idea to relocate, improve or redevelop the travellers's site next to the Civic Centre (5),

Around Turnpike Lane station 32 comments

+ SUPPORT

Support in this area was focused around the prospect of a Crossrail 2 station here, linking to Alexandra Palace (18).

- CONCERNS

A number of people expressed concerns that without a Crossrail 2 station at Turnpike Lane, this area would become further run down, especially with activity focused more on the centre of Wood Green (4).

People also were concerned at Turnpike Lane's lack of a landmark (3).

§ SUGGESTIONS

Some respondents wanted to see cleaning and enhancing of Turnpike Lane facades in the plans (4).

Similarly, some also wanted to see more investment in the evening economy around Turnpike Lane station (5). Additionally, there was suggestions of further activities available on Duckett's Common (2).

 **Clarendon Road
& Park Malvern area**
4 comments

+ SUPPORT

There was a small amount of support for the plans' integration of Wood Green and Clarendon Road (1).

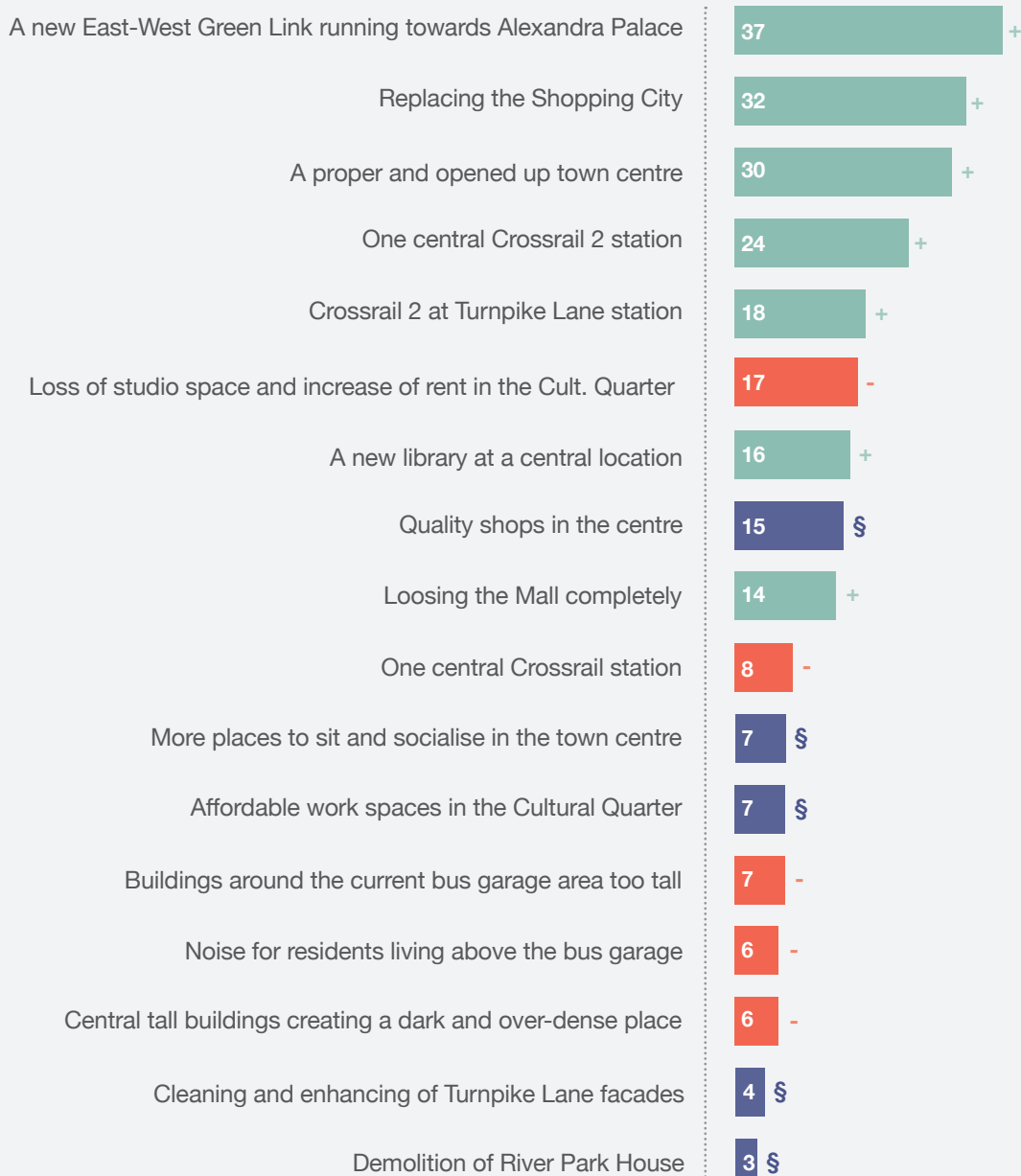
- CONCERNS

The main concerns from residents were around the impact changes to Clarendon Road would have on traffic and the movement of people in the area (2).

§ SUGGESTIONS

Someone pointed to the need for a clear road layout along Clarendon Road (1).

WHAT ARE THE HOTTEST TOPICS ABOUT THE TOWN CENTRE AREAS?



■ Positive (+)
 ■ Suggestion (\$)
 ■ Negative (-)

Top groupings of community comments out of 516 comments on areas



PLACEMAKING

Comments by placemaking qualities

During the consultation, the four options showed a high-level of possible ideas for Wood Green's future. Already at this scale, it was possible to distinguish if the plans were creating placemaking qualities.

What is placemaking?

That is the ability - mostly through design - to create places that are good for people, the environment, the economics and the identity/culture of an area.

The following section lists what people have said about each of the qualities that are needed to make a good place.

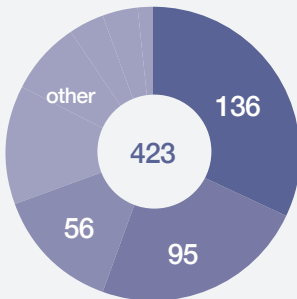
These are very important for the next stage of development of the plan which is called the 'preferred option'. This will show a more detailed option plan for the area.

For further details see appendix 3.

WHAT ARE THE TOP 3 PLACEMAKING QUALITIES MOST DISCUSSED?

People's Well-being

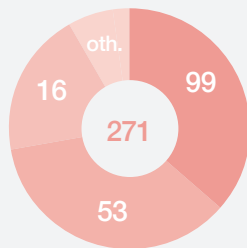
about social qualities



- 136 Walkability & accessibility**
Support for the East-West Green Link, concern about overcrowding, suggestions about disabled and elderly access.
- 95 Human scale & slow city**
Support for the new town square, concern about tall buildings, suggestions about public spaces and features.
- 56 Health**
Concern about pollution and flytipping, suggestions about maintenance and bins provision.

Economic Vitality

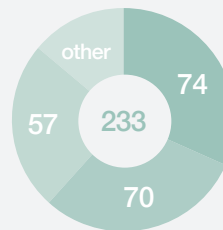
about economic qualities



- 99 Mix of uses**
Support for complementary uses to retail, suggestions of missing activities and buildings.
- 53 Community-based economy & affordability**
Support for affordable housing, works and retail space.
- 16 Generators & flows distributions**
Support for Crossrail 2 arrival to boost the local economy and concern about extra flows management.

Environment Friendliness

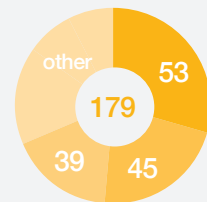
about environmental qualities



- 74 Resource management & clean environment**
Support for trees planting, better waste management and decreasing the traffic.
- 70 Biodiversity**
Support for more public, common and private green spaces and the upgrading of the existing parks.
- 57 Flexible design**
Support for multipurpose facilities and spaces for different people and at different times and suggestions for flexible new work, retail and housing units.

Local Character

about cultural qualities



- 53 Room for local initiatives**
Suggestions on providing space for local talents and giving room for community-led projects.
- 45 Distinctiveness, innovation & wayfinding**
Support for new particular and attractive spaces and facilities and suggestion about a bolder identity and more special elements.
- 39 Visual harmony**
Support for the Mall removal and the renovation of the High Road facades.

Qualities most discussed by the community / Stage 3 A (out of 1097 comments)



CHAPTER 05 FINDINGS ON SHORT-TERM PROJECTS IDEAS

As many of the participants had expressed an interest in short-term projects at the public exhibition in 2015, we allocated a space for these during the second exhibition in spring 2016 which was about testing four broad options for Wood Green's Future plan.

Short-term projects brochure

A brochure (see in appendices) has been developed to show the projects that people chose as either an 'initiator', a person who suggested a project or a 'supporter', a person who backs a proposed project.

The intention is that these participants and others come together to form Wood Green LABs (Local Action Bands). In the spirit of exchange and with permission from participants, we have included contact details with each of the groups projects on page 19 of the brochure.

The ideas that you will find in the brochure are often small-scale, quick-to-realise, low-budget, community-led projects.

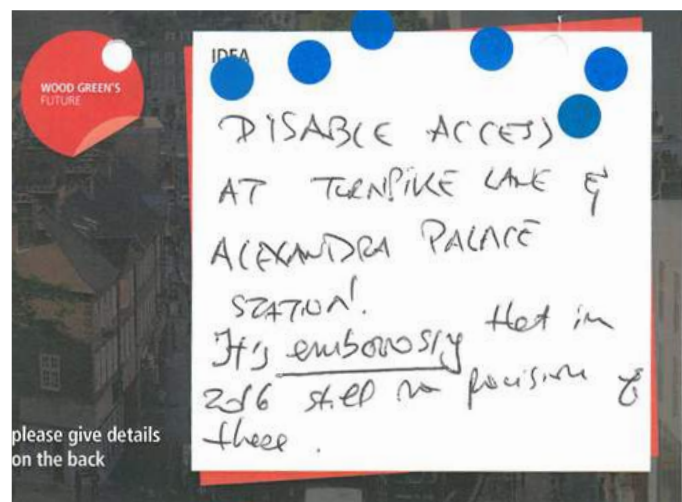
For clarity we have grouped the projects into the following headings:

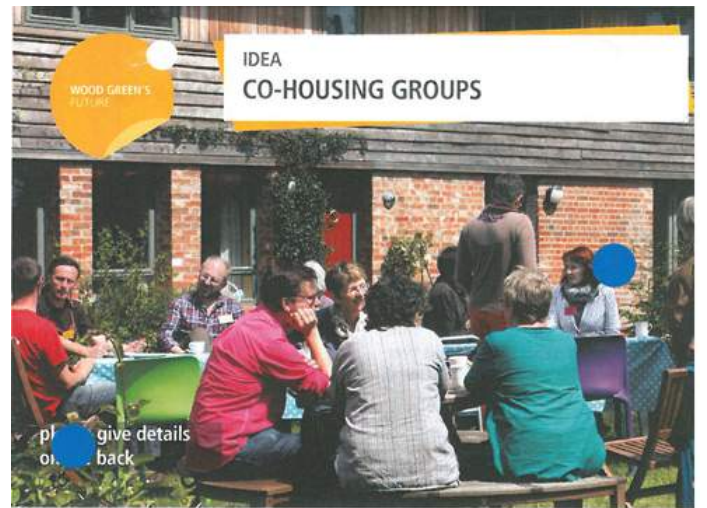
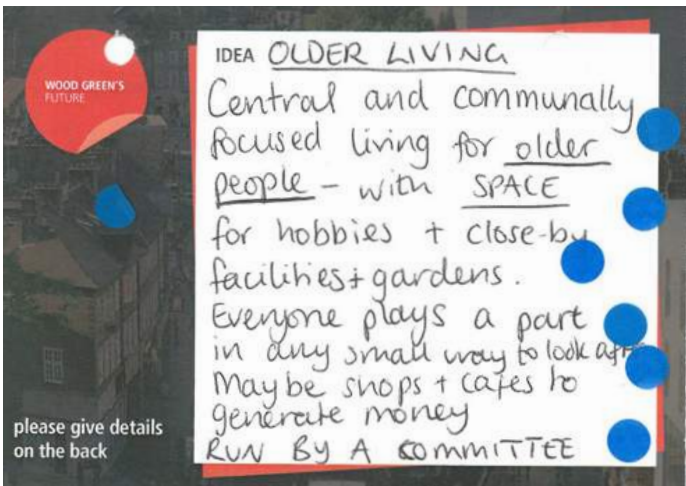
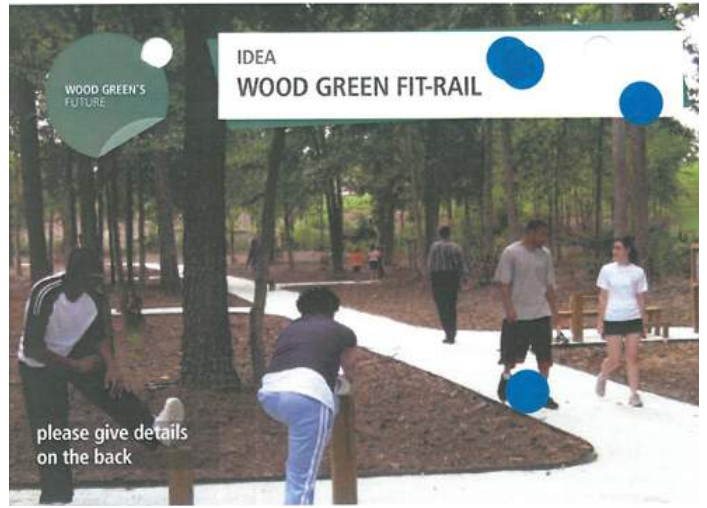
- Sustainable transport (38 interested)
- Incredible food (34 interested)
- Extraordinary events (33 interested)
- Cultural activities (32 interested)
- Distinctive retail (28 interested)
- Making & sharing economy (28 interested)
- Community socials (27 interested)
- Creative links & movement (27 interested)
- Active lifestyle (26 interested)
- Placemaking initiatives (23 interested)
- Playful spaces (20 interested)
- Attractive landmarks (16 interested)
- Housing for all (14 interested)

Please find a selection of the most popular ideas on the next pages.



A selection of the short-term projects displayed at the public exhibition









WOOD GREEN'S
FUTURE

CHAPTER 06 NEXT STEPS

Public consultations

Consultation on Preferred Option (Stage 3B)

Informed by the consultation findings on the four options, the preferred option will be consulted on early in 2017.

Consultation on Proposed Plan (Stage 4)

The findings from the Stage 3 consultation process will be used to adapt and finalise the Wood Green Area Action Plan. The Plan will be published and subjected to public examination before finally being adopted as part Haringey's Local Plan.

Contact us

If you have any questions or would like to receive future updates, please contact the Wood Green Regeneration Team.

@ woodgreenregeneration@haringey.gov.uk

✉ **London Borough of Haringey
Planning Policy**
River Park House
225 High Road
N22 8HQ
London

You can also keep up to date via the web by visiting:

WEB haringey.gov.uk/woodgreen



GLOSSARY

Active frontage - street frontages where there is visual engagement between those in the street and those on the ground floors of buildings.

Area Action Plan - a plan produced to guide development in areas facing significant change, in this instance focusing on Wood Green.

Brown field land - previously developed land often used for industrial or commercial purposes.

Business Improvement District (BID) - a defined area in which a levy is changed on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in local area.

Character Area - a unique geographical area with a distinct, recognisable characteristic.

Civic services - services provided by the local government such as a register office where civil marriages are conducted and birth, marriages, and deaths are recorded.

Community Infrastructure Levy - is a planning tool for local authorities to help deliver infrastructure to support the development of the area.

Compulsory Purchase Orders (CPO's) - a legal function that allows certain bodies which need to obtain land or property to do so without the consent of the owner.

Convenience retail - stores that sell widely distributed and relatively inexpensive goods which are purchased frequently and with minimum of effort, such as newspapers.

Comparison Retail - stores that sell goods which consumers purchase relatively infrequently and so they usually evaluate prices and quality levels before purchasing relatively

expensive goods such as a TV, furniture or clothing.

Conservation areas - an area considered worthy of preservation or enhancement because of its special architectural or historic interest.

Controlled Parking Zone (CPZ) - a specific type of UK parking restriction that may be applied to a group of roads

Council back office - facilities accommodating administrative and support services.

Council front office - facilities accommodating the Council's public facing services.

Crossrail 2 - will be an extension to the Crossrail network and either two stations will be provided at Alexandra Palace and Turnpike Lake or one central station at Wood Green on the connection between Seven Sisters and New Southgate.

Cultural Quarter - a designated area within Wood Green that aims to provide employment spaces for small businesses and the creative industries.

Decentralised energy hub - an energy centre that will help reduce Wood Green's carbon emissions by providing an efficient heating and cooling system for all new buildings and potential some existing households.

Democratic services - services that support activities such as public committee meetings or the running of elections and electoral registration.

Evidence-based study - The Council has commissioned a number of studies to provide the evidence in support of the plans - these include:

- Character & Place Making Study
- Community Infrastructure Needs Study

WOOD GREEN'S FUTURE

- Circulation and parking needs study
- Local economic vitality study
- Employment Land and Workplace Study
- Decentralised Energy Study
- Council Accommodation Study

East-West Green Link - the idea of a linear park connecting High Road with Alexandra Palace and Park.

Growth Areas - Identified in the London Plan as areas where significant numbers of houses can be built.

Housing mix - the type and range of properties for rent, shared ownership and private sale.

Implementation - the process of putting a decision or plan into effect; execution.

Intensification Areas - these are identified in the London Plan as built up areas with good existing or potential public transport links, which can support redevelopment at higher densities.

Land assembly - The process of forming a single site from several plots of land, possibly from separate landowners, for eventual development or redevelopment.

Listed building - one that has been placed on the Statutory List of Buildings of Special Architectural or Historic Interest by the Secretary of State.

Locally listed building - one which whilst not listed by the Secretary of State for its national importance, is felt by the council to be a local importance due to its architectural, historical or environmental significance.

London Plan - a strategic plan for London produced by the Mayor setting out an economic, environmental transport and social framework for development.

Metropolitan town centres - the London Plan identifies five broad types of town centre within London: International, Metropolitan, Major, District, Neighbourhood/Local centres.

Micro businesses - businesses with up to or less than 10 members of staff.

Mixed use - a development that blends a combination of residential, commercial, cultural, institutional or industrial uses.

Passive surveillance - created through environments that improve your ability to observe what is going on and reduce the risk of crime by providing good visibility and lighting for example.

Permitted development rights - Certain types of minor changes that can be made to a building without needing to apply for planning permission.

Placemaking - design that capitalises on a local community's assets and potential to create spaces that promote health, happiness, and wellbeing.

Public realm - any publicly owned streets, pathways or accessible open spaces and any public and civic buildings or facilities.

Public Transport Accessibility Level (PTAL) - the measure of an areas accessibility to the public transport network, taking into account walking time and service ability.

Severance - a structure or physical barrier that ends a connection or relationship between two places such as the railway line that separates Alexandra Park from Wood Green.

Site allocations DPD - A document produced by Haringey Council setting out their planning vision and objectives in the period 2011-2026. The DPD identifies a series of significant sites that will need to be developed.

Small and medium-sized enterprises (SME) - businesses which employ fewer than 250 persons and which have an annual turnover not exceeding £37 million.

Social infrastructure - assets that accommodate social services such as schools, healthcare provision and community housing.

Start-up businesses - a company that is in the first stage of its operations often funded by its founding members.

Strategic development sites - areas of land seen as central to realising the plans vision.

Strategic objectives - a series of goals that are central to delivering the plans vision.

Streetscape - the visual elements of a street including the road, adjoining buildings, pavements, street furniture, trees and open spaces that combine to form the street's character.

Sustainable drainage systems (SuDS) - are drainage solutions that provide an alternative to the direct channelling of surface water through networks of pipes and sewers to nearby watercourses.

Sustainability - Use of resources, in an environmentally responsible, socially fair and economically viable manner, so that by meeting current usage needs, the possibility of its use by future generations is not compromised.

Section 106 agreements - are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific benefits that address improvements of the impacts of development.

Town centre depth - the strategy to extend uses and areas of interest beyond the confines of the High Road towards places such as Alexandra Palace.

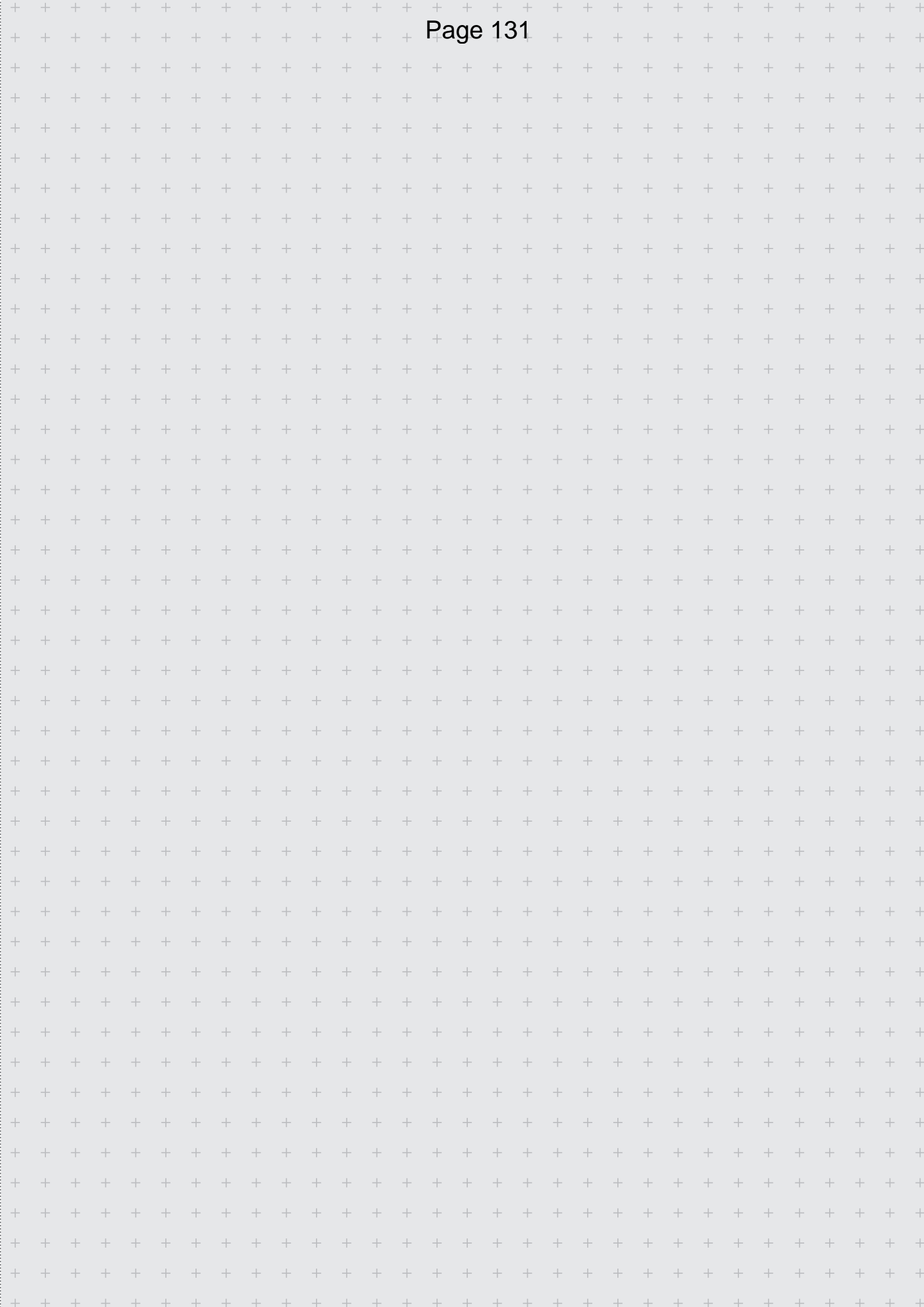
Town centre vitality and viability - vitality is a measure of how busy a centre is and viability is a measure of its capacity to attract ongoing investment for maintenance, importance and adaptation to changing needs.

Vacancy rate - number of buildings on the High Street that are vacant or unoccupied at a particular time.

Viability - the ability of a project to be deliverable and not make a financial loss.

Wayfinding - knowing where you are, knowing where your desired location is, and knowing how to get there from your present location.

Wood Green Investment Framework - a spatial development plan (or masterplan) for Wood Green which is underpinned by an economic assessment to ensure viability.







APPENDICES INDEX

APPENDIX 1

Consultation methodology, communication & consultation tools

APPENDIX 2

Consultation materials

APPENDIX 3

Placemaking Qualities (detail findings)

APPENDIX 4

Short-term projects brochure

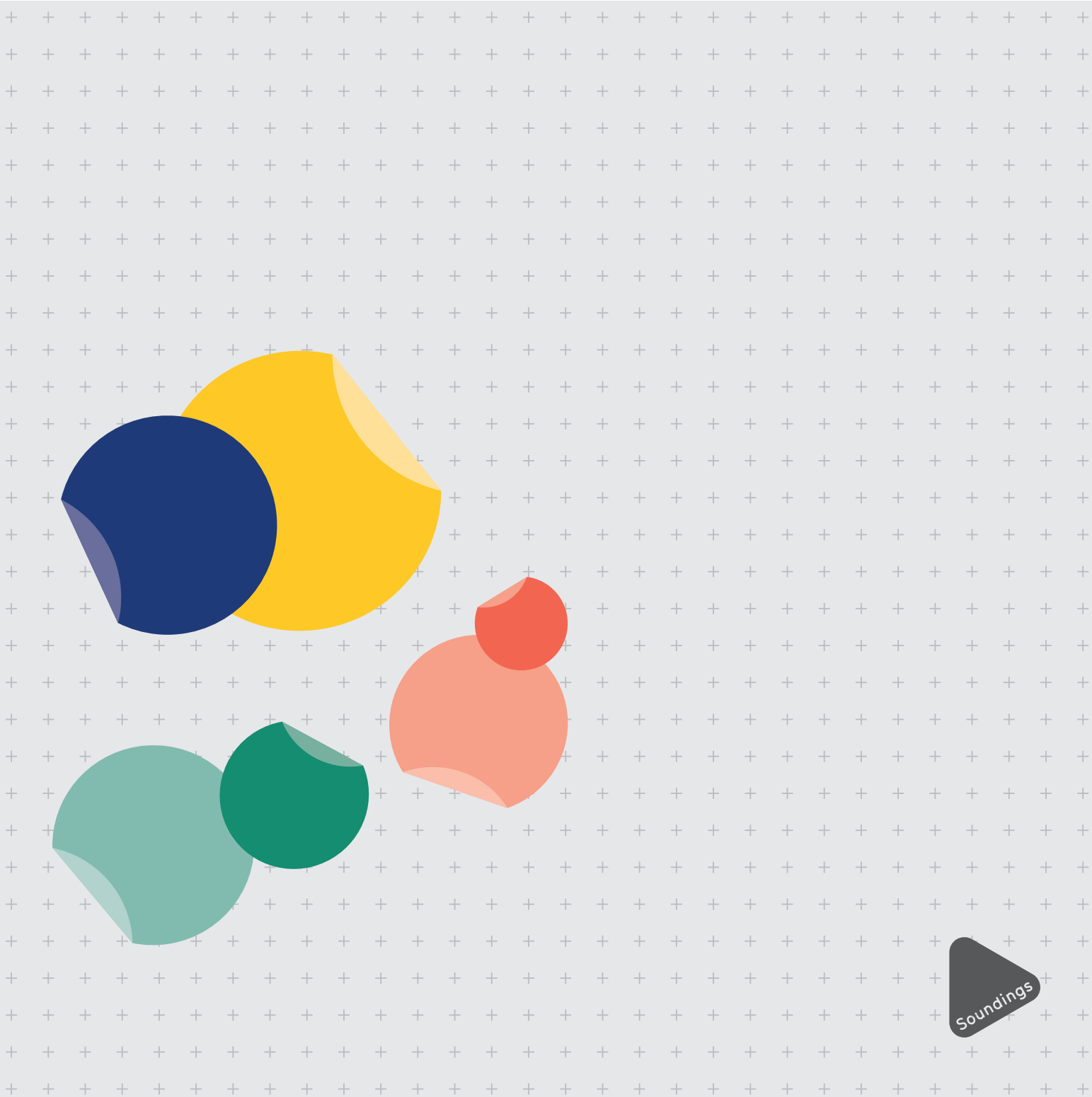
APPENDIX 5

Statutory consultation, regulations and responses.

APPENDIX 6

Kids drawings

This consultation report has been produced
by Soundings for the Council of Haringey:



LONDON BOROUGH OF HARINGEY

Wood Green AAP

A Local Plan Document

Working Draft

Regulation 18 Preferred Option Consultation Draft

6/1/2017

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Cabinet Member Introduction

The Wood Green Area Action Plan will be a blueprint for the comprehensive and co-ordinated regeneration of Wood Green. It will provide a statutory basis for determining future planning applications which will deliver the change the Wood Green needs to establish itself as the beating economic heart of North London, providing a more liveable place where businesses can innovate and grow, whilst maintaining a character that is unquestionably authentically London. To do this we need to re-imagine what a town centre looks like in the future - and this has to be more than a combined retail, food and beverage offer. In addition this plan secures space for a skilled and productive economy, particularly in eco, digital and fashion industries.

I am encouraged by the positive feedback that has been received from the Issues & Options consultation held in early 2016, and in particular the recognition of the need for bold interventions to create real change in Wood Green, to improve the way Wood Green works for local residents and businesses. To this end the Council is working to deliver an ambitious plan, predicated on maximising the benefits associated with the introduction of a new Crossrail station to the centre of Wood Green.

This plan is employment-led. Wood Green is the largest town centre in the borough, and the policies in this document will enable increased opportunities for existing businesses to grow, and attract new businesses to thrive within a rejuvenated urban environment. Increases in overall densities within the centre will create the residential viability to be spent on improving the public realm, provide a range of new business units, new services, as well as provide much needed affordable housing stock. The Council, as a key service provider and landholder in Wood Green will be working with developers to ensure that the best use is made of both publically and privately held land.

This is a consultation document, and I look forward to meeting with, and hearing **local feedback on the Council's preferred option from local residents, businesses** and stakeholders. Once we have responded to the feedback, a Publication version of the document will be created which will go before a Government-appointed inspector for public examination. As such it is vitally important that you respond to this document to ensure that we put forward the best possible plan for the future of Wood Green and in doing so secure our potential as London's fastest growing economy.

1. Introduction

Why prepare an AAP

Wood Green is allocated as a Growth Area in The Local Plan: Strategic Policies (2013), and as a potential Opportunity Area in the London Plan (2015). The submitted Site Allocations DPD (2016) confirms the spatial distribution and quantum of growth anticipated to come forward within the Growth Area, identifying the potential for 4,300 net additional residential units, 47,000m² of new employment floorspace, and 17,000m² of new town centre floorspace.

Wood Green has tremendous strengths, but also significant opportunities to improve. Public transport access, high levels of footfall on the High Street, and the diverse, multicultural array of shops and businesses are amongst the strengths, while congestion, underused land parcels, and a relatively low amount of spend from local customers are issues that can be improved.

The Council has commenced the preparation of an Investment Framework for Wood Green. This delivery plan will evolve over time setting out short term goals as well as the long term aspirations. This portfolio of work will act to spur investment in the area, including co-ordinating and influencing the plans of major landowners, including the Council, and local businesses.

The Area Action Plan will provide a statutory land-use basis for determining planning applications, and undertaking land and property interventions to consolidate land parcels together, and as such is critical to the delivery of investment in Wood Green. Following the adoption of the Area Action Plan, the work undertaken as part of the Investment Framework will seek to deliver the development allocated, and objectives identified in the AAP.

Together the AAP and the Investment Framework will provide a comprehensive, and statutory, framework that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green AAP area will develop, and against which investment decisions can be made and development proposals can be assessed.

Aims and objectives of this AAP

Wood Green is an important centre within a thriving global city, serving a wide catchment of north London. By improving the economy within Wood Green, **London's overall** productivity will be boosted, and the equity of access to jobs will be improved within the sub-region.

To achieve this, actions within this document will improve opportunities for businesses to form and grow within Wood Green, including those already existing in

Wood Green, those yet to be created, and those seeking to relocate to a new area of London. The centre will be a thriving location for people to come and share ideas, enjoying a wide range of facilities and an environment which not only serves as a service centre for local residents, but stimulates creativity and interaction in those who visit. Improved connections will increase the number of people who can access Wood Green, and in turn contribute to, and benefit from this increasingly prosperous environment.

The opportunities for Wood Green as well as the challenges it faces as a town centre, are set out in Sections 3 & 4 of this document. These will help to meet the following set of objectives, as set out in section 5:

1. Creating a productive and innovative economy
2. Creating a town centre fit for a modern economy
3. Creating a liveable and interactive urban environment
4. Revitalising the evening economy
5. Creating new homes
6. Serving the borough
7. Celebrating the areas diversity and heritage

Purpose and Scope of this document

This document forms the principal Local Planning document for the Wood Green area. These policies should be read alongside other borough-wide policies included in the Local Plan: Strategic Policies, and Development Management DPD. It covers the Wood Green area as shown below.



Figure 1.1: Wood Green AAP Area

Previous Consultation Outcomes

Consultation on the Issues & Options for the Wood Green AAP was carried out Between February and April 2016 on four options for the regeneration of Wood Green. Over 30 events and 2 online surveys were used to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. Over 23,000 flyers and letters, 100 posters, banners and 2,000 digital messages were used to promote the consultation. Over 1,100 people have been engaged with, with over 500 forms of feedback received, including 23 written responses.

General

The community and major landowners of Wood Green, together with public bodies are mostly supportive of “widespread redevelopment” or “significant transformation” of Wood Green (Options 3 & 4 in the 2016 Issues & Options consultation document). The majority of respondents agree that major change is **required to deliver Wood Green’s potential. The Council is therefore progressing a vision which will deliver transformation, focussing on a more productive and innovative town centre economy, increasing the number, type, and quality of jobs, new homes and trading and meeting opportunities.**

Transport and circulation

Respondents were supportive of the potential arrival of Crossrail 2, with many seeing the transformative potential of a central Wood Green Station as being a positive. There was support for the establishment of a strong east-west connection between the High Rd and the cultural quarter/ Heartlands area, and many respondents were supportive of the removal of the Mall in favour of a more permeable street-based network. Managing traffic in the area is recognised as being a significant issue. The Council has subsequently commissioned pieces of work to understand how a new central area of Wood Green could work, including implementing a new pedestrian network at the Mall site, and a high quality east-west route. A transport assessment of the preferred option will be carried out to ensure that the most appropriate decisions are being made with regards management of the road network.

Housing

Most respondents appreciate the need for new homes to be created in the area, however there was some concern about the affordability of new homes that will be created. There was qualified support for rehousing existing/affected residents in an improved standard of accommodation, however some residents were concerned that they could become priced out of the area. Existing planning policies will be used to ensure that an appropriate proportion of new homes are affordable, and that affordable stock levels are not reduced.

Social Infrastructure

Local residents sought assurance that any increase in population in the AAP area would be met with sufficient facilities in terms of health and education. An updated Infrastructure Delivery Plan will be produced to show what new facilities are required and how they will be funded.

Employment

Many people felt that diversifying the uses within the town centre will significantly improve the local economy and create employment, and that Crossrail 2 would attract more people to spend time and money in the Centre. There was concern about potential loss of workspace within the Cultural Quarter. The Council will seek to increase, not decrease the number of jobs in the centre, and particularly within the Cultural Quarter.

Retail/ Town Centre Uses

Respondents generally supported the idea of the creation of a new multifunctional centre for Wood Green providing a new library, council customer service centre, shops, community events and market linked to a new Crossrail 2 station. People would like to see high quality and independent shops, a department store, cafes and restaurants, and a diverse range of community facilities.

Accessibility and Inclusion

There is agreement that improving public spaces and streets to make them more attractive, accessible, safe, and easy to navigate will improve the feel of the area for many. Human-scale design, pedestrian-friendly streets and new public places for people to meet and relax were supported. People would also like to see a reduction in traffic, cleaner streets and developments designed to encourage an active lifestyle would improve health. Accessible and inclusive design for the elderly and disabled was considered important.

Environment and sustainability

There was support for planting more trees and greening the area, as well as providing better waste and traffic management systems to improve the local environment. Providing new open spaces and greening streets were seen as a good way to increase biodiversity. There was concern about the impact tall buildings could have on the area. Work will be commissioned to understand the opportunity to create new, and improve access to open space in Wood Green. Additionally a tall buildings study will provide guidance on how new tall buildings should be planned in the borough.

Local distinctiveness and culture

There is support for well designed buildings which create new public spaces, and make Wood Green a more attractive destination. Respondents recommended that the Cultural Quarter could be a greater asset and a key character area, but there is concern that existing artists are being priced out of the area. There was a strong

feeling that removing the Mall could create opportunities to create a more harmonious and visually pleasing High Rd. The Council will engage with the owners of the Mall to investigate the full range of possibilities for the future of this site.

Short-term projects

Respondents were presented with the opportunity to suggest short term initiatives, which may be initiated ahead or in some cases during the regeneration of Wood Green, taking advantage of temporarily vacant sites. A meanwhile policy supporting temporary projects will be included in the next version of the Plan.

Consultation – Views sought and how to respond

This consultation is on the Council’s “preferred option” Wood Green AAP. We are seeking views of all interested parties on how the vision, objectives, and policies that will shape the future of Wood Green in the future. This is an open consultation, and comment is welcomed on any part of the document.

The Council is interested to hear the views of residents, businesses, landowners, and other stakeholders on the proposed Plan. This document, and all supporting information can be found at <http://www.haringey.gov.uk/woodgreen>

Consultation is open between 3rd February – 14th March 2017. Hard copies of this document are available for inspection and short term loan from all local libraries in the borough. Copies are also available at the Council’s offices and in the Civic Centre. Addresses for these are:

Level 6, River Park House
225 High Rd
Wood Green
N22 8HQ

Civic Centre
Wood Green High Rd
Wood Green
N22 8LE

Additionally a number of drop-in sessions will be held in Wood Green during the consultation period. These include:

- ADD HALF A PAGE HERE FOR NOW

Comments on the document can be made in the following ways:

Email: localplan@haringey.gov.uk

Post: Planning Policy
Level 6, River Park House
225 High Rd
Wood Green
N22 8HQ

If you require further information on this document please contact the Haringey Planning Policy team on 020 8489 1479 or at localplan@haringey.gov.uk

Next Steps

Following the conclusion of the consultation, all responses will be analysed and responded to. Where appropriate, changes will be made to the document. The revised “proposed submission” version of the document will then be consulted on for a period of 6 weeks (“Publication”) prior to being submitted to the Planning Inspectorate for Examination in Public (“Submission”). The Publication consultation, and subsequent Examination in Public, will deal solely with issues of soundness and legality. Dates for these next steps are:

Stage of Plan preparation	Date
Reg 18 Preferred Options consultation	February-March 2017
Proposed Submission (Reg 19) consultation	June-July 2017
Submission to Planning Inspectorate	August 2017
Examination in Public	October-November 2017
Receipt of Inspector’s Report	December 2017
Adoption by Full Council	January 2018

2. Policy Context

National Policy

The adopted Local Plan: Strategic Policies (2013), and submitted Local Plan: Site Allocations (2016) are both in conformity with the National Planning Policy Framework (NPPF). The **NPPF sets out the Government's planning policies for England** and how these are expected to be applied. It reiterates that planning decisions must be made in line with the Development Plan, which this AAP forms a constituent part of. It establishes three mutually dependant roles that policy must fulfil to deliver sustainable development: economic, social, and environmental.

The NPPF contains a number of themes that are relevant to the preparation of an AAP for Wood Green:

- Making it easier for jobs to be created in cities, towns and villages;
- Moving from a net loss of bio-diversity to achieving net gains for nature;
- Replacing poor design with better design;
- Improving the conditions in which people live, work, travel and take leisure; and
- Widening the choice of high quality homes.

Regional Policy

The London Plan (2015) is the spatial development plan for London. It provides the strategic, London-wide context within which all London boroughs must set their detailed local planning policies. Accordingly the AAP will seek to give effect to, and be in conformity with, the policies of the London Plan.

A key driver in bringing forward the AAP is to give effect to the future designation of the Wood Green area as an Opportunity Area in the next iteration of the London Plan (currently programmed for 2020). Currently the London Plan designates Haringey Heartlands/ Wood Green as an area of Intensification with the potential to deliver up to 2,000 new jobs and 1,000 net additional homes as part of a mixed use redevelopment.

Specifically, in relation to the Haringey Heartlands/ Wood Green Intensification Area, the London Plan (at Appendix 1) states that:

*A range of development opportunities on the railway and former industrial lands to the south-west of Wood Green town centre with significant **potential for improvement building on the area's industrial heritage**. Phases of residential and mixed-use development at Hornsey waterworks sites have been completed. Other key sites with development potential include the Clendon Road gas works and adjacent Coburg Road industrial area. Mixed-use regeneration of these sites adjacent to Wood Green town centre should support delivery of the full range of uses. Site assembly and provision of better links with the town centre and Alexandra Park are key to*

comprehensive development. Opportunities should be explored to redevelop parts of Wood Green town centre for high-density, mixed-use schemes and strengthen pedestrian connections to the town centre and library. Any new development and infrastructure brought forward in this area must avoid adverse effects on any European site of nature conservation importance (to include SACs, SPAs, Ramsar, proposed and candidate sites) either alone or in combination with other plans and projects.

The London Plan provides a spatial framework which underpins a number of the policies in the Adopted, or submitted Local Plan documents.

Haringey's Local Plan

The Local Plan is the development plan for Haringey, and covers the period 2011-2026. **The Council's submitted Local Plan:** Strategic Policies identifies the Haringey Heartlands/Wood Green Metropolitan Town Centre area jointly as a Growth Area capable of accommodating 4,300 new homes. It, along with Tottenham Hale and North Tottenham, are identified as the three growth areas in the borough capable of accommodating the majority of the **borough's** growth over the plan period.

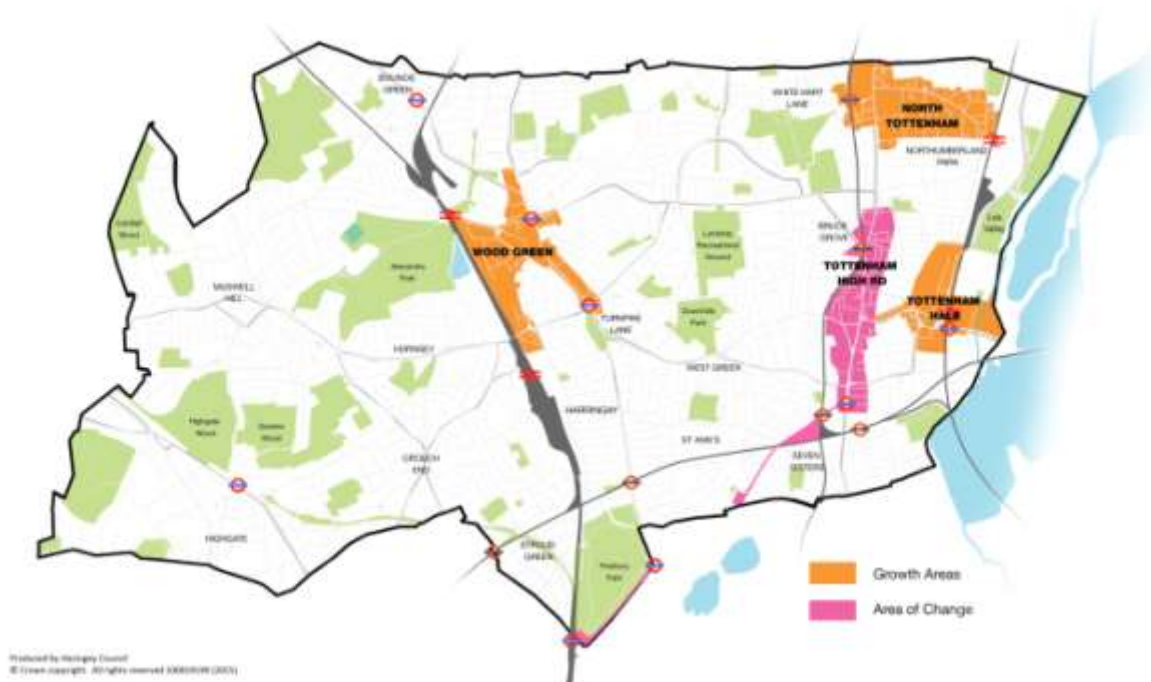


Figure 2.1: Local Plan growth distribution (Local Plan: Strategic Policies SP1)

There are also other policy documents in the Local Plan, including guidance documents in the form of SPDs. All of these should be read alongside this AAP when considering the merits of a development. The full suite of Local Plan Documents is shown below.

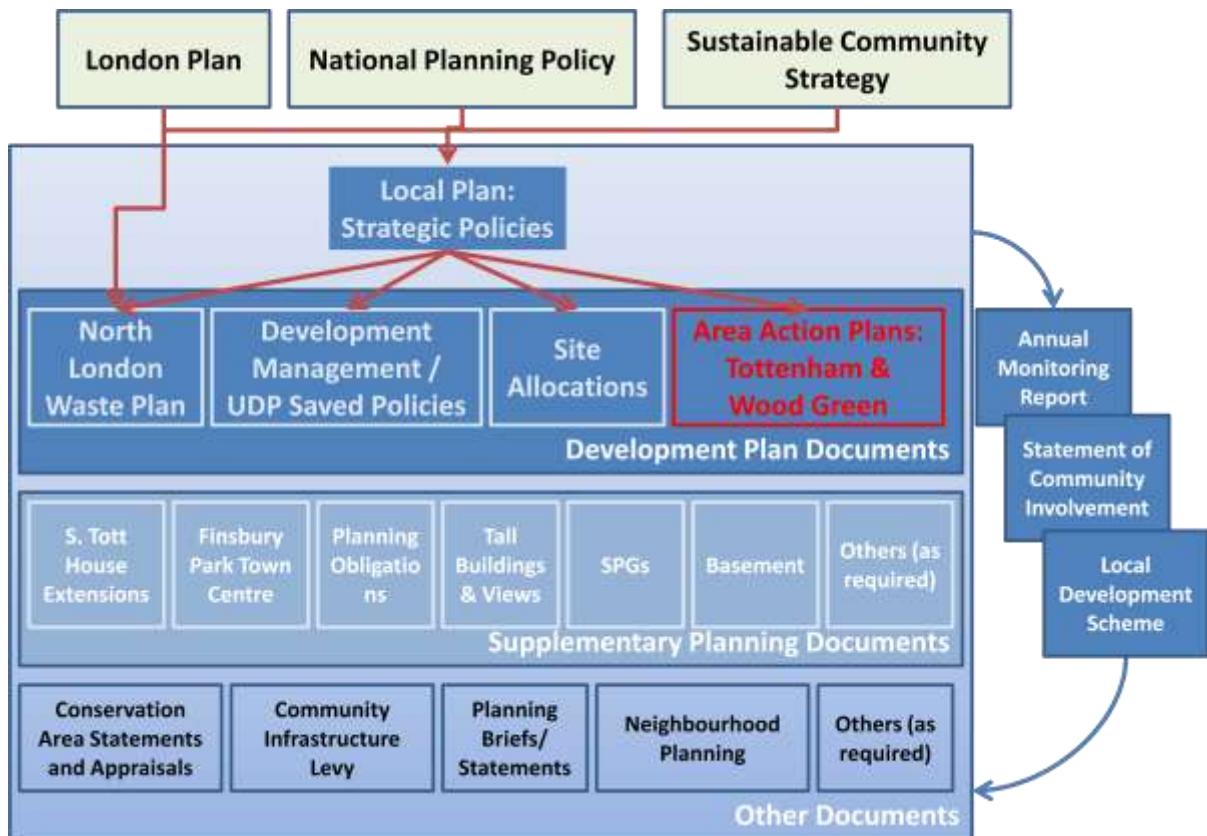


Fig 2.2 Local Development Framework

The Site Allocations DPD includes 20 sites within the AAP area, establishing the baseline quantum of development in the area, and the site requirements and land uses of all the sites coming forward on each. The AAP will build on these assumptions, but replace the Wood Green Site Allocations with those included in this document.

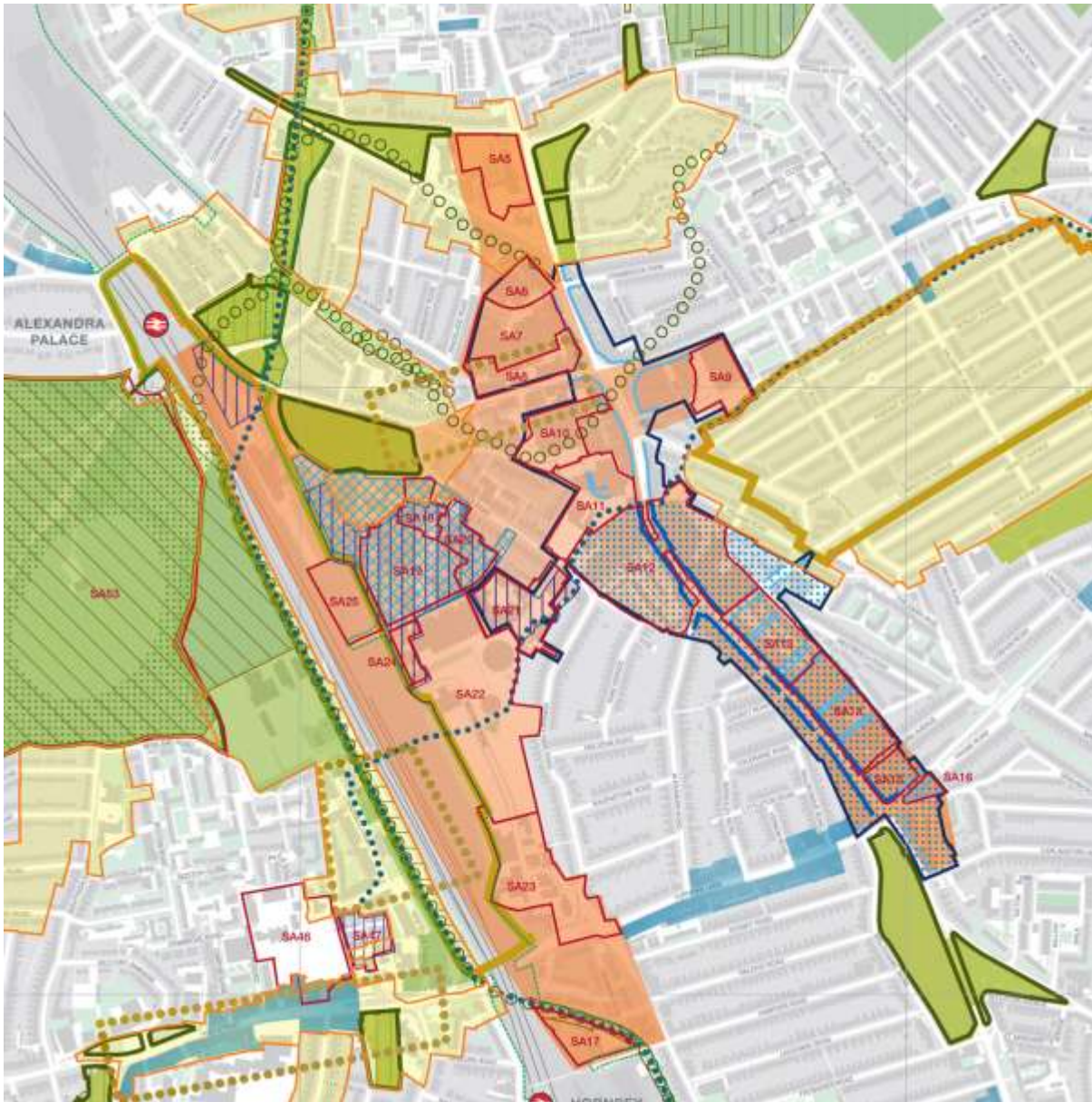


Figure 2.3: Existing designations in the Local Plan

Other Plans & Policies

Haringey Corporate Plan

Haringey's Corporate Plan for the period 2015-2018 sets out the vision for the borough as: *To work with communities to make Haringey an even better place to live*, and the approach as *To encourage investment and create opportunities for all to share in*. It sets out five key targets:

- Every child and young person is able to attend a good or outstanding school or early years setting
- To deliver £1 billion of inward investment into the borough
- Increase average household earnings in Haringey to align with the London average by 2030 and to have made clear progress towards that goal by 2018

- Ensure that people are able to have as much social contact as they like, reducing the number of people who feel isolated to less than 12% which is the current national average
- Increase the number of people satisfied with the area as a place to live to more than 80% compared with the current national average of 75%

Haringey Economic Development and Growth Strategy

Haringey Economic Development and Growth Strategy has twin objectives stating:

Our long-term aim for the borough is to ensure that, by 2030, we are: A Fully Employed Borough, by which we mean:

- 75% of Haringey's working age population is in work
- Residents' full time earnings are in line with London averages for bottom quartile and median earners
- The proportion of working age residents qualified to NVQ Levels 3 and 4 is increased from 65% (2013 figures) to 70%

A More Dynamic Borough, by which we mean:

- The number of jobs in Haringey has increased by 20,000 from the 2011 London Plan baseline position
- The profile of Haringey-based jobs changes so that retail and public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing
- The number of jobs per square metre of employment land has increased by 20%, reflecting a shift to more intensive and productive employment

The strategy identifies that **Haringey has the size of a small city, but it's** location within London means that it is traditionally considered to be a dormitory area, with a mix of lower-value industrial/warehousing uses. **It focuses on using the borough's** strategic location to secure investment in sectors that will drive up the number of **high skilled and well paid jobs, while helping to build local residents' skills to enable them to access both these new jobs, and those available across London.**

3. Portrait of the area

Land uses and urban character

History

Wood Green began as a small hamlet at the base of Tottenham Wood in the 13th Century. It is centred on a route (**originally a drover's road**) into Central London, principally the site of what is now Smithfield market. In the 17th Century the New River was constructed through the area to bring fresh water to London from the Hertfordshire area.

The road pattern that exists today was laid out at the beginning of the 19th and 20th centuries, with the establishment of the railway network (Great Northern rail line, Palace Gates line, and later the Piccadilly tube line) bringing factories and homes to the area. These are still visible today in the form of Victorian housing, much of which consists of terraced workers cottages, particularly the Noel Park estate, but also with some grander villas and semi-detached properties.

While the industrial areas in the west of Wood Green continued to renew themselves for principally employment uses, the second wave of development in Wood Green stemmed from the closure of the Palace Gates rail line, local governmental changes, and the advent of the car as a mode of transport. New, ambitious projects were commissioned, with the office buildings along Station Rd, Shopping City (now the Mall), Bury Rd Car Park, and the Sandlings housing estate being examples of large floorplate developments built in the second half of the 20th Century.



Fig 3.1 Historic Development of Wood Green (1864)

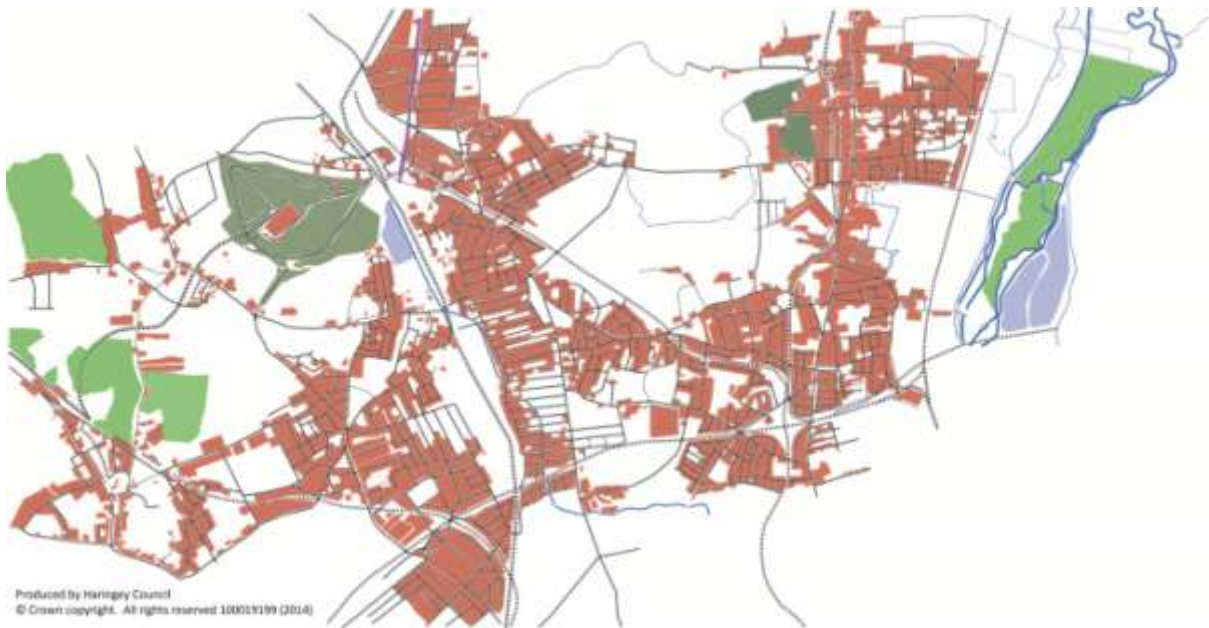


Fig 3.1 Historic Development of Wood Green (1890)



Fig 3.1 Historic Development of Wood Green (1935)

Land Use, Urban Structure and morphology

The main urban feature in Wood Green is the High Rd, which has a combination of large floorplate buildings and terraces which front the High Rd. These are quite mixed with terraced retail parades and residences sometimes sitting cheek by jowl with large post-war developments. These buildings generally face the High Road, and **often** “turn their back” to the residential hinterlands behind them on both sides.

The residential hinterland around Wood Green generally consists of Victorian and Edwardian terraced properties, often with an easily navigable street pattern, with the Noel Park estate being a particularly good example of purpose-built workers cottages.



Figure 3.2 Land Uses in Wood Green

There is an identifiable industrial area in the west of the area, currently known as “Heartlands”, which contains a disused gas works, and the Wood Green Cultural Quarter. These places have, and continue to offer employment in the area, but tend to obstruct connectivity within the area, and do not present a consistent urban form with either its retail or residential neighbours.

Metropolitan Town Centre

Wood Green is identified as a Metropolitan Town Centre in the London Plan, one of only 13 across London. In keeping with this, it serves a wide catchment for a range of shopping and other retail services. The focus of this is Wood Green High Rd which includes a mix of period terraced retail properties, as well as the more modern Shopping City. Together these provide a range of retail premises providing significant opportunities for a mix of retail businesses including national comparison retailers, smaller local chains, independent traders, and market stallholders.

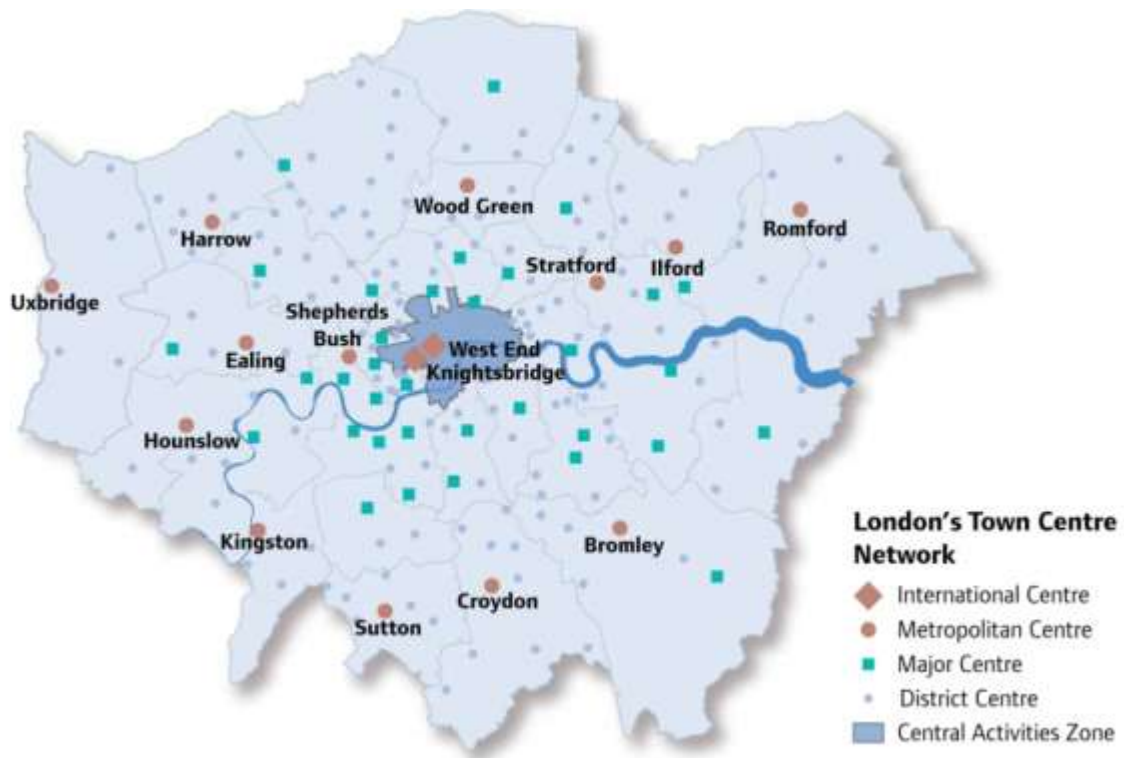


Fig 3.3 London's town centre network

Green Spaces and Waterways

Wood Green has a number of open spaces, most of which are located around the edge of the AAP area. The most prominent are Wood Green Common and Ducketts Common, which both close to the Town Centre, and are open spaces of a significant scale. Nightingale, Avenue, King George VI Memorial, Crescent and Trinity Gardens, along with the New River reserve and former rail line stretching between Station Rd and Park Avenue create a contiguous network of green spaces in the north of the area. There are large, high quality open spaces further distant, but still close to the AAP area in the form of Alexandra Palace, White Hart Lane Recreation Ground, Lordship Rec, and Downhills Park. Other smaller, but locally significant open spaces in the wider Wood Green area include Russell Park and Belmont Recreation Ground.

The New River and (culverted) Moselle River both run through the area. While the New River is visible in part, and has sections which are parkland above its alignment, the Moselle is not visible, and it's alignment, while influencing land use patterns above ground, is not easily identifiable by visitors to the area.



Figure 3.4: Wood Green's green spaces & waterways

Public Spaces

This diagram illustrates all public space, including green space, in Wood Green. The High Road is congested, both in terms of traffic, and pedestrian footfall, creating an environment in which it is not comfortable to dwell for any significant length of time. Where there is greater depth outside HollyWood Green, and the Library, frontages are poor and the opportunities are not optimised.

There is little depth to the High Rd's **public realm**, and therefore few opportunities to sit away from the busy High Rd exist in the centre. Creating a greater depth and variety of spaces would be appropriate to a Metropolitan town centre.

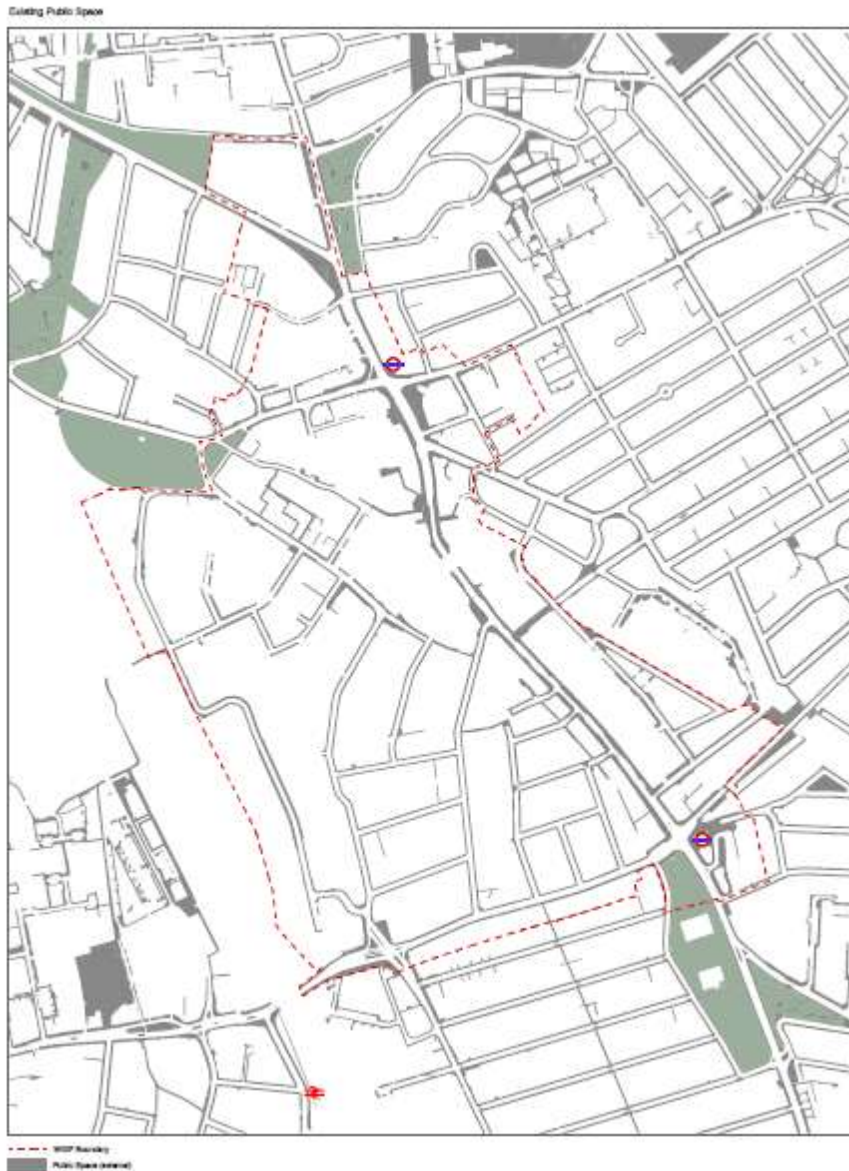


Figure 3.5: Public Space in Wood Green

Active Frontages

The active, and importantly, blank/inactive frontages in Wood Green are shown in this diagram.



Figure 3.6: Frontages in Wood Green

The vibrant High Rd and more locally oriented Turnpike Lane represent the only consistently active frontages in the area. There are some small active uses away from these frontages, notably Karamel Restaurant and the Duke of Edinburgh Pub, but these assets are hidden from the visitor to the High Street. There are many examples of sites having a significant commercial frontage, notably along Station Rd and in Heartlands, but the relationship between the building and the street is often poor.

Views and Vistas

A number of buildings offer visual reference points in the area. Buildings which make a particularly positive impression include **St. Michael's Church**, which is prominent on the approach up Wood Green High Rd from the south. The Chocolate Factory building is prominent, particularly from Western Rd.

There are numerous views of Alexandra Palace through the AAP area, however views towards Alexandra Palace are restricted locally, particularly from the High Rd. The railway embankment and railway development also block views from some western parts of the area. The Mall presently marks the centre of the shopping area, while River Park House, at 11 storeys sits opposite Wood Green Underground station. Both buildings are visible from around the AAP area.



Fig 3.7: Map of designated views in Haringey

Heritage Assets

The AAP area is home to 10 listed buildings, and includes or is adjacent to four Conservation Areas.

The Gaumont Cinema is Grade II* listed, and fronts the High Rd with a traditional stone and brick frontage, but has a particularly significant interior. Its rear and side elevations, which were typical of this period of theatre design, now offer large, and largely blank facades. **St. Michael's Church**, the Obelisk within Trinity Gardens, the

War Memorial in King George V1 Memorial Garden, and 7&9 Bounds Green Rd have significance when considering development opportunities in the north of the AAP area. The two Charles Holden-designed tube stations at Wood Green and Turnpike Lane stations are part of a series of stations designed by Charles Holden for the Piccadilly Line, and are proximate to development sites.

Conservation Areas influencing the AAP are Wood Green Common, Trinity Gardens, Noel Park, and across the railway line Hornsey Filter Beds & Alexandra Palace. Wood Green Common includes the Common itself, and a number of characterful buildings surrounding it, dating to the Victorian period. Trinity Gardens covers much of the northern part of the AAP area, and forms a number of interlinked open spaces, with a mix of buildings including the Civic Centre, the Trinity Primary Academy, and residential properties on the north side of Trinity Rd. The Noel Park estate lies to the immediate east of the AAP area, and some buildings within the AAP area were constructed as part of the estate, including some High Rd frontages. The Alexandra Palace and Hornsey Water Works and Filter Beds Conservation Areas lies across the railway line to the west, but will be important factors in determining how the AAP developments forge a relationship with areas to the west.



Figure 3.8: Heritage assets in Wood Green

Buildings of value and local assets

There are many notable, but not statutorily listed buildings within the AAP area. A number of these are along the High Road, including the Civic Centre and sections of terraced shop frontages, including the former Empire theatre frontage. There are

three particularly characterful pubs within the town centre in the form of Goose, the Jolly Angler, and the Duke of Edinburgh.

Land ownership

The Council has significant landholdings within Wood Green. These include parts of the Station Rd offices site, Wood Green Library, and the Civic Centre. Additionally there are a number of sites which the Council has either freehold or leasehold interests on. The Council intends to leverage the value of these land parcels to catalyse regeneration within the centre. Existing civic functions will need to be replaced, including Council services, both front office such as customer services, back office functions, Council meeting spaces, and Wood Green Library.

Wood Green, as would be expected as a metropolitan centre, has a number of institutional investors with interests in larger land parcels. The Council is seeking to engage with all landowners within the centre, to agree the objectives of the AAP and Investment Framework.

Heartlands, as an industrial area has coarser grain of land ownership, with larger parcels held by private investors. The former Clarendon gas holders site is by far the largest single parcel in this area.

Outside of the Metropolitan Centre, Wood Green's residential hinterland is a mix of private freehold properties, principally terraced houses, sometimes split into flats, and Council-owned residential stock (such as the Noel Park estate).

Fig 3.9: Public Land ownership in Wood Green

Transport and movement

Public Transport

Wood Green is well served by public transport. In addition to the two tube stations at Wood Green and Turnpike Lane, which provide a high frequency service to the West End in 20 minutes. Alexandra Palace and Hornsey stations provide regular services to Moorgate via Finsbury Park, Highbury & Islington and Old St. There are 12 bus routes operating on Wood Green High Rd. Services west and east go along Lordship Lane, Turnpike Lane, Station Rd, and Westbury Avenue, intersecting the High Rd at the two tube stations.

Piccadilly line services into central London are congested in peak periods with passengers standing south of Turnpike Lane station but with trains increasingly overcrowded into central London.

A similar pattern exists for rail services from Alexandra Palace station with high levels of overcrowding from Finsbury Park into central London. This station is on the mainline into Kings Cross from Edinburgh, and the frequent express services pass

through at high speed, causing noise impacts for areas close to the rail line, but also offering glimpses of the borough to a large numbers of train passengers.

Bus speeds are typically around 8mph in the peak periods in the Wood Green area.

Traffic Movements

Vehicular traffic is heavy along Wood Green High Rd, typically 30,000 vehicles a day. Lordship Lane, Turnpike Lane and Station Rd also carry high flows. This creates significant transport pressure at the junctions at either end of the Wood Green High Road. There is an identified issue of rat running along Watsons Road/Ringslade Road/ Cumberland Road as drivers seek to avoid the Wood Green station junction. Conversely, Clarendon Rd/Mary Neuner Way currently has spare capacity.

As might be expected with high volumes of traffic, journey times are unreliable particularly on Wood Green High Road.

Pedestrian and cycle movement

There is very high pedestrian footfall within the town centre. On an annual basis there are more than 2.5 million pedestrians using the High Road. Annually there are more than 100,000 cyclists using the High Road in the morning peak period. There is an east west cycle route across the High Road but overall there are few cycle facilities within the AAP area.

Air Quality

Air quality is poor on Wood Green High Road. TfL has identified this as an air quality hotspot. Buses and HGVs cause almost three quarters of emissions of nitrogen oxides.

Demographics

The Demographic information below is based on the collective data for 5 Lower Layer Super Output Areas (Haringey 007A, 016A, 016B, 016C, and 016D), which together closely align to the AAP boundary. For the purpose of this section these will be termed *the study area*.

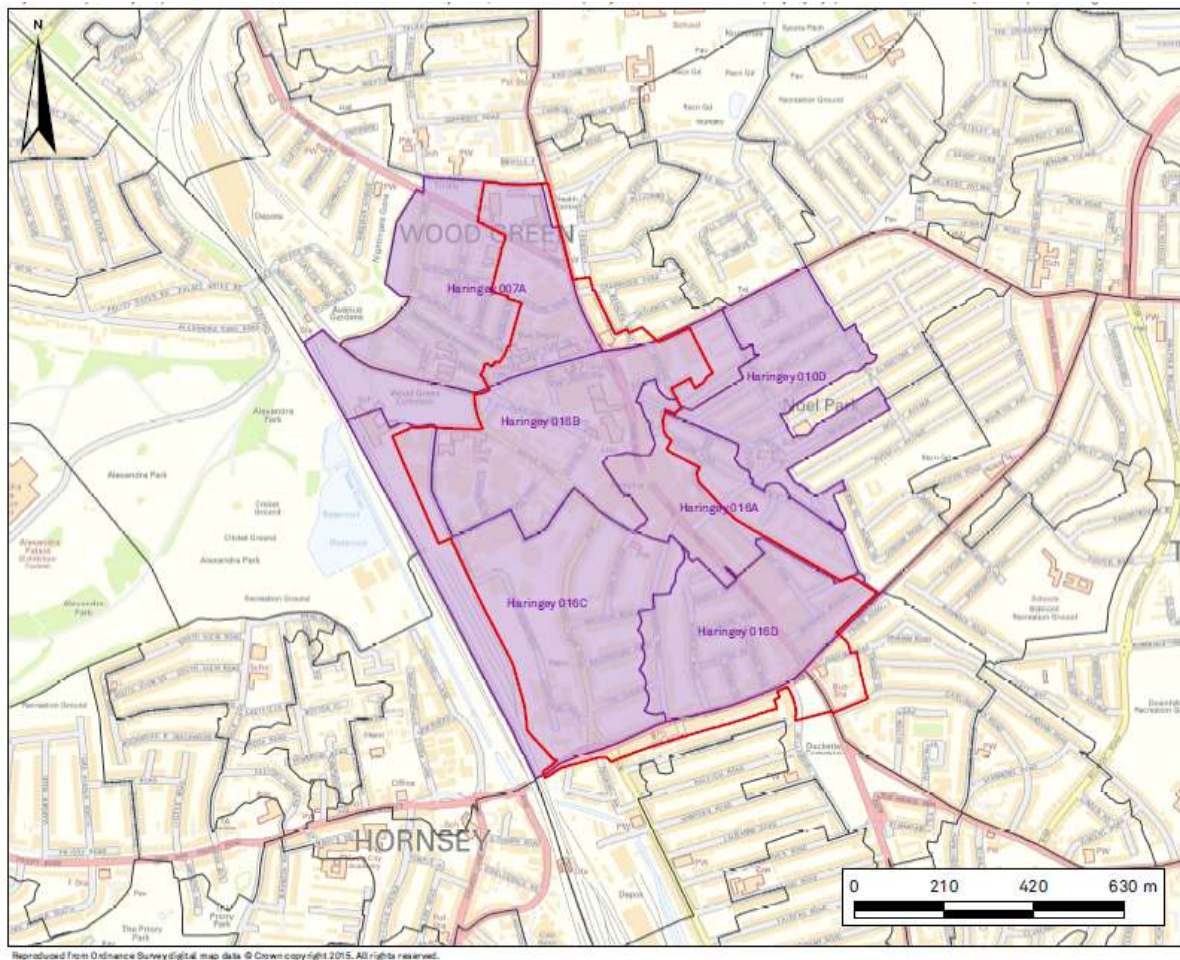


Figure 3.10 Output Areas forming the Wood Green Study Area

Population

The study area has a population of approximately 14,500 (GLA Mid-year projections 2014).

Age Structure

The study area has an above average proportion of working age population (74%) when compared with the London (69%) and England (65%) averages.

Conversely the study area also contains a below average proportion of children (17%) as well as people aged 65 and over (9%) when compared to London and England 's averages.

Marital Status

At 55% the majority of the study area's residents are classified as single, which is significantly higher than the London (44%) and higher than England (47%) averages.

The number of married people (28%) is significantly lower than the London (40%) and England (47%) averages.

Ethnicity

Wood Green's population is very diverse. The 2011 census showed that the largest ethnic group of Noel Park ward was Other White, 27%, followed by 25% White British, demonstrating the significant Turkish and other European and Middle Eastern communities in the area. The study area contains a broadly similar proportion of people of a white ethnic background (57%) when compared to London (60%), significantly below that of England overall (85%).

Religion

The religious identity of Wood Green is relatively diverse. The proportion of Christians residing within the study area (46%) is below that of London (48%) and England (59%). The Muslims population of Wood Green (18%) is generally higher than in London (12%) and England (5%).

Household Composition

Aligning with the marital demography above, the study area contains a relatively high proportion of one person households (36.4%), the majority of which are under 65. **This accounts for the area's below average proportion of family households (45%), compared with London's 53.2%.**

Housing Tenure

Of the 3,477 households in the study area, a significantly lower proportion are owner-occupied households (27.8%) compared to London (48.3%) or England (63.3%). There is a higher than average proportion of shared ownership households however (4%).

Qualifications

At 37.4% the study area contains a relatively strong proportion of highly qualified people (having a qualification equal to NVQ4 or above), in line with London (37.7%), and higher than England (27.4%). At 19%, the proportion of people with no qualifications is slightly higher than the London rate (17.6%), but lower than for England (22.5%).

Industrial Structure

Forming the largest employment sector, 13.2% of the Study Area population work **in the wholesale and retail trade, broadly in line with London's average.**

A significant proportion of people are also employed in accommodation and food service activities (11.7%), significantly higher than that in London (6.3%) and England (5.6%). Education (11%) and human health/ social work (10.1%) also have a significant presence in Wood Green.

Occupations

37% the Study Area contains a relatively high proportion of people in highly-skilled managerial and professional occupations (NVQ4+), which is broadly comparable with the rest of London (34%).

It also has a higher than average proportion of people in low skilled “elementary occupations (13.6%) compared to London (9.6%).

Relationship with surrounding areas

Wood Green is located in North London at the heart of the borough of Haringey. With central London a 15 minute journey away via Kings Cross on the Piccadilly Line, and Moorgate 21 minutes away from Alexandra Palace station by rail, it is a well connected part of the city.

An established high street (Wood Green High Rd), boasting a large retail footprint servicing shoppers from the neighbouring areas, has led to the designation of Wood Green as a Metropolitan Centre in the London Plan. Wood Green is also the civic **hub of the area, housing public services and the Council’s offices.** As such it has a regional draw from surrounding suburbs.

To the east of Wood Green is Tottenham, connected by Lordship Lane, Westbury Avenue, and West Green Road. Due to the two settlements being on separate radial train routes, the centres share a large hinterland, with Wood Green being the higher order retail centre, thus enjoying a net inflow from Tottenham in terms of jobs and retail spend.

To the north lie the increasingly suburban areas of Bounds Green, Palmers Green, Winchmore Hill, and Southgate, in the boroughs of Barnet and Enfield. Wood Green acts as an important day-to-day shopping location for these areas.

The urban centres of Muswell Hill, Crouch End, and Hornsey lie across the Great Northern rail line to the west. Each of these provide a local retail and leisure offer in their own right, and Wood Green has an opportunity to increase its attractiveness to the residents of these areas.

Harringay lies a short distance to the south on Green Lanes, and is a thriving district centre which shares many similarities to Wood Green as a multicultural High Street based centre, but is smaller in size, so does not compete for retail sub-regionally. This area has undergone a successful trader-led regeneration recently, and offers a **positive example for how some of Wood Green’s terraced retail properties can benefit from regeneration.**

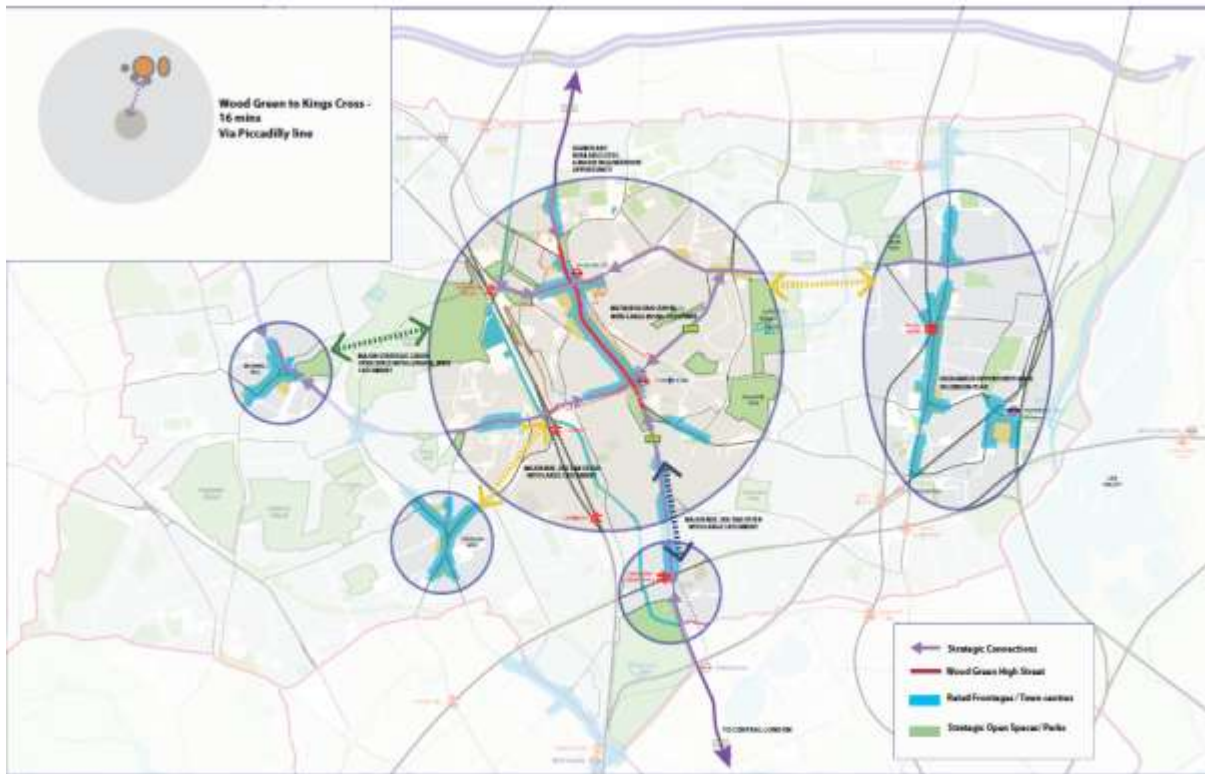


Fig 3.11 Wood Green's Surrounding areas

Boundaries of the area

The most obvious boundary in Wood Green is the Great Northern rail line which separates Noel Park and Woodside Wards from Alexandra and Hornsey wards. While Alexandra Palace is outside of the AAP area, it is important to note that the regeneration occurring in Wood Green will benefit, and complement, the enhancement of uses, and use of the Palace and Park grounds. Similarly, other green spaces surrounding the study area will be able to positively contribute, and benefit from the regeneration of Wood Green, principally through improvements to their interconnectivity, and quality of open space they offer.

Turnpike Lane and Westbury Avenue form a distinct boundary at the southern end of the area. The Noel Park estate and other residences interface with the AAP area to the east and north. It is noted that while the Mayes Rd and Hornsey Park Rd areas are within the AAP area, these will, with the potential exception of the area around Caxton Rd, remain as they currently are, and the amenity of existing residents in the area will be protected using existing Local Plan policies.

Defining the Wood Green AAP area

There are a number of existing designations within the Wood Green area, as shown on the map below. The AAP boundary has been selected to include all the potentially developable land parcels within the area within the boundary.



Figure 3.12: Wood Green AAP area

SWOT for the AAP Area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Low vacancy rates • High footfall • Many small retail units • Council services present • Excellent public transport connections • Alexandra Palace • Existence of creative community • Characterful shopping terraces 	<ul style="list-style-type: none"> • High Rd dominated by traffic • Pinch points on footways on the High Road • Limited supply of larger shopping units • Lack of connectivity beyond the High Rd • Fear of crime • Underutilised green spaces • Poor quality “alleyway” routes through the centre
Opportunities	Threats
<ul style="list-style-type: none"> • Establish Wood Green as a centre for innovation and entrepreneurialism • Improved streetscape in the town centre • Increase and improved mix of town centre uses • Relative lack of planning constraints • Potential Crossrail 2 line • Celebrating a mix of cultures • Creation of new homes and jobs in and around the Centre • Improve, and improve access to open spaces • Improve link between Heartlands and 	<ul style="list-style-type: none"> • No Crossrail 2 • Reputation of Wood Green as a comparison retail investment location worsens • Other centres continue to grow and “out compete” Wood Green • Loss of local employment floorspace damaging local retail economy • Departure of Mountview Theatre School from cultural quarter • Loss of existing character/ impact on heritage assets

High Rd, and beyond	
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Character/ Sub-Areas within Wood Green

A number of character areas have been identified within the AAP area that offer different qualities of space, history, urban form and land use patterns. Initial impressions of a retail dominated High Road do not do justice to the range of types of area in Wood Green that can be experienced once departed from the High Road itself.

There are considered to be 13 character areas within (or which overlap) the AAP area, and these can be arranged into four sub-areas, which are the foci of growth in the AAP. The character areas are overviewed here, and the strengths, weaknesses, opportunities and threats of each sub-area are discussed later in the document.

Sub Area	Wood Green Tube Area (Wood Green North)	Wood Green Central
Character Areas	<ol style="list-style-type: none"> 1. Civic Centre & Trinity Green 2. Alexandra Palace Station 3. High Rd North 4. Lordship Lane 	<ol style="list-style-type: none"> 5. Parkland & Morrison's 6. The Mall & Wood Green Library 7. Noel Park
Sub Area	Turnpike Lane	Haringey Heartlands
Character Areas	<ol style="list-style-type: none"> 8. High Rd South 9. Turnpike Lane Station, Westbury Rd, and Ducketts Common 10. Turnpike Lane 	<ol style="list-style-type: none"> 11. Wood Green Common 12. Wood Green Cultural Quarter 13. Clarendon Rd 14. Parkside Malvern 15. Hornsey Reservoirs & Filter Beds

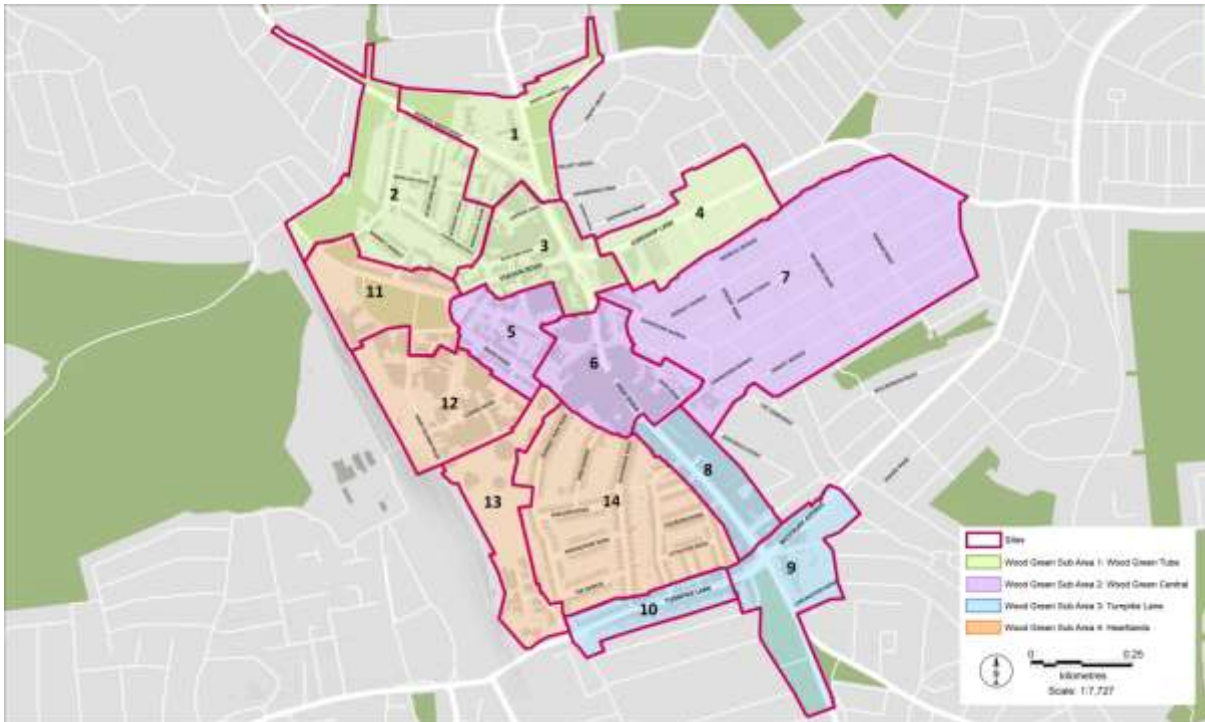


Figure 3.13: Character Areas

Sub Area 1: Wood Green Tube Area (Wood Green North)

1. Civic Centre & Trinity Green

[Picture here](#)

The locally listed Civic Centre sits within the Trinity Gardens Conservation Area at the northern most end of the AAP area. This area is generally slower paced and more suburban in setting that the rest of the AAP area, albeit still heavily affected by traffic. It contains two listed buildings and a monument, the War Memorial on the eastern side of the High Rd. There are significant chains of green spaces in the area, but these often do not connect, and are adjacent to busy roads which adversely affect their **user's amenity**. **A key view is afforded towards St. Michael's Church** from the south, and is clearly visible as you approach Wood Green tube from the south along the High Rd.

2. Alexandra Palace Station

[Picture](#)

Alexandra Palace station currently provides a key east-west connection between Wood Green and Alexandra Palace/ Muswell Hill by foot and car. While providing stopping and semi-express services, this is an underused local asset with regards drawing people to Wood Green, particularly from the north. This area is personified by a mix of pleasant open spaces and Victorian terraced streets. Part of the Wood Green Conservation Area, Station Rd is the main route through the area, and contains a small parade of commercial premises next to the rail station.

3. High Rd North

Picture

A key arrival point to Wood Green, this area sits around two key arterial routes, the High Rd, and Lordship Lane/Station Rd. Lordship Lane is the key route linking Wood Green and Tottenham, while Station Rd is at present the most direct route from Wood Green underground station to Alexandra Palace. The High Rd frontage in this area is predominantly made up of Victorian terraced shop frontages, although there are some larger floorplate buildings such as the Hollywood Green, and others which although they have High Street entrances, contain larger buildings behind the High Rd (Gaumont Theatre, **Morrison's**). Hollywood Green and River Park House are striking buildings that are highly visible when emerging from the tube, and neither currently offer a welcoming active frontage, and as such could be improved. Further north on the High Rd, and on Station Rd there are large buildings which provide important functions (offices, bus garage), but do not create welcoming streetscapes within the centre. Station Rd has a mix of buildings, with some good quality local assets, but generally poor frontages.

4. Lordship Lane

Picture

Lordship Lane is a key arrival point by car, foot and bus from Tottenham, and the shared residential hinterland between Wood Green and Tottenham. Historically there was a tram connecting the two areas. Residential units form the primary street frontage, while there are newer developments and a short, but lively parade of terraced retail shops closer to Wood Green Underground station. Wood Green Crown Court is also on Lordship Lane, and is one of the most visible buildings in the Wood Green area.

SWOT for Wood Green Tube area (Wood Green North)



Fig 3.14: Wood Green North Sub-Area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Significant sources of employment in the borough • Wood Green underground station creates a clear focus for the area • St. Michael's Church a landmark buildings • Development parcels generally outside of local views corridors to/ from Alexandra Palace • Some characterful local terraces of shops • Civic hub at the Civic Centre and on Station Rd • Connects to a network of open spaces 	<ul style="list-style-type: none"> • Many office buildings address the street very poorly on Station Rd • Bus garage impact on pedestrian footpath • Junction of High Rd/ Lordship Lane/ Station Rd congested with road safety issues • Rat running through Ringslade/ Watsons Rds • Significant amount of surface car parking • Open space not always of a high quality • Many rear parts of sites of poor quality
Opportunities	Threats
<ul style="list-style-type: none"> • Potential Crossrail 2 station entrance to spur economic investment • Significant intensification potential on Mecca Bingo, Morrison's, and Bus Garage sites • Review of bus services to best meet local demand • Improve quality, and knowledge of/ access to existing green links • Rationalise town centre car parking • Add depth to the High Rd town 	<ul style="list-style-type: none"> • Potential loss of employment floorspace in Station Rd offices • Worsening of congestion at the key High Rd/ Lordship Lane/ Station Rd junction. • Area "getting left behind" if Crossrail 2 doesn't come to Wood Green • Impact on sensitive local users (travellers site) • Potential impact on town centre car parking of regenerating Morrison's

<p>centre offer</p> <ul style="list-style-type: none"> • Large land parcels create opportunities for comprehensive development • Improve how buses integrate with the High Rd in this area • Improve how Station Rd operates as a link between Wood Green and Alexandra Palace stations • Opportunities to add depth to, and behind the High Rd 	<ul style="list-style-type: none"> • Need to decant bus stabling to fulfil Bus Garage redevelopment opportunity
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Sub Area 2: Wood Green Central

5. Parkland & Morrison's

Picture

This area lies between Wood Green Underground station, Alexandra Palace station, Wood Green Cultural Quarter, and a potential new Crossrail 2 station entrance. It is however, home to a number of back sides of large floorplate buildings, including delivery yards and surface car parking. This space could be better used to create new uses which will help to attract people to visit the centre. In particular the road layout makes the area difficult to navigate, with a range of passageways which do not create a sense of safe space. There are some characterful Victorian residential buildings in the area, as well as the Duke of Edinburgh Pub which has the potential to contribute significantly to the area.

6. The Mall & Wood Green Library

Picture

Built in the late 1970's, the Mall occupies the site of the former Noel Park and Wood Green railway station. It is the most visible focal point within the town centre, and anchors the centre in terms of retail floorspace. According to a GLA healthcheck, the Mall and the High Rd attract 220,000 visitors each week. The Mall is split by the High Rd, and linked by a bridge over it, which in combination create a cavernous and intimidating stretch of the High Rd. The distinctive Southwater brick was selected to blend in with the surrounding streetscape, but the scale of the Mall creates the impression of significant blank facades within the site. The single largest use within the site is multi-storey car parking, with retail uses on the ground floor, and maisonettes on the building's roof. There are some ancillary food and drinks uses, leisure, offices, and a cinema. Importantly, the site also houses a thriving multicultural market hall which at present is hidden away at the back of the Mall.

7. Noel Park

Picture

Noel Park Estate is a unified, largely publicly-owned, conservation area-designated, estate to the east of Wood Green High Rd. It consists of 2,200 dwellings build between 1883-1907 by the Artizans, Labourers, and General Dwellings Company, and is easily identifiable by its red brick, turreted gables, and generous gridded street layout. The residences are not generally very large, and a regeneration programme to bring the buildings up to modern standards is underway. While the buildings are of a good quality, the interface between the Conservation Area and more recent developments such as the Mall is poor in places.

SWOT for Wood Green Central



Fig 3.15: Wood Green Central Sub-Area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Major draw on the High Rd • Hosts a number of community groups • Market traders • Wood Green Library • Vibrant restaurants on High Road • Good quality, historically significant Noel Park estate 	<ul style="list-style-type: none"> • Roads behind the High Rd don't have active frontages • High Rd congested with footways narrow and crowded in places • The Mall and its bridge create an oppressive environment on the High Rd • Market stalls & food court hidden away • Lack of diversity in good quality places to eat and socialise
Opportunities	Threats
<ul style="list-style-type: none"> • Council's preferred location of a new Crossrail 2 station entrance has potential to spur economic investment 	<ul style="list-style-type: none"> • Redevelopment of the Mall risks affecting a large portion of the High Rd • Potential impact on town centre car

<ul style="list-style-type: none"> • Existing east-west cycling route can be improved • Improve the experience of walking down the High Rd in this area • Some public ownership of sites • Create a state of the art new library as part of a new civic area for Wood Green • Potential to celebrate the Moselle River (culverted at present) 	<p>parking of regenerating The Mall</p> <ul style="list-style-type: none"> • Crossrail 2 not coming would adversely affect the viability of a number of schemes in this area • Council may need to acquire property • Redevelopment of the Mall may involve disruption to residents on the site.
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Sub Area 3: Turnpike Lane

8. High Rd South

Picture

The majority of this stretch of the High Rd is terraced Victorian High Street typology. Many of these are in good condition, and provide relatively small, but prominent locations for small and independent traders. Some have been merged into larger units, but generally these units lack the depth to accommodate national comparison retailers. This changes on the eastern side towards Turnpike Lane where the typology drastically switches to larger floorplate retail units. Behind the eastern side of the High Rd is Bury Rd Car Park, which is similar in design to the Mall, and exhibits similar urban design issues associated with how it interfaces with its surroundings. The former Empire Theatre frontage is still visible on the High Street frontage, and provides an important link to the areas past.

9. Turnpike Lane Station, Westbury Rd, and Ducketts Common

Picture

Tube and bus stations reflect the importance of this location as a local transport hub, and sitting on the confluence of Westbury Rd and Green Lanes/Wood Green High Rd, it is a key node in the north London area, with traffic towards Wood Green, Islington/Hackney, Enfield, Tottenham and Hornsey/Muswell Hill meeting. Interestingly, although the station provides a fine entrance to the area, the surrounding streets do not function particularly well as a destination, with no buildings suitably marking the arrival into Wood Green when looking from the station. Ducketts Common is adjacent to the junction, and represents a significant and historic open space asset for the AAP area. The park contains a number of well-used sports facilities, grassed open space, and mature trees.

10. Turnpike Lane

Picture

Identified as a local shopping centre in the Local Plan, Turnpike Lane is a traditional Victorian terraced street layout, serving a range of local retail functions. Commercial units are generally found at ground floor level, with residential above and behind. This is the main road route between Tottenham and Hornsey, and there is significant traffic as a result. Some units are set back from the road, and take advantage of the presence of forecourts, while some are in residential use which breaks up an otherwise continuous retail frontage.

SWOT for Turnpike Lane area



Fig 3.16: Turnpike Lane Sub-Area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Many characterful shop terraces containing a number of independent traders • Turnpike Lane underground station creates a clear focus for the area • Well used and high quality park at Ducketts Common • Low vacancy rates • Potentially increasing spending power 	<ul style="list-style-type: none"> • Areas to the rear of the High Rd do not contribute sufficiently to the Centre • Relatively narrow pavements create congestion • Dovecote Avenue is blocked by Bury Rd Car Park • Congestion, traffic dominance, and road safety issues at High Rd/ Turnpike Lane junction
Opportunities	Threats
<ul style="list-style-type: none"> • Creation of new streets perpendicular to the High Rd could add vibrancy and new retail opportunities • Improve Duckett's Common as a local open space asset. • Establish a set of smaller, more 	<ul style="list-style-type: none"> • Potential impact on town centre car parking of regenerating Bury Rd Car Park • Council may need to acquire property • Potential impact of new investment in the area could price out local

<p>artisan/ independent set of shops.</p> <ul style="list-style-type: none"> • Establish an improved entrance to Wood Green from the south/east/west at Duckett's Common & Turnpike Lane station. • Transport interchange creates recognition of the place. • Potential for Crossrail 2 station to support higher density development 	<p>independent traders</p> <ul style="list-style-type: none"> • Redevelopment of Bury Rd car park may involve disruption to residents on the site.
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Sub Area 4: Haringey Heartlands

11. Wood Green Common

Picture

This open space represents the most significant open space asset within the AAP area. It has an associated Conservation Area, and is located broadly between Wood Green underground station, Wood Green Cultural Quarter, and Alexandra Palace station. Despite its good location, it currently provides a relatively local function, and is not as prominently connected to its surroundings as it should be. The Common itself is generally underused as an open space. It is formally treated, but lacks seating and leisure uses within it.

12. Wood Green Cultural Quarter

Picture

The Wood Green Cultural Quarter was first designated in the 1998 Unitary Development Plan as an area that could support employment space, create jobs, and improve links with the surrounding area. The area **was once home to Barratt's** sweet factory, which moved out in 1980. The locally listed Chocolate Factory **building on Clarendon Rd is one of the area's key buildings.** There are a range of small businesses operating within the buildings in the area, but it is recognised that not all of the employment buildings are of the highest quality, and connections through the site could be improved. The Mountview theatre school has recently signalled its intention to move out of the area, which will create a vacant building, and a need to consider the future cultural offer within the area. It is also home to the **Western Rd reuse and recycling depot, as well as the Metropolitan Police's** borough-wide vehicle park and associated offices to the western side of Western Rd. These uses are hard against the embankment of the Great Northern railway line, which brings with it significant noise pollution.

13. Clarendon Rd

Picture

This area is predominantly covered by a disused gas works site, with some surrounding industrial uses. It has been defined as a growth area since before the

2013 Strategic Policies were adopted, and currently holds planning consent for mixed use regeneration to create a new mixed use area surrounding a new local open space. It is anticipated that a new application will come forward to make comprehensive use of the area. Mary Neuner Rd was built in 2008 to connect the southern end of Clarendon Rd with Western Rd, and open up the Heartlands area. This sub-area also includes further active commercial premises on Clarendon Rd, as well as the Westpoint Apartments, a 7 storey residential complex which closes off the end of Clarendon Rd, requiring the existing convoluted junction at Hornsey Park Rd/ Clarendon Rd/ Turnpike Lane. Beside this junction at present is the West Indian Cultural Centre.

14. Parkside Malvern

Picture

Parkside Malvern sits in the south of the AAP area, and is surrounded by the Mall, High Rd, Clarendon Rd, and Turnpike Lane. This is predominantly a residential area, and residents often associate themselves with Hornsey instead/ in preference to Wood Green. There are not many significant development opportunities within this area, but due to its location, the consideration of other development areas will need to consider their impact on properties in this area. It is characterised by late 19th Century 2 storey terraced housing in a coherent inflected grid of mostly quiet residential streets. Hornsey Park Rd itself carries the vast majority of traffic between Wood Green and Wightman Rd. The Mall turns its back on the northern part of this sub-area.

15. Hornsey Reservoirs & Filter Beds

Picture

Hornsey Filter Beds and Reservoirs lie on the path of the New River, at the foot of Alexandra Palace Park, to the west of the Great Northern railway line. The filter beds and reservoirs are in active use, although it has been identified that several of the filter beds are surplus to requirements for this function. Both the reservoirs/ filter beds, and Alexandra Palace are the focal points of their own Conservation Areas, and any development in this area will need to show how it benefits the setting, or justifies harm. At present the Filter Beds does not facilitate positive routes through the area, including access to Wood Green from the west of the borough via the Penstock foot tunnel.

SWOT for Heartlands area



Fig 3.17: Heartlands Sub-Area

Strengths	Weaknesses
<ul style="list-style-type: none"> • Source of jobs in the local area • Creative communities present here • Existing permission in place at Clarendon Square 	<ul style="list-style-type: none"> • Cultural Quarter not achieving its potential • Lack of local green spaces • Lack of street activity due to B2/B8 uses • Vacant sites do not create positive sense of place • Adjoining train line and Coronation Sidings • Penstock foot tunnel can feel unsafe
Opportunities	Threats
<ul style="list-style-type: none"> • Improved east-west route can be established linking the High Rd with Alexandra Palace Park through Penstock foot tunnel. • New pieces of urban realm can be created at the Chocolate Factory and Clarendon Square • Creation of new employment space to attract new businesses into the area • Large land parcels create opportunities for comprehensive development • Potential to establish a more equitable share of traffic through the area. 	<ul style="list-style-type: none"> • Crossrail not coming would adversely affect the viability of a number of schemes in this area • Potential loss of jobs locally • Loss of Mountview • Impact on views to/from Alexandra Palace from new development • Impact on existing businesses in the area • Impact on Wood green Common Conservation Area of new development

<ul style="list-style-type: none">• Potential to celebrate the Moselle River	
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4. Key Issues, Challenges and Drivers

Economic growth

Potential for growth

There is significant potential for a growth in local businesses, and an expanded economy in Wood Green. This is based on three main drivers:

- Continued price increases in the Central London commercial property market driving firms outwards in their search for affordable commercial floorspace;
- Expansion of the tech sector driving the market for new start-up and grow on business spaces;
- Growth of maker economy, with a number of small maker firms already **based in Wood Green's Cultural Quarter.**

The Council has set out its objectives to grow the number and range of businesses in the borough in the Economic Development Strategy, and this plan represents a key opportunity to create improved conditions in which firms will be attracted, and new businesses will set up, and existing businesses will grow.

Cultural quarter

The development of this area offers potential to improve the overall animation of the **area, particularly if some of the 'making' activities currently hidden away can be showcased** in new developments.

Council activities

The overall numbers of council employees are likely to decline, but a large workforce with relatively high spending power for the area can be expected to remain in Wood Green. As council space needs change over time, there is the potential to offer up the space released in Council buildings to support start-up enterprises.

Office market

Wood Green's office offer is currently poor – with stock having been progressively depleted through change of use and in generally poor condition or outdated in form. An improved office offer would serve to support the general health of the town centre by increasing weekday spending power and hence the market for both food and drink and for comparison goods.

Need to improve the daytime economy in Wood Green

It is important to increase the number of people working in Wood Green, as well as the number of people living here. This is both a good in itself, because it will increase the vibrancy of the area, and critical to the future health of Wood Green as a Metropolitan retail centre.

Town centre vitality

Wood Green is the borough's sole Metropolitan Town Centre, and plays a valuable role as a place residents visit to meet their shopping needs. When benchmarked against other Metropolitan Centres in London, and Metropolitan town centre thresholds as set out in the London Plan, it can be shown that Wood Green generally meets the specified criteria, but not in all categories, and is at the bottom end of the range for many indicators. While meeting targets is not the principal aim of this AAP, the interventions planned for will help to push relevant levels up against these indicators.

Quantity & type of retail floorspace

Wood Green ranks 10th out of 12 Metropolitan Town Centres in London for total amount of town centre floorspace. There has been a 3% fall in the total town centre floorspace in Wood Green between 2007-2012, possibly as a result of the economic downturn over that period. Interestingly 8 out of the 12 other Metropolitan Town Centres grew over the same period, showing Wood Green falling relatively behind on this measure. Particularly, Wood Green has a minimal quantum of total and comparison retail for a Metropolitan Centre, as well as for comparison retail as a percentage of overall retail.

Core indicator	Metropolitan Town Centre thresholds	Wood Green
Total Town Centre floorspace (m ²)	100,000-500,000	120,757
Total Floorspace (m ²)	85,000-500,000	90,397
Comparison Goods retail floorspace (m ²)	65,000-500,000	68,702
Convenience Goods retail floorspace (m ²)	75%-100%	76%
Convenience Goods floorspace as % of total retail floorspace	5%-15%	17%
Leisure Services (m ²)	20,000+	25,471
Office floorspace (m ²)	7,000-10,000,000	N/A (does not rate)
Zone A Rents	3,000-4,000	C £1,500
Public Transport Accessibility Level (PTAL)	5-6	6
Source: GLA Town Centre Health Check 2014		

Between 2012 and 2015 the number of comparison shop units reduced by 28 outlets, with the number of vacant units increasing by 10 units. The number of units in all other sectors has increased slightly, which suggests Wood Green has diversified slightly away from comparison retailing to other food and service uses. This is not unhelpful, as an increased A3/A4/A5 offer will help to address the issue of retail premises within the centre closing relatively early in the evening.

Type of unit	Units 2012	Units 2015	% of Units 2015	
			Wood Green %	UK Average
A1 Comparison Retail	182	154	44.5	35.8

A1 Convenience Retail	30	36	10.4	8.4
A1 Services	31	35	10.1	12.3
A2 Services	27	37	10.7	12.3
A3 Restaurants/ Cafes	26	29	8.4	9.0
A4 Pubs/ bar	7	8	2.3	4.5
A5 Takeaway	23	26	7.5	5.9
Vacant	11	21	6.1	11.8
Total	337	346	100.0	100.0

Source: Experian GOAD 2012 & 2015

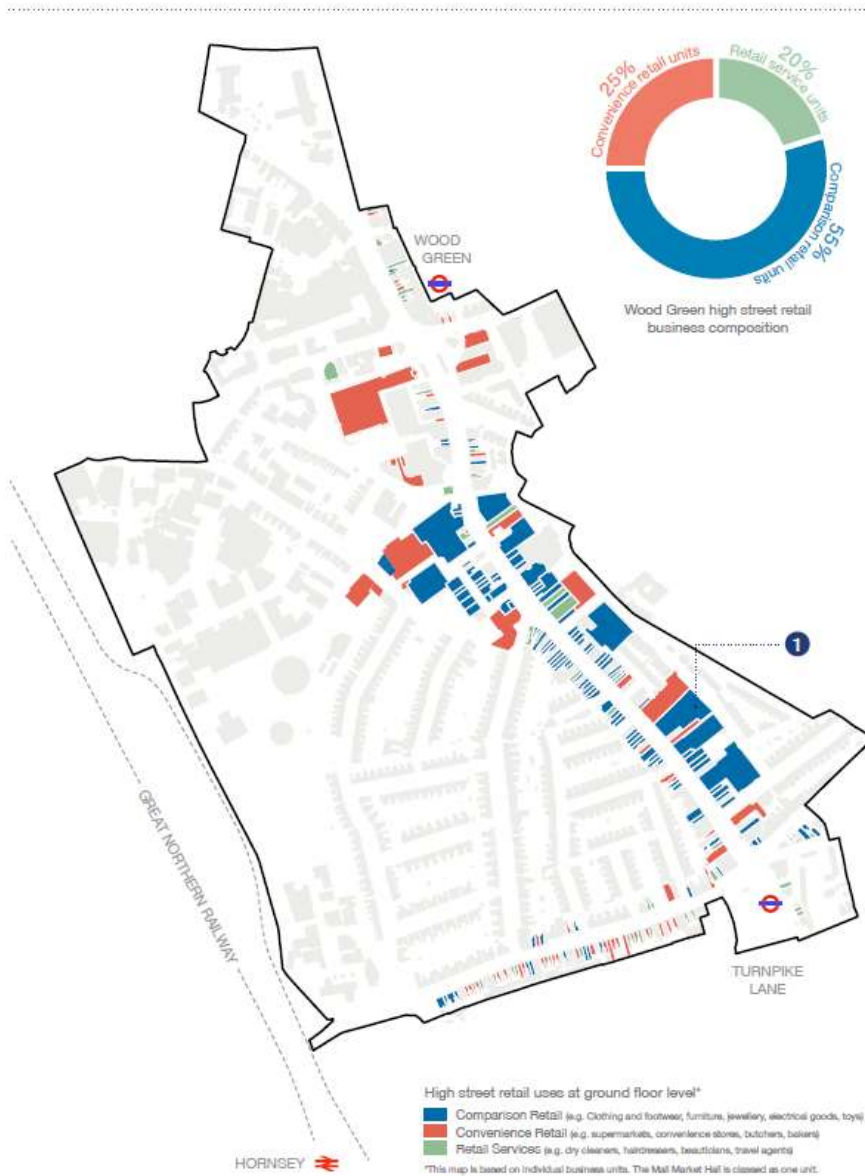


Fig 4.1: Retail uses in Wood Green (2015)

The Wood Green Retail Capacity Study identifies a need for a 20,000m² (minimum) increase in comparison retail floorspace in Wood Green, based on increasing local population and spending power. There is a requirement for approximately 5,000m²

of new convenience retail uses in the town centre. As such there can be seen to be a need to increase the total quantity of retail floorspace within the AAP area, with the majority of this coming forwards as comparison (rather than convenience) retail. It is preferable that the total amount of convenience retail floorspace, which acts as a significant attractor of visitation to the centre, should be retained, with any losses through redevelopments being replaced across the AAP area. The increase in total and comparison retail should be accommodated on allocated developments sites.

Diversification of retail units to uses which will positively benefit the evening economy, such as food and beverage and bars will have beneficial effects on addressing the relatively poor night-time economy in the centre. The loss of comparison retail to create this should be closely monitored however to ensure that the desired overall quantum of comparison retail is being provided across the AAP area.

Small Retail Unit Sizes

Below is a map showing the range of retail unit sizes in Wood Green. It is clear that there is a significant supply of smaller, terraced-style retail units, particularly on Wood Green High Rd. These provide a good supply of units for small firms who need a relatively affordable property in a high footfall location. Conversely, these units are not suitable for multiple comparison retailers who generally need units in excess of 6,000ft² (approx. 550m²).

As such there is a need to increase the number of larger, high quality, retail units within the area. The Council believe that wherever possible this growth should not come at the expense of terraced properties along Wood Green High Rd, which provide an important function in offering independent retailers the opportunity to offer a diverse range of goods and services within the centre.

High Road Dominance

Currently Wood Green's town centre offer is heavily focused on Wood Green High Rd. While these units are generally occupied, and fulfilling their purpose, if Wood Green is to fulfil its potential as a Metropolitan Town Centre, there needs to be an expanded set of routes and spaces in which town centre uses can be visited.

Opportunities to create additional town centre uses include:

- The creation of new streets to the west of the High Rd, on and behind the site of The Mall;
- Increasing the depth of the High Street itself by creating town centre uses on perpendicular routes;
- Activating Station Rd as part of the town centre offer;
- Providing complementary spaces and uses in the Heartlands sub-area;
- Redesigning currently underused sites such as **Morrison's** and Mecca Bingo.



Figure 4.2 Retail Unit Sizes in Wood Green (2015)

Low Rental Values

Rental values for retail units in Wood Green are generally low, when compared with other Metropolitan Town Centres. While this provides opportunity for small firms to enter the marketplace, rental values are in part a product of profitability of the retail unit, and low rental values suggest relatively low levels of spend, and hence retail revenues within the centre. It is anticipated that the introduction of additional residential units into the centre will spur retail revenues, and drive up rents, which will in turn attract larger national comparison retailers to come to Wood Green. The Retail Capacity Study (2016) suggests that an additional 20,000m² of net additional retail floorspace should be added to the centre.

The Council sees low rental values in some instances as being helpful in supporting entrepreneurialism in the borough. The provision of a large supply of affordable **town centre units will reduce the barriers to entry to independent traders “setting up shop” in the Centre, and** providing access to a wide range of goods and services, in keeping with the multicultural, and entrepreneurial nature of the area.

Poor Night time economy

Wood Green has a high proportion of shops that close by 7pm in the evening. While it is normal to expect retail premises to close between 7pm-9pm, Wood Green, particularly away from the Underground stations, has a particularly high prevalence of early closures. Part of this issue can be attributed to a food and drink offer which is generally smaller than other metropolitan centres. An increase in these uses could help to provide greater activity during the evening, although it is important that any loss of retail is carefully monitored against changes on other sites.

Built Environment

Wood Green does not at present make the best use of all of the land within the Town Centre. While there is significant concentration of people on Wood Green High Rd, the areas to the west of the High Rd are generally vacant, and often occupied by delivery yards, and half-empty car parks.

There is a lack of dwelling space in Wood Green. Seating levels are poor, and often privately-controlled. This creates an unwelcoming environment, particularly for those less able to remain standing for long periods or for people with younger children needing a safe place. An improvement in the comfort of the town centre would encourage visitors to stay for longer, and potentially engage with a larger range of shops during their visit.

At present there is a vibrant set of markets which are hidden away in the back of the Mall and Wood Green Library buildings. These traders are an important part of the fabric of Wood Green, but deserve a better location than they currently occupy.

Pictures of Negative uses and spaces within Wood Green

Negative impact streetscape

While Wood Green is generally a very busy centre, which is in many ways positive, there are a number of buildings, uses, and spaces which create a negative impact on the streetscape within Wood Green. Examples of buildings making a negative impression on the urban realm are the oppressive architecture of The Mall (particularly where the bridge crosses the High Rd), and vacant yards to the rear of shops within the centre. There are examples of buildings failing to create an aspirational impression upon entrance to the area by the tube at Wood Green and Turnpike Lane station entrances. Additionally there are sections of footways within the High Rd that are frequently overcrowded, and ones in Heartlands which are so quiet that they can feel unsafe.

The level of interconnectivity is often poor, with large blocks failing to facilitate safe and direct routes between parts of the AAP area.

Housing need

The AAP area's housing stock is characterised as being a mix of late Victorian and Edwardian terraced housing, with later in-fill development which includes a range of typologies, including high-rise tower blocks. There has been an increase in density of development around Wood Green High Rd, with new flatted developments and conversions of existing terraced stock in the second half of the 20th Century.

Haringey's housing target, which will contribute to the completion of housing which meets London-wide housing need, is 1,502 net additional homes per annum, as set out in the London Plan 2015.

The Council's Strategic Housing Market Assessment identifies that 1,345 new homes are required to be built in the borough each year in order to meet local housing need.

The existing spatial pattern for the borough as identified in the Local Plan: Strategic Policies, is for housing **growth to be directed to the borough's growth areas** (Tottenham Hale, North Tottenham and Wood Green). Through the Site Allocations, sites within Wood Green are allocated to accommodate 4,300 new homes.

Growth Areas have been selected due to their locational strengths, being located close to public transport, having good levels of local services, being in or close to town centres, and having a number of sites capable of accommodating new development. It is therefore appropriate, and in line with adopted Local Plan policy, to accommodate the maximum amount of growth, so far as design considerations can accommodate it.

Housing Mix/ Unit sizes

Due to the town centre, opportunity area, and Growth Area designations for Wood Green, new housing developments are likely to be delivered at relatively high densities, with a high proportion of smaller (1 & 2 bed) units. While it is appropriate to maximise housing delivery in a highly sustainable location, it is important that a mix of family, and particularly affordable family-sized units are produced within the area. There is a need to guide the market regarding the locations more and less suitable locations for family housing within Wood Green.

Decanting/Replacement of demolished stock

There are development sites within the AAP area which include existing housing. One aim of this AAP is to increase the number of housing units within the area, and as such while finding suitable local relocation opportunities is not a planning matter, there is an expectation that the increase in local housing stock, including affordable housing stock, will **improve the area's ability to meet housing need**.

Transport and movement

Connection with surrounding areas

Wood Green, as a metropolitan town centre, provides an important role as a service centre for its surrounding area. At present there are very strong north-south connections into the centre by tube, rail, and bus. Connections from the east and west are generally limited to bus routes. In order to ensure that areas to the east and west benefit from, and are able to access the improvements within the centre, in addition to the introduction of Crossrail 2, improved connections by foot and bike will be established in the plan.

Public Transport Access

TfL and Network Rail are leading on the development of Crossrail 2 sub regional rail line. The route has been safeguarded through the Wood Green AAP area. This document is predicated on the introduction of a single Crossrail station at Wood Green underground station, with access into the Central Wood Green Area, which is **the Council's preferred solution.**

TfL are planning enhancements to the Piccadilly line. These would deliver new signalling and new trains increasing peak period capacity by 60% by 2025, significantly cutting levels of crowding. In the absence of this investment TfL predict there will be more people standing on trains.

Further investment in the Great Northern line through Alexandra Palace is planned. Some Thameslink services will call at Alexandra Palace following completion of this project which will enhance connectivity through central and south London. The GN line will be very overcrowded by 2031 with more people standing in the absence of investment. Even with investment crowding is expected to worsen by 2031.

Bus access to Wood Green is generally very good, with stations located proximate to Wood Green and Turnpike Lane Underground stations serving a range of destinations across north and central London. The fact that these buses terminate at Wood Green is also helpful in raising the image of the area. The High Road is served by 12 bus routes which offer a very high frequency service in the core shopping area. There may be opportunities to review bus service provision in the town centre and surrounding area, with the aim of spreading the bus service west to serve the growing population in the Heartlands part of the AAP area. With the arrival of Night Tube services on the Piccadilly line this would offer support for the night time economy in Wood Green.

Wood Green is also served by Alexandra Palace station on the Great Northern railway line. This is a 5-10 minute walk from much of the AAP area. In the future Alexandra Palace will be served by Thameslink trains as well as Great Northern services to Moorgate, opening up further journey opportunities.

Vehicle Access/ Parking

Wood Green is located on an arterial route into/out of central London, and the High Rd has high levels of traffic at most times of the day. This congestion spreads onto other nearby roads, notably Lordship Lane, and rat running routes exist, including around Ringslade Rd. It is unlikely that the number of journeys passing through the area will change in the near future, but methods of making these routes as civilized as possible through the Wood Green area will be considered. Poor air quality is an issue particularly for the High Road. The Council will be seeking to work with TfL on measures to minimise emissions from buses.

There is a significant quantity of off-street car parking in the AAP area, and this will be reviewed in the context of an increasing retail offer within the centre to ensure an appropriate amount is reprovided in any redevelopments. The whole of the AAP area is within a Controlled Parking Zone. Currently the CPZ is split into an Inner area operating Monday to Sunday 8 am to 10 pm and an Outer area operating 8am to 6.30 pm Monday to Saturday. Although there are no plans to amend the CPZ, this will be kept under review.

Cycling

Improvements to east west routes are required. A planned Quietway cycle route going east west between Tottenham Hale and Muswell Hill/Finchley is planned. There is an existing route across the High Road close to the Library. Similarly an existing route towards Tottenham uses Lymington Avenue to access the High Road. Improved routes would link to the Heartlands area to the west of the High Road with Alexandra Palace.

North south movement through the area is currently difficult. A north south Quietway is being developed which would support radial journeys towards central London. In addition a Quietway cycle route is also being developed between Hornsey and north Finchley connecting with the north south route in Hornsey. Further opportunities to facilitate safer and easier cycling will be developed.

Improvements to the quality and quantity of cycle parking will be sought. On street bike hangars can support greater cycle ownership and usage for residential areas without safe, undercover parking.

Planned changes to the road network will also provide the opportunity to enhance **cycle facilities. Designs should meet TfL's London Cycle Design Standards** to ensure the highest quality facilities.

The map below shows the planned cycle route network in the AAP area.



Figure 4.3: Current Cycle Routes

Pedestrian movement

East-west pedestrian connections are generally weaker than north south ones through Wood Green. The large footplates of post-war developments and terraces, and mix of industrial, residential and town centre typologies, along with congestion on the High Rd, impede east-west connectivity however. The rail line also restricts connectivity to the west of the borough, as there are currently only three points to cross on foot in Wood Green at Turnpike Lane, Penstock foot tunnel, and Alexandra Palace station.

There is poor pedestrian access to areas away from Wood Green High Rd. This manifests itself as creating the impression of the High Road being the sole focus of the town centre experience. Immediately once departing the High Road, the visitor is presented with unmarked alleyways, blank facades, and half-empty car parks. Opportunities exist to improve the depth of the High Road, by creating pedestrian routes to the substantial brownfield sites in Heartlands to the west of the High Road as well as to Alexandra Palace.

There is significant pedestrian congestion at points along Wood Green High Road **particularly from the Mall's bridge towards Turnpike Lane. Opportunities will be taken to enhance the pedestrian experience within the town centre and on the approaches to it.**

Enhancements to signage and pedestrian crossing facilities would be supported as part of place making for Wood Green.

Infrastructure

Education

The 2016 School Place Planning Report identified a projected need by 2025 for 1.5 new forms of primary school entry in the greater Wood green area. Additionally, there is forecast to be an unmet 0.5 new form of primary school entry need in the greater Harringay area. On this basis a new 2 form of entry primary school is proposed in the southern Clarendon Rd site (WGSA 24). This site is ideally located in the zone more suitable for family housing, and can meet need in both the greater Wood Green, and greater Harringay areas.

Health

There is projected deficit in the Wood Green area totalling 3,755 people due to the anticipated retirement of current single handed GPs. Additionally, new development is forecast to increase the population of Wood Green by 10,785. This creates a need for an additional 8 new GPs, 8 new C&E rooms, and 3 new treatment rooms. This equates to a floorspace of 1,011m².

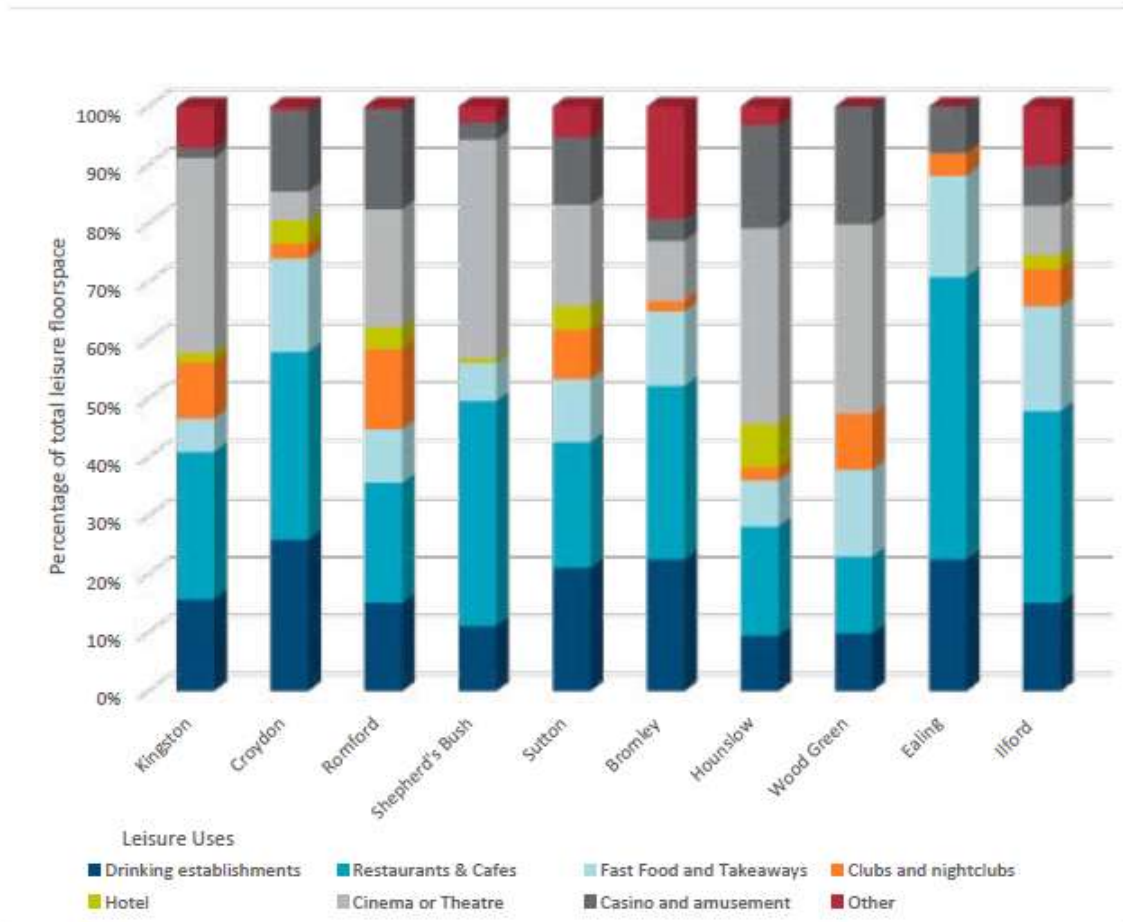
Leisure

Leisure uses perform an increasingly important role in successful town centres, largely driven by changing perceptions about how retail is provided with the advent of online shopping, with people increasingly seeking an enjoyable “experience” from their trips to town centres.

Leisure floorspace comprise a range of activities including cinemas, theatres, concert halls, restaurants, sports facilities, cafes, takeaways, pubs, bars, and night clubs, alongside other uses.

Telecommunications

In order to realise Wood Green’s potential to establish itself as a key economic investment location in London, superfast internet connectivity will be required to enable firms with digital skills to locate there.



Source: TCHC 2014

Fig 4.4: Comparison of leisure uses in Metropolitan Centers

Decentralised Energy

New development delivering net growth will increase energy consumption within the local area. As part of the Council's commitment to becoming London's first zero carbon borough, a decentralised energy network will be established linking the new development sites, and ensuring that energy can be created and used locally.

Open Space

Wood green has a number of local open spaces in close proximity to it, but only Ducketts Common and Wood Green Common in or directly adjacent to the AAP area. This manifests as an area of open space deficiency, as set out in the Council's Open Space and Biodiversity Study.



Figure 4.5: Open Space deficiency in Wood Green

5. Spatial Vision and Strategic Objectives

Vision

Wood Green will be north London's most prosperous and liveable town centre. It will combine outstanding places for people to shop, socialise and create, with a wide range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey where people can come together, exchange ideas and create new services and products.

Spatial Objectives: AAP Area

1. **Creating a productive and innovative economy:** Redeveloping underused sites to create a range of new workspaces and offices to accommodate growth for local and London-based businesses, creating 4,000 new jobs.
2. **Creating a town centre fit for a modern economy:** Enhancing street activity, revitalising and refreshing the town centre, creating additional places to shop, meet, and relax, improving opportunities to do business by creating space for markets, independent traders, and larger national retailers.
3. **Creating a liveable and interactive urban environment:** Creating safe, welcoming public spaces where people will enjoy spending time.
4. **Revitalising the evening economy:** Bringing more restaurants, cafés and places to socialise, in both the day and the evening, making Wood Green one of the best places to shop, eat, drink, and share ideas in London.
5. **Creating new homes:** Building 7,000 + new homes that current and future residents can afford, with value from these being spent on an improved public realm and other town centre infrastructure.
6. **Serving the borough: Making the most of Wood Green's accessible location,** performing a sub-regional Capital role in supporting and complementing neighbouring town centres
7. **Celebrating the areas diversity and heritage: Build upon the area's existing mix of cultures and lifestyles, heritage, and cultural/community capital,** making residents proud to live in Wood Green.



Fig 5.1: Key Diagram

Vision for Wood Green North

A key public transport gateway for the centre, including by bus to the redeveloped bus garage/station, and underground. New development along Station Rd and at the Vue cinema will improve the urban realm within the area, and provide a greater range of food and drink opportunities in the north of the centre. An enhanced set of green links will reflect the suitability of the area for family housing further away from the High Rd and Station Rd frontages.



Fig 5.2: Wood Green North Sub-Area Key Diagram

Vision for Wood Green Central

An expanded retail centre for Wood Green focussed around a new Crossrail station entrance. A new town square with a vibrant mix of retail and leisure uses will be established, creating a western expansion of the primary shopping area. This westward expansion will link to the significant redevelopment opportunities to the west, around Clarendon Rd.



Fig 5.3: Wood Green Central Sub-Area Key Diagram

Vision for Turnpike Lane

A revitalised Wood Green High Rd, with an improved public realm, more generous pavement spaces, and new pedestrianised laneways, providing a mix of retail and F& B uses, including significant opportunities for smaller businesses to showcase a wide range of goods and services.



Fig 5.4: Turnpike Lane Sub-Area Key Diagram

Vision for Heartlands

Establishment of an improved cultural quarter, and the redevelopment of Clarendon gas works to create new homes, jobs, and open spaces. The creation of a new civic boulevard will complement improved connectivity through the area connecting the west of the borough with Wood Green, helping it to provide a local capital function for Haringey. Family homes will be prioritised in parts of this area away from higher density mixed use area centred along a realigned Brook/Coburg Rds.



Fig 5.3: Heartlands Sub-Area Key Diagram

6. Spatial Development Strategy

Generating the Strategy

Haringey's Local Plan already contains a suite of Site Allocations which will bring forward redevelopments in Wood Green. The site capacities for these demonstrate that 4,320 net additional housing units, 47,300m² (gross) new employment floorspace, and 17,200m² (gross) new town centre floorspace can be delivered. This document is at an advanced stage and is scheduled to be adopted in February 2017.

A Wood Green AAP Issues & Options document was consulted on between 8th February-20th March 2016. This set out four growth options for the centre, with capacities ranging from 4,600-6,000 new homes. These 4 options were:

1. High Road Rejuvenation
2. Residential-led town centre
3. Comprehensive redevelopment
4. Complete transformation

Consultation reporting has confirmed that the Council's preferred option of complete transformation of the centre linked to a new Crossrail 2 station has support from the public, landowners and stakeholders in the area.

This document has drawn on a number of further studies which test the feasibility, deliverability, and impact of the preferred option. These are available on the Council's website, and include:

- An Economic Viability Study
- Character & Placemaking Study
- Retail Study Update
- District Centre Heat Network modelling
- Parking and Circulation Study
- Social Infrastructure Study
- Employment Land and Workspace Study

Additionally there are a number of evidence studies which underpin the borough-wide Local Plan which will also underpin this AAP. These can be found at <http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-plan/local-plan-evidence-base>

Projected AAP Development Outputs

Methodology and assumptions

New development in this area is going to be spurred by a combination of public interventions and private investments in the AAP area. Key amongst these will be the introduction of Crossrail 2 to the area, including the development of a new

station in the centre of Wood Green, and the redevelopment of Council land within the centre. Together with private investment on neighbouring sites, most prominently that of The Mall, Clarendon Square, and within the Wood Green Cultural Quarter, the area will be transformed to meet the Spatial Objectives set out in section 5.

In order to recognise the impact that the introduction of Crossrail will have on the property market in Wood Green, **as well as the Council's commitment to growth** as a part of the regeneration of Wood Green, density assumptions have been increased from those set out in the current Site Allocations DPD for the sites within Wood Green. This, alongside the introduction of new sites (development capacity on the Mall, Vue Cinema Site, Hornsey Filter Beds) raises the capacity of the area.

The total quantum of development anticipated to come forward over the plan period is identified on allocated sites. The site capacities for the suite of allocated sites are based upon the density assumptions in the London Plan's **density matrix (Table 3.2)**. These capacities should be considered as minimums in terms of being added up to an AAP-wide capacity figure. The capacity identified may be above or below the capacity determined when planning consent is sought, which will be determined on the basis of a detailed design.

Overall, there is potential for the Site Allocation in this document to yield approximately 7,700 new residential units, and 71,800m² gross new town centre floorspace, and 101,000m² gross new employment floorspace.

Outputs

Sub Area	M ² emp	M ² Town Centre	net resi units
Wood Green North	16,931	14,242	1,750
Wood Green Central	19,296	37,990	1,637
Turnpike Lane	7,728	7,958	802
Heartlands	57,985	11,573	3,512
Total	101,940	71,762	7,701

Visual Distribution

Fig 6.1: ISOMETRIC IMAGE OF DEVELOPMENT?

Infrastructure Improvements

To complement and sustain the increase in jobs and homes allocated in this document, a number of infrastructure improvements will be delivered. Details of a

project's current status can be found in the Council's Infrastructure Delivery Plan, but the infrastructure currently anticipated to be required to meet current and increased demand will be:

- New Crossrail station at Wood Green Underground Station, with an underground connection to the Central Wood Green area.
- A new 2 forms of entry primary school (with potential for expansion to 3 forms of entry) will be provided at Clarendon Rd South.
- New health facility (1,000m²/ 8 GP min) will be provided at the Iceland site on Brook Rd.
- A replacement public library on the Bittern Rd site, in conjunction with development of a new Council customer service centre.
- A decentralised energy hub will be created on the Clarendon Rd site, and an underground heating network provided (potentially linked to underground/ Crossrail stations) to provide local heat for new developments sites across the area.
- Hyper-fast telecommunications infrastructure will be laid throughout the area.
- Enhanced green links in the north of the AAP area.
- Improved cycle links between Wood Green, Tottenham, and the west of the borough, particularly focussing on improving access to the centre from the rest of the borough, and linkages between local parks.



Fig 6.2: Map Of Infrastructure Improvements

Public Realm/ Network Improvements

The following public realm improvements and network improvements are facilitated through the Site Allocations contained in Section 7 of this document.

AAP Area-wide

- A coherent and legible wayfinding strategy throughout the AAP area comprising of signage and information systems such as area wide maps to aid orientation.
- An overarching approach to lighting throughout the AAP area to improve night time appearance and safety. Including but not limited to the lighting of historic buildings and those aiding orientation and wayfinding.
- A new east-west connection linking the town square more directly with the Cultural Quarter and Alexandra Park to the west and Noel Park to the east. This will become a primary east-west route for both pedestrians and cyclists with planting and opportunities for public seating/activity to lead people through the centre.
- Shop front improvements such as those retained on the High Road and Turnpike Lane parades.
- Improvements to the appearance and setting of historic buildings
- Rationalisation of parking to reduce the existing oversupply and promote mode shift towards more sustainable methods.
- Creation of a quietway cycling network throughout Wood Green linking nodes within Wood Green, but also enabling routes to be created linking neighbouring areas through Wood Green, alongside provision of new public bike storage.
- Consideration of alternative methods to transport visitors up the hill from Alexandra Palace station to Alexandra Palace, and cross the railway line south of the station.
- Opportunities to create active top-floor uses looking westwards to Alexandra Palace from tall buildings in the area.
- Tree planting throughout the area, to re-establish a feeling of “wooded” and “greenness” in the area.

Wood Green North

- Improved pedestrian crossing at the High Rd/Green Lanes/Bounds Green Rd junction.
- Enhancements to the green space on Bounds Green Rd/ Wood Green High Rd in front of Green Ridings House to complement the green links network in the area.
- Consideration of the optimal entry/egress route to the Wood Green Bus Garage.

- Creation/enhancement of retail uses and street scene along Station Rd, **creating a new “arm” to the town centre providing a range of active uses** on the route between Wood Green Underground and Alexandra Palace Station.
- Creation of a pleasant pedestrian route linking Station Rd and the Wood Green Central area to improve circulation within the town centre.
- Seek improvements to the setting of the listed Gaumont cinema, with a focus on how the negative effects of the existing large blank facades can be improved.
- Alongside consideration of redevelopment of Wood Green bus garage, alternative arrangements for bus garage and bus standing facilities will be developed.
- Improving the nature conservation corridor running along the alignment of the disused Palace Gates rail line between station Rd and Wood Green Common at Park Avenue.
- New urban realm created over the newly-decked Wood Green Bus Garage.

Wood Green Central

- A new Town Square will be established off Wood Green High Rd, creating a new space to dwell, space for events, and a focus for new active uses and pedestrian routes within the town centre.
- A new Civic square will be created providing new employment uses and Council functions at an accessible location which will support the town centres retail uses.
- Creation of a new high quality open air covered market adjacent to the town square.
- Establishing a new high quality pedestrian route linking Wood Green High Rd with the town and civic squares, to create a set of nodes along a new focal route for the town centre.
- Removal of the bridge at the Mall, and improvements to the urban realm around this stretch of Wood Green High Rd to create a more pedestrian-focussed environment.

Turnpike Lane

- Improved access and frontages to Ducketts Common from Turnpike Lane and Green Lanes, improving enhancement of the pedestrian and cycling route between Turnpike Lane and Hornsey rail station. These frontages should create a high quality environment for both visitors to the park, and passers-by, including users of Turnpike Lane station/ bus stops/station.
- Investigate improvements to the northbound bus stop on Green Lanes adjacent to Ducketts Common to create more waiting space at peak times.
- Potential improved pedestrian common linking the Harringay Ladder to Burghley Rd, to enhance the pedestrian route to Wood Green High Rd.

- Greening of the pedestrian confluence of Arnold Bennett Way, Brampton Park Rd and Burghley Rd, to improve navigability towards Wood Green High Rd, including consideration of the creation of a pocket park.
- Improved cycle access, including provision of a new cycle parking facility to serve the significant catchment east of Turnpike Lane station.
- Enhancement of the existing cycle route linking Noel Park via the Sandlings to the Turnpike Lane cycling hub via Frome Rd.
- Improvements to the small open space at the corner of Whymark Avenue and the Sandlings to optimise the cycle and pedestrian route, open space quality, and address issues of public safety.
- Establishing active frontages on the laneways running off the High Rd in this area. High quality public realm will be created which will help to attract users **to spend time in these new “off the High Rd” locations.**
- Laneways off the High Rd should continue to make provision for market stalls.
- The urban realm on Wood Green High Rd will be improved through the setting back of retail frontages to create greater circulation space on the High Rd.
- New laneways running perpendicular off Wood Green High Rd will create opportunities to increase the depth of the High Rd, particularly to the east.

Haringey Heartlands

- Creation of a high quality pedestrian and cycling east-west route linking the Heartlands area with Wood Green High Rd, and more widely the West of the borough and Tottenham, through the Penstock foot and cycle tunnel and Noel Park area.
- Make better use of the New River where it runs above ground in the Wood Green Common area, including where feasible, initiating pedestrian routes along the riverside. Consideration should be given to the practicality of connecting Station Rd with Alexandra Palace Park via this route.
- A new piece of urban realm with active uses fulfilling the vision of creating a Cultural Quarter for Wood Green will be created adjacent to the Chocolate Factory.
- Clarendon Rd will be extended as a pedestrian and cycling route through Wood green Cultural Quarter to Wood Green Common.
- Improvements to the quality of Wood Green Common and Alexandra Palace Park **will be sought to meet the leisure needs of Wood Green’s growing population.**
- The Penstock foot and cycle tunnel will be enhanced to improve perceptions of safety, and optimise the route though to Alexandra Palace Park.
- A new publically accessible open space will be provided at the heart of the redeveloped Clarendon Rd gas works site, along the route of the culverted Moselle.

7. AAP Area-wide Policies

The policies in this section cover the whole Wood Green AAP area, and form part of a suite of policies which will be used in the determining of planning applications in Wood Green. The full suite of Policies is:

- London-wide policies in the London Plan;
- Borough-wide policies in the Local Plan: Strategic Policies;
- Borough-wide policies in the Development Management DPD;
- Wood Green AAP: Area wide policies
- Wood Green AAP: Site Allocations



Fig 7.0 Policy framework in Haringey

Policy WG1: Town Centre Uses, Boundary & Frontages

WG1: Town Centre Uses, Boundary & Frontages

1. The Council will support applications which increase the quantum of town centre floorspace uses within the Metropolitan Town Centre boundary as indicated on the Policies Map. Proposals should accord with DM Policy 42, and WG 10 where relevant.
2. Where comprehensive redevelopment is proposed, applicants should demonstrate how new retail floorplates will meet the centres need to provide new comparison retail units for national comparison retailers. Where the terraces of Wood Green High Rd are to be retained, a wider mix of retail uses will be permitted, to help to improve the local evening economy - see WG10. This will be achieved using a varied approach by AAP Sub-area:
 - A. The **Wood Green Central** sub-area will become the focus for A1 retail uses, and defined as the Primary Shopping Area within the centre. This will include:
 - i. Development will be focused around the creation of a new Town Square. This will be created on Allocations WGSAs 8 & 9.
 - ii. A new open air market will be provided in this area to provide a contrasting and varied retail offer in this area, and provide activity to the western edge of the new Town Square.
 - iii. The principle typology of newly developed retail floorspace in this area should be that of larger floorplates (generally 550m² and above) to accommodate the introduction of additional national comparison retailers in this area.
 - iv. Ancillary leisure and A3 uses which complement the primary retail function of this sub-area will be supported.
 - B. The **Wood Green North** sub-area will become a food and drink-oriented area, building on the public houses and restaurants which already exist in this area, and the demand for this use from visitors to Alexandra Palace who arrive at Wood Green Underground station.
 - i. Secondary frontages will be allocated on all frontages along Station Rd to encourage a mix of uses. This includes sites which do not currently have active ground floor uses.
 - C. The **Heartlands** sub-area will be transformed principally for a mix of employment and residential uses. Some new local town centre uses will be created in this area, but this will serve a local function, and will be supplemental to the Central Wood Green and High Rd areas:
 - i. A new Civic Square will be created in the Heartlands precinct, creating a new location for Haringey residents to fulfil their civic needs.
 - ii. New ancillary retail will be permitted across the area, but only at a level **that does not compete with Wood Green's Primary Shopping Area.**
 - iii. A new heart for the Cultural Quarter will be created, offering an alternative location to the Wood Green shopping offer, fulfilling an area-wide role, attracting visitation for nearby residents from within and outside the AAP area seeking unique products, bars, cultural activities and attractions, and cafes.
 - D. Wood Green High Rd towards **Turnpike Lane** will continue to be a High Street, but redevelopment which improves the public realm, increase the size and proliferate the range of town centre uses available in the area will be supported. This will be achieved by:
 - i. Redeveloped sites on the eastern side of the High Rd will be expected to be designed to accommodate a range of national comparison retailers.
 - ii. The terraces on the western side of the High Rd will generally be protected to maintain opportunities for independent traders. Secondary

frontages will be allocated here to enable a wide range of goods and service offerings.

- iii. Active ground floor uses will be supported on existing frontages, and on new laneways running perpendicular off Wood Green High Rd. These will provide for new uses which support the evening economy in Wood Green.
3. Opportunities for the creation and expansion of permanent and temporary/ seasonal/ daily market spaces within the town centre will be supported where it can be demonstrated the amenity of the space it sits within will benefit, and an ongoing demand for the proposed use is identified.
4. Within the Terraces of Wood Green area, as defined in Figure 7.5, development proposals will be resisted where they involve the amalgamation of individual shop fronts on historical terraced frontages to Wood Green High Rd, in order to preserve the historical streetscape rhythm and to preserve opportunities for independent traders. To achieve this:
 - i. Ground floor frontages will be required to be an active town centre use which contributes to a vibrant street environment.
 - ii. Permission seeking additional town centre uses within a retail terrace will be supported where they provide additional town centre use above and behind the existing active frontage;
 - iii. The amalgamation of neighbouring shop fronts will not be permitted.
 - iv. These frontages will be designated as secondary frontages to encourage a greater variety of uses;
 - v. Other town centre uses will be permitted on the floors above, and where appropriate behind the use which provides an active frontage to the High Rd.
 - vi. Residential uses will be resisted above shop frontages, to help encourage uses that open later into the evening.



Fig 7.1: Changes to Town Centre Boundary

Reasoned Justification

Wood Green is a thriving, busy, Metropolitan Town Centre, at the heart of the borough. Against many indicators, it has a low total quantum of comparison retail floorspace for a Metropolitan Centre within a London context. There is an identified demand for 20,000m² of additional comparison retail floorspace within the town centre. As Wood Green is the principle town centre for the borough, this target is considered to be a minimum figure, and new development which exceeds this, subject to other policy considerations, will be supported.

This policy, in conjunction with relevant Site Allocations, will reassert the primacy of the central area within Wood Green as the Primary Shopping Area within the centre, and the centre as a premier shopping centre within the North London sub-region. Key to this will be the introduction of an increased, and more varied retail offer into the town centre, particularly through the expansion of national comparison retailers, but while maintaining opportunities for local businesses to co-exist.

To ensure a mix of retail units are available within the centre, three principle types of new floorspace will be present in Wood Green:

1. Large floorplate retail units aimed at national comparison retailers within the Primary Shopping Area;
2. Terraced High Rd (and High Rd proximate) units for independent traders offering a wider range of goods and services on Secondary Frontages;
3. New market space for stallholders.

All redevelopment within the town centre will be expected to be mixed use, with either new residential or office developed above retail at ground floor, or floors as will be expected within the Primary Shopping Area. The retention of existing offices located above terraced retail properties will be supported.

Primary Shopping Area - Wood Green Central

In order to grow Wood Green's retail floorspace, redevelopment within the primary shopping area for intensified, new comparison retail floorspace is required. The introduction of a Crossrail station entrance into the central part of Wood Green will spur investment and redevelopment in the local area, creating opportunities to expand the quantum and mix of the retail offer here. The location of this intensification on the west side of the High Rd, will benefit the redevelopment of the Heartlands area, by establishing improved connections to, and pushing the centre of gravity of the centre west towards the area in which significant growth will occur.



Figure 7.2: Changes to the Primary Shopping Area in Wood Green

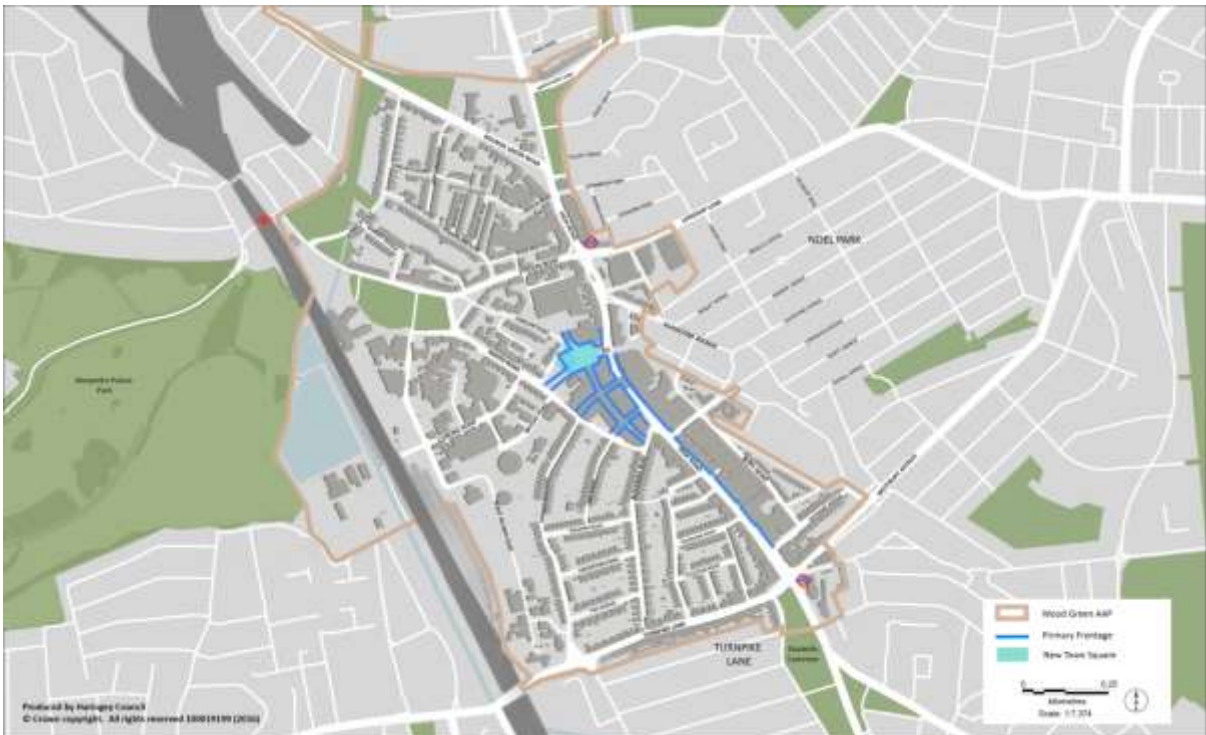


Fig 7.3: Primary Frontages in Wood Green

Development within the Primary Shopping Area is generally expected to be comprehensive in nature, with new multi-storey mixed use developments. This will include mixed use development including multiple floors of retail-focused town centre uses being created. The maximum quantum of retail floorspace created in this area will be supported in each proposal, and the size of units optimised to the

requirements of large, established brands (generally 550m²+ units). The focus will be on growing comparison retail use, but any development resulting in the loss of **convenience retail should be managed to ensure existing and new residents' local** shopping needs are adequately met within the AAP area. Residential development above the retail use will be supported, alongside a complementary mix of leisure, food and beverage uses that work alongside the retail uses.

Developments in this area have the potential to make a significant impact on the town centre as a whole, and sites will be expected to be accompanied by masterplans to show how they benefit the whole of the centre. This will include retail impact assessments to monitor the cumulative impact of extant and proposed planning consents. The increased comparison retail provision in the Primary Shopping Area will not be constrained by policy, but the quantum of convenience retail within the area will be managed.

A new Town Square will be created, as set out in Site Allocations WGSAs 8 & 9. This will be the focal point of the primary shopping area in Wood Green, and offer active frontages with a mix of retail and food and drinks offerings that remain active through the day and into the evening. Connectivity by foot and bicycle will need to be provided through the square, continuing the east-west link through the area. A new open-sided covered market will be created on the western side of the square, providing market space for local traders, and enabling the view of Alexandra Palace from the new square.

Primary and Secondary Frontages

Outside of the Primary Shopping Area a wider range of town centre uses, and building floorplates will be permitted. These uses will fulfil the dual objectives of providing smaller units for local traders to operate in, and enable new uses which will **significantly improve Wood Green's evening economy**.

There are some larger development opportunities outside of the Primary Shopping Area. Opportunities for new larger retail units on these sites will be supported, particularly where they front onto Wood Green High Rd. These frontages will be defined as primary shopping frontages. On these sites there will generally be opportunities to create new town centre frontages running perpendicular to the High Rd. On these, smaller unit sizes will be expected, and a flexible range of uses permitted (as per the terraces on Wood Green High Rd). **These "laneways" will** create opportunities for new uses which enhance the evening economy, and will be allocated as secondary town centre frontages.



Fig 7.4: Changes to Secondary Frontages

Terraces of Wood Green

Wood Green contains a number of characterful terraces, which will be retained as smaller retail units within the centre. These are of historical value to the centre, and by ensuring a stock of smaller, flexible use class buildings along the High Rd; these properties will counterbalance the new, larger units within the centre. The terraced properties will continue to provide affordable and appropriately-sized (small) properties for independent traders, and SMEs to expand into. Growth will be encouraged to manifest itself vertically, by filling the upstairs levels. These terraces will be allocated as secondary frontages to encourage a higher degree of flexibility on these shopfronts.



Fig 7.5: The terraces of Wood Green

Markets

In addition to a new permanent market space at the new Town Square, spaces which cater for rotational/seasonal markets will be supported. The most suitable location for these uses may be on new pedestrianised routes running off the High Rd. Applications for market uses will have to demonstrate how the market will contribute to the vibrancy of Wood Green overall, and how they will interact favourably with traders on adjacent town centre frontages.

New Streets in Retail areas

A principle East-West route will run from the current site of the Mall, via the new Town Square, and Civic Boulevard, to Alexandra Palace Park via the Penstock foot tunnel. This includes sites WGSAs 8, 9, 10, 16, 17, 18, 21 & 25. These will have active uses on all frontages to the new route, but these need only be town centre uses within the town centre boundary. Commercial frontages will be acceptable along the Coburg Rd alignment.

An enhanced Brabant Rd will connect Station Rd to Wood Green Central Town Square through sites WGSAs 7 & 8. This will have active town centre uses on all new frontages. Similarly a new street network within the site of The Mall will be created, extending Hornsey Park Rd and Park Ridings as pedestrianised streets, with a perpendicular route linking the new Town Square with Wood Green High Rd further south, reinforcing the historic street pattern.



Fig 7.6: Map of new routes in the town centre

Laneways

New routes perpendicular to the eastern side of Wood Green High Rd will also be created to improve pedestrian connectivity between the centre and its eastern hinterland. These will be delivered through sites WGSA 7, 10, 12, 13 & 14. These areas will offer smaller retail units with a diverse range of products, including uses that will benefit the evening economy within Wood Green.

Policy WG2: Housing

WG2: Housing

1. To improve the diversity and choice of homes, and to support mixed and balanced communities in Wood Green, the Council will support the delivery of 7,700 additional new homes across the Wood Green AAP area in order to meet housing needs, contribute to mixed and balanced communities and to improve the quality of homes;
2. Development proposals incorporating a housing element will be expected to provide the housing in accordance with the indicative minimum capacities, set out in the Site Allocations within this AAP. All new development will be design-led, and higher densities and capacities than indicated in each in indicative capacity may be acceptable in appropriate locations, providing the other policies of this AAP and **Haringey's Local Plan are not compromised.**
3. Sites will be required to deliver a mix of sizes of units across the AAP area, including ensuring an appropriate mix of 1, 2, and 3+ bedroom properties are created. New family housing will be focussed outside of the town centre and Cultural Quarter, in the Zone More Suitable for Family Housing.
4. The Council will support a portfolio approach to the delivery of affordable housing within a site, or collection of sites within a local area, where it can be demonstrated that it will create greater quantum of affordable housing within the local area.
5. Any proposals for student housing will be required to be proportionate, be shown to meet an identified need, and accord with the requirements of DM15.

Reasoned Justification

Wood Green is expected to experience significant growth over the plan period, as set out in SP1 of the Local Plan: Strategic Policies, and Site Allocations. The Plan seeks to enable delivery of 7,700 new homes across the Wood Green AAP area as a mechanism for stimulating regeneration and economic growth. The capacity to deliver 7,700 new homes has been identified in the allocated housing sites outlined in Chapter 8 of this document. Additional sources of capacity may come forward as a result of the investment going into the area and as these developments come forward, they will contribute to meeting housing needs in the borough.

Housing Mix

Within Wood Green Metropolitan Town Centre, as the majority of new homes will be accommodated within mixed-use development, the majority of dwellings will tend to comprise apartments over shops or other uses. **The Council's housing needs** assessment and Housing Strategy identify a need for new smaller residential units, but also a pressing need for larger affordable homes.

The Council considers that the most suitable location for new family housing will be away from the mixed use developments in the town centre, and Wood Green Cultural Quarter. This is due to the elevated noise levels associated with mixed use development, **the aspirations to improve Wood Green's evening** economy, and the greater opportunities for creating embedded open spaces within developments away from the need to provide town centre uses at ground floor. The Area More Suitable for Family Housing is set out in Figure 7.7 below.



Fig 7.7: Areas more/less suitable for family housing

DM16 protects family houses in Wood Green from being converted into flats which would reduce the number of family units on the site. This will ensure that the existing family stock is not eroded, with any family sized units coming forward on redevelopment sites contributing to the overall supply of units of this size.

Housing Density

To optimise the potential of development sites, the London Plan recommends a minimum density in locations such as Wood Green of 650 – 1,100 habitable rooms per hectare (hr/ha), which equates to 240 – 435 units per hectare when 2.7 habitable room per unit (hr/u) is applied. However, this is a guide to potential density, and in relation to proposals for high-density development, considerations relating to good urban design, effect on townscape and heritage, and impact on amenity are key factors. On certain opportunity sites the height of buildings may need to be moderated to relate positively to the existing context, which in turn has a bearing on locally appropriate density levels. New development will be subject to the design charter contained in Local Plan policy DM1, DM6 on height of development, **and the GLA's London Housing Design Guide.**

Housing Values/ Affordable Housing

The Council will expect affordable housing to be provided in accordance with Policy SP2 of the Local Plan: Strategic Policies and DM13 of the Development Management DPD.

Wood Green has intermediate housing values when considered within a borough context. As such the borough-wide approach (40% of new homes to be affordable,

split by 60% affordable rent, and 40% intermediate product (this can include low cost homeownership or discounted rent at 20% below the market level). will be applied in this area. The Council is keen to be flexible in how this is achieved, and **will encourage a “portfolio” approach where groups of sites can be used to work together to meet the overall objectives of the Plan.**

Any reduction in the percentage of family size units in the Town Centre locations should be offset by increased percentages of family units in other specified / identified site locations to ensure overall dwelling mix targets are achieved.

The Council is keen to be flexible in how this is achieved, and will encourage a **“portfolio”** approach where groups of sites can be used to work together to meet the overall objectives of the Plan. An example of the portfolio approach being successfully used is in Tottenham Hale, where the Council is responding to individual site characteristics with a view to keeping to a minimum overall affordable housing provision of 40%. As an example, in the Tottenham Hale area, the proposed Monument Way scheme is 100% affordable rent, while Ashley Road developments are to deliver 50% shared ownership and affordable rent, while Over-station Development is 100% private rental, with off-site contributions supporting other schemes. This approach also ensures that developments closer to the core of the District Centre are able to capture the value that supports the overall affordable target.

Student Housing

Policy DM15 of the Development Management DPD identified growth areas as the most suitable location for student housing in the borough. The Council recognises that student housing can play a role in the rejuvenation of the town centre, but will seek to ensure that a mix of housing types come forward in Wood Green which meets overall housing need.

Private Rented Sector

The Council considers that there is a role for Private Rented developments to play in meeting housing need in the borough. This is acceptable within Wood Green. Proposals will be required to demonstrate that there is an appropriate blend of tenures in the AAP area, in line with Policy DM11.

Policy WG3: Economy

WG3: Economy

1. Applications which create new employment floorspace, and promote increased jobs and job densities in the AAP area will be supported. Specifically, by Sub-Area:
 - A. The **Heartlands** sub-area will transform from a principally industrial area to a mixed use area, encompassing:
 - i. A new civic core will be created on site WGSAs 17. This will form the new focal point for governmental jobs in the borough. An element of new office floorspace will be created in addition to Civic functions;
 - ii. New flexible and affordable workspace will be supported in this area to support new business formation and growth;
 - iii. DEA19 will be retained as a Local Employment Area: Regeneration Area, to ensure an appropriate quantum of new employment floorspace will be sought within this area;
 - iv. New creative workspace will be created within the development at Wood Green Cultural Quarter, as part of mixed use development.
 - v. Workspace that incorporates individual unit sizes of between 50 and 500m² will be supported, to provide accommodation suitable for Small and Medium sized Enterprises (SMEs) start up and growth space. Affordable rents (70%-80% of market rent) will be required on sites which are to provide an incubatory function.
 - B. Applications seeking changes of use of floorspace to create new B1 use above and behind retail terraces on Wood Green High Rd will be supported within the **Wood Green North** and **Turnpike Lane** sub-areas.
 - C. To grow the office market in the AAP area, new high quality office floorspace will be required on comprehensive developments around Wood Green High Rd in the **Wood Green North**, **Wood Green Central**, and **Turnpike Lane** sub-areas, new developments which create new office floorspace will be required on WGSAs 1-14 & 17.
 - D. The principle source of employment in **Wood Green Central** will be town centre/ retail employment. A blend of commercial office floorspace will be sought as part of mixed use development on sites in this area to complement the daytime retail economy.
2. Employment uses should not displace retail uses on designated town centre frontages, but will be actively encouraged as part of mixed use developments, for example behind or above an active retail frontage.



Fig 7.8 Economic development locations in Wood Green

Reasoned Justification

There is a need for new development to deliver jobs as well as housing in order to **improve the borough's employment ratio, offer greater local employment opportunities, and drive up the overall viability of Wood Green town centre, and in particular the town centre's daytime economy.**

It is critical to the establishing of new employment floorspace in the borough that the urban realm into which it is set is of a high quality. This will help to ensure that the new workspace can be successfully marketed. Affordability will continue to be a key issue, with Wood Green offering a price-advantageous location when compared to Central London, but with excellent amenity and connections to Central London.

Future employment floorspace requirements will depend on the evolution of the **economy's sectoral structure**. If the area is to support growth in B-class activities as part of its employment targets, it will need to supply sufficient and adequate floorspace. Modeling suggests that in order to maximize the delivery of new jobs in Wood Green, 80,000m² (gross) of floorspace will required to meet a jobs target of 4,000 new jobs and boost the weight of employment in Wood Green.

Wood Green has the potential to meet future space requirements, but needs to ensure the quality and profile of the supply meets the needs of potential occupiers. **At present Wood Green's workforce is mainly locally-based, with a high proportion of 'micro' businesses, generally higher than in the rest of London. This results in** higher levels of self-employment than elsewhere in the city (and the UK). Residents are over twice as likely to work either from home or in no fixed place as an average

London citizen. According to GLA forecasting, 27% of new jobs across London are going to be self-employed.

There is likely to be latent demand for the right type of B-space in the borough which is frustrated by the lack of appropriate premises. Many firms that create this demand will have in turn been frustrated by the lack of appropriate premises, and importantly price, in central London boroughs. At present there are no developments in the pipeline offering a substantial boost to B-space provision in Wood Green. In fact, there is a risk of net losses to residential uses through permitted development rights. This is why it is important for the Council to carefully manage existing supply to minimize the risk of erosion.

There is at present a scarce immediate capacity in Wood Green to accommodate additional B-space employment, the existing supply of available office stock is very limited, with only 1,200 m² of office space currently on the market (June 2016).

New Office floorspace

There is potential for the development of new office floorspace within the centre. It is important that this is flexible, to adapt to a range of potentially changing occupants. There is particularly forecast to be a market for small-medium size modern office space targeted at SMEs and start-ups. Overall, if office employment in particular is to grow significantly in Wood Green, additional supply will be required.

The allocated sites have the potential to provide a significant increase in the quantity of B-space in the area, enough to meet the highest future requirement for employment land and floorspace. Policies in the Development Management DPD seek to achieve the highest amount of new commercial floorspace in new developments on sites in Regeneration Areas, and in areas of high public transport accessibility. This approach will be continued in Wood Green, albeit with competition for this floorspace for new town centre, and infrastructural uses which will support and develop the town centre. New high quality commercial premises will help to attract more established employers who will locate in Wood Green due to the excellent accessibility and amenity of the centre. These will principally occupy comprehensively redeveloped sites, be of a generally larger floorplate, and have a **prominent “front door”**.

Workspace development

Co-working, start-up, and grow-on space are likely to be in significant demand over the plan period. Workspace to accommodate these types of use can take the form of light industrial units, studios, office space, serviced offices and co-working space. New workspace will be created principally in the Heartlands area, with new office use created through mixed use developments in the centre of Wood green. It is acknowledged that an element of affordable rental space may be required to support the incubation of small and medium sized businesses. New space will

support new business growth, and appropriate move on space will be created to ensure that as far as possible the jobs created by new firms are retained in the local area. It is important that the sizes of new development reflect the spatial needs of firms who will use them. Small units (<100m²) will be supported, but it will also be required to provide new spaces for move-on space to accommodate growing firms increasing need for floorspace (100m²-500m²).

Policy WG4: Wood Green Cultural Quarter

WG4: Wood Green Cultural Quarter

1. The Council will support proposals the creation of new floorspace which yields the maximum feasible quantum of culturally-oriented commercial floorspace in this area. Proposals will be required to show:
 - A. That a range of sizes and types of business units are being provided across the Cultural Quarter which allow for SME start-up and move-on space;
 - B. That affordable entry-level business floorspace is expanded within the Cultural Quarter;
 - C. That ground floor frontages promote active streetscapes within the area.
2. Site Allocations WGSA 16, 19 & 20 will create a new piece of public urban realm at the centre of the Cultural Quarter, with active uses surrounding it, which promote and celebrate the sharing of cultural accomplishments of occupants of the area. Proposals for, and adjoining this new piece of urban realm should:
 - A. Be pedestrian-oriented;
 - B. Have active uses on all frontages;
 - C. Provide space for casual interaction at all times of the day;
 - D. Be open into the evening;
 - E. Allow for events which showcase the cultural activities undertaken in the area
 - F. Be interconnected, forming part of a network of public spaces in the wider AAP area, with a particular focus on the establishing of a new north-south link between the Civic Square/Coburg Rd, and Wood Green Common.

Reasoned Justification

The cultural quarter at Wood Green is dominated by the Chocolate Factory, a former Barratt's sweet factory, now a complex of 80 artist studios and small business units, with more than 100 creative individuals and organisations. It is north London's largest creative enterprise centre. The Wood Green Cultural Quarter is expanding further with the potential for growth as Haringey Heartlands develops.



Fig 7.9: Wood Green Cultural Quarter

Wood Green’s Cultural Quarter has an established “maker” economy, and new development which will expand, and proliferate the opportunities for these uses to thrive will support the furthering of cultural output in this area. This will be manifested through the increased availability of differing unit sizes of property at varying degrees of cost, to foster the stable conditions required to establish SMEs, alongside the provision of move-on space as and when these firms grow.

New Public realm

The new piece of public realm will be a space aimed at creating opportunities for gathering, both informally during the day, and into the evening, enabling people-watching and other activities such as cultural animation programmes, and opportunities for the showcasing of locally produced goods and artworks. A mix of food and beverage providers, as well as shops and galleries exhibiting and retailing local produce will showcase the area, and act as a cultural destination complementing Wood Green town centre. The addition of a complementary theatre venue would help to support the establishment of the Cultural Quarter.

New Link

The extended Clarendon Rd will connect the “spine” route through the Clarendon Square development, the Civic Square, Cultural Quarter and Wood Green Common as a new north-south route within the AAP area, complementing the primary north-south route of Wood Green High Rd, and forming an important part of Wood Green’s Green Grid. The new link should take the form of a pedestrian and cycling route with an active ground floor frontage, but with minimal set-backs.

Policy WG5: Wood Green's Urban Design Framework

WG5: Wood Green's Urban Design Framework

1. Future development should respect the established characteristics of the Character Area that the site exists within.
2. New landmark buildings will be supported at the locations identified in figure 7.12, subject to policies DM1, and if tall, WG6, DM6, and should emphasise the major points of arrival into the town centre (identified in Figure 7.12) by:
 - A. Improving access to and from the arrival point;
 - B. Including and contributing to high quality streetscape and landscape treatments;
 - C. Are architecturally, artistically and/or culturally notable;
 - D. Managing, and where possible enhancing strategic and local views (identified in Figure 7.13) by not obscuring these views and ensuring that **all new development works to 'frame' these views where possible.**
2. Local landmarks and heritage assets and their settings will be enhanced through new development, in line with policy WG7.
3. A generally consistent building line incorporating highly permeable street layout and active frontages will be required throughout the AAP area.
4. Blank facades and rear service areas exposed to the public realm will be strongly discouraged.
5. Specific opportunities for improving the urban realm in Wood Green as a whole will be supported, including:
 - A. Shopfronts on terraced properties on Wood Green High Rd as identified in Fig 7.5 (in Policy WG1) will be protected, and opportunities to restore them to their original condition supported. Extensions to the front, including awnings will not be acceptable on these properties where it harms pedestrian circulation within the centre.
 - B. Larger town centre developments on comprehensive development sites, as identified in Figure 7.10 should:
 - i. Respect the building line of neighbouring existing retail terraces;
 - ii. Increase pedestrian circulation space on Wood Green High Rd wherever possible;
 - iii. Create new pedestrianised laneways perpendicular to Wood Green High Rd which create linkages to the existing street network;
 - iv. Where tall or taller elements of sites are suitable, establish podiums which respect the character of neighbouring sites.
 - C. Where opportunities for new Laneways are identified in Figure 7.9, uses should be created that make use of the pedestrianised urban realm in **front of their active frontages, and benefit the centre's evening economy** as per policy WG10.
 - D. A new principle East-West Route will be created through the area as identified in Figure 7.10. This will link Noel Park with Alexandra Palace via the new Town Square and Civic Square, incorporating site allocations WGSAs 8, 9, 10, 16, 17, 18, 21, and 25. Developments along this route should ensure:
 - i. That active frontages are provided along its entire length;
 - ii. That there is necessary space for pedestrian and cycling along

- the route;
- iii. That junctions are pedestrian and cyclist-friendly as a direct route through the Town Centre, including through the new Town and Civic Squares;
 - iv. That the route is legible, with developments that front the route reinforcing the primacy and legibility of the route within Wood Green;
 - v. That surfaces are of a high quality, with consistent materials and treatments used along the route;
 - vi. That where possible opportunities for new planting, and the creation of dwell spaces for visitors to the Town Centre are created;
 - vii. That connections into the area-wide Green Grid are realised.
- E. A new North-South Route will be created through the Heartlands area as identified in Figure 7.10. This route will link the Mary Neuner Way with Wood Green Common through the new Civic Square, and a regenerated Cultural Quarter, incorporating allocations WGSA 16, 18, 19, 20, and 24. Developments along this route should ensure:
- i. That new bus routes along Clarendon Rd/ Mary Neuner Way can be accommodated;
 - ii. That a new pedestrian and cycling connection is established from the **“S-bend” on Mary Neuner Way to Wood Green Common**;
 - iii. That junctions along the route are pedestrian and cyclist-friendly as a direct route through the area, including through the new Civic Square;
 - iv. That connections into the area-wide Green Grid are realised.
- F. New pieces of urban realm will be created within the centre as set out in Policy WG8.

Reasoned Justification

Wood Green exhibits a number of issues associated with the layout of sites. These include creating insufficient space for circulation on the High Rd, buildings presenting yard space to pedestrian routes away from the High Rd, blank facades, and having few spaces to dwell.

There are examples of ground floor additions to bring the building line forward on parts of the High Road, and these are considered to harm the existing character of the terrace.



Figure 7.10: Urban Design Framework

Character Areas: Design considerations

As identified in section 3, there are 13 “character areas” within the AAP Area.

Developments should respond to the characteristics of these areas as identified in this document, and where relevant in the Council’s Urban Characterisation Study.

1. **Civic Centre & Trinity Green:** New development should respect and respond to the character of the open spaces in the area, and more suburban residential blocks which surround them.
2. **High Rd North:** There will be significant change in parts of this area, with an improved impression on arrival created. The rhythm and scale of the retained High Rd terraces and Wood Green Underground station will need to be considered in future development proposals.
3. **Lordship Lane:** This is a secondary route that runs perpendicular to the High Rd; development should not draw focus away from the primacy of the town centre area to the west.
4. **Parkland & Morrison’s:** There is an opportunity for significant change to establish a higher density mixed use town centre character, however the residential character of Parkland Rd will need to be maintained, and the heritage significance of the Gaumont Theatre respected.
5. **The Mall & Wood Green Library:** This area will undergo complete transformation, but developments will need to respect the scale and character of the Noel Park Conservation area to the east, and ensure a positive relationship with the Gaumont Theatre is established. An opportunity for landmark development which marks the centre of Wood Green, and

future Crossrail station entrance will need to consider how it responds to views to/from Alexandra Palace.

6. **Noel Park:** Opportunities for new development (outside of the Conservation Area) to complement the street layout of this estate will be encouraged. Views of, and access to the town centre from the Conservation Area should be improved wherever possible.
7. **High Rd South:** While there is an opportunity for significant redevelopment on and behind the eastern side of the High Rd in this area, the character of retained retail terraces should be respected by new development. Further new laneways running perpendicular to the High Rd in this area increasing the “depth” of the High Rd will be encouraged.
8. **Turnpike Lane Station, Westbury Avenue, and Ducketts Common:** An opportunity to create improved entrances to the town centre and Ducketts Common from Turnpike Lane Station exists in this area. While the height of development could be tall to create a landmark, the setting and rhythm of the existing High Rd terraces, Turnpike Lane station, and Ducketts Common should all be respected in new developments.
9. **Turnpike Lane:** There is little development planned for this area, and any proposals should demonstrate how they complement the existing rhythm of shopfronts, levels of activity, and variety of uses on Turnpike Lane.
10. **Wood Green Common:** The character of the Common itself, and local building of merit will need to be respected in the design of new development in this area.
11. **Wood Green Cultural Quarter:** The existing Chocolate Factory building should be the focus around which significant change comes forward in this area. Care to reflect the industrial heritage of the area in new development should be taken.
12. **Clarendon Rd:** This area will undergo complete transformation, but will need to be mindful of the amenity of surrounding residential areas, and views to/from Alexandra Palace.
13. **Parkside Malvern:** This area is and will continue to be residential in character, new development will be limited and should respect the existing use.

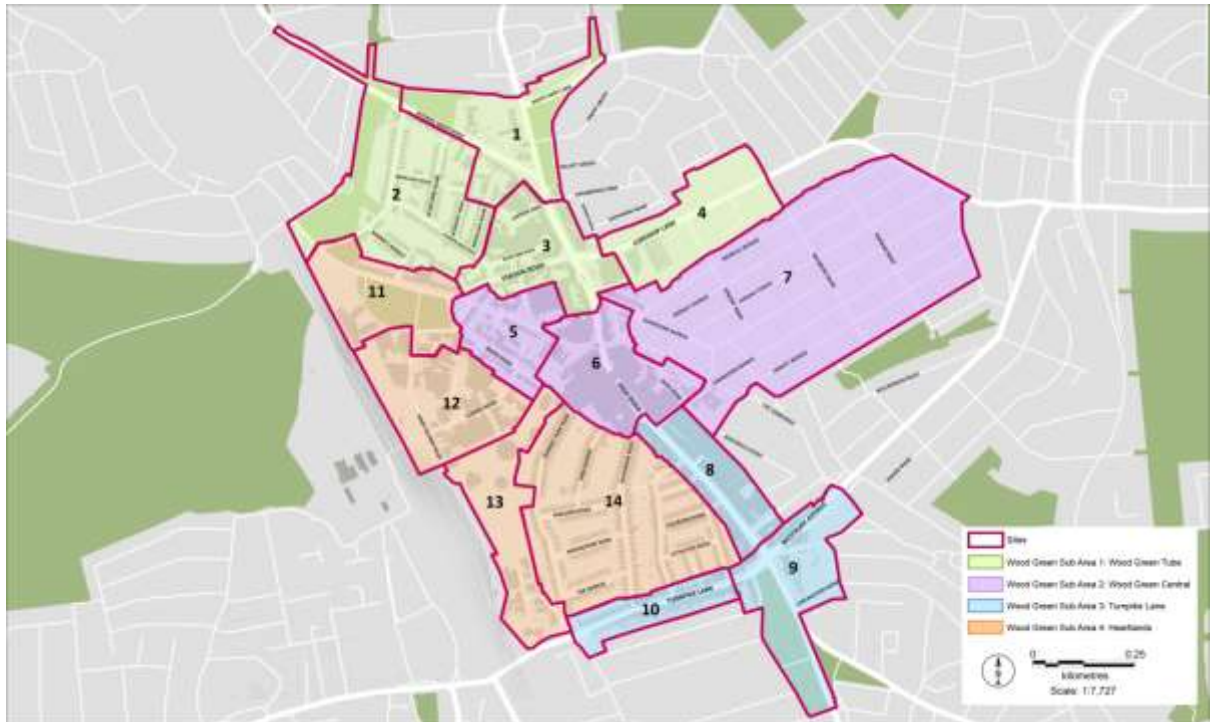


Figure 7.11: Wood Green Character Areas & Sub Areas

Landmark Buildings

At key points within the town centre, landmark buildings can emphasise the importance of the location, and help to guide visitors through the area to these locations. A landmark building should be of exceptional design within the centre, **but doesn't necessarily have to be a tall building as defined by DM6.** Such locations could include Wood Green and Turnpike Lane tube stations, the new Crossrail Station, the Town Centre Square, Civic Square, and Cultural Quarter. If the proposal is for a tall building, then policies DM6 and WG6 will be applied to ensure that their design is acceptable with both the local and borough-wide planning framework for tall buildings.



Figure 7.12: Landmark building locations

The locations set out in Fig 7.12 below are justified as follows:

1. Station Rd: Marking the entrance from Wood Green Underground and Crossrail Station; Framing views of Alexandra Palace down Station Rd; Waymarker from new piece of urban realm in Wood Green North sub-area.
2. Hollywood Green: Marking the entrance from Wood Green Underground and Crossrail Station; Framing views down the High Rd.
3. Wood Green Library: Marking the entrance from Wood Green Crossrail Station entrance; Marking the confluence of Wood Green High Rd & the new East-West link (north); Marking the entrance to the new Town Square; Framing views of Alexandra Palace from Wood Green High Rd.
4. Wood Green High Rd/ Wood Green Library: Marking the entrance from Wood Green Crossrail Station entrance; Marking the confluence of Wood Green High Rd & the new East-West link (north); Framing views of Alexandra Palace from Wood Green High Rd.
5. Wood Green High Rd (the Mall): Marking the entrance to the centre from Wood Green High Rd; Marking the entrance to the new Town Square; Framing views of Alexandra Palace from Wood Green High Rd.
6. Wood Green Town Centre west: Marking the entrance to the new Town Square; Framing views of Alexandra Palace from Wood Green High Rd.
7. Westbury/ Whymark Avenues: Marking the entrance to the Town Centre from Turnpike Lane Underground Station; Framing Wood Green High Rd.
8. Chocolate Factory: Marking Wood Green Cultural Quarter.

9. Coburg Rd (N): Marking the entrance to the Wood Green from Alexandra Palace/ the west of the borough; Framing views down the new east-west route.
10. Coburg Rd (S) Marking the entrance to the Wood Green from Alexandra Palace/ the west of the borough; Framing views down the new east-west route.
11. Coburg Rd (N-S/E-W confluence): To mark the confluence of the new principle East-West and North-South links through the Heartlands Sub Area; Waymarker from Clarendon Rd, Cultural Quarter, and Boulevard pieces of urban realm.

There are a number of existing buildings that can rightfully be considered landmarks in their own right. These will provide a context for new development as set out in DM1. Particular consideration should be given to the setting of the existing buildings set out in Figure 3.8.

Policy WG6: Local Tall Buildings and Local Views policy

WG6: Tall Buildings and Local Views Policy

1. In line with DM6, Wood Green has been identified as being potentially suitable for the delivery of tall buildings. The design of any buildings within this area will be in accordance with the relevant Site Allocation, and proposals should follow the guidance set out in the emerging Tall Buildings SPD.
2. Where feasible, new tall buildings will provide public access to the top floor of the building so that everybody can benefit from the best views created in new developments. Particular consideration in Wood Green should be given to the views west from the public area.
3. A new local view from Wood Green High Road through to Alexandra Palace will be established across the new Town Square.
4. Views across the rail line from Alexandra Palace should be a primary consideration in the location and design of tall and taller buildings in Wood Green, and particularly in the Heartlands sub-area.

Reasoned Justification

Wood Green, as a Metropolitan Town Centre, identified growth area, and highly accessible area, is identified in the Local Plan Strategic Policies as a suitable location for tall buildings. This is established in the Local Plan: Strategic Policies DPD. Further work has been carried out in the tall buildings SPD which offers guidance on how tall buildings should be designed in the borough.



Fig 7.13: View Corridors in Wood Green

The location of viewpoints to the east of Wood Green focusing on views of Alexandra Palace creates a need to design tall buildings very sensitively in the Wood Green Central and Heartlands sub-areas. There is a less constrained (in purely view terms) opportunity for tall buildings in the north of Wood Green, and towards Turnpike Lane Station.

London Plan Policy 7.7 (Part C(h)) states that publically accessible areas should be provided on upper floors, where appropriate. Wood Green lies to the east of Alexandra Palace and the Highgate-Muswell Hill ridge line, affording excellent views there, as well as towards the city, and Docklands. As such publically accessible uses such as cafes, bars, and gathering spaces will be expected to be provided at **the top of tall buildings in the area to exploit this, and help fulfil the building's role in contributing positively to the appreciation of variety in Wood Green's urban form.**

The new local view of Alexandra Palace from Wood Green High Rd will play a crucial role in drawing the attention of visitors to Wood Green High Rd towards the western extension of the Town Centre towards Heartlands. The view will be established by having restricted heights in the form of the new Town Square to the west of the High Rd, and beyond that the establishment of a new Wood Green open-sided marketplace. Beyond this, development which helps to frame Alexandra Palace will be supported.

Fig 7.14: 3D Model of view over the market to Ally Pally

Policy WG7: Heritage

WG7: Heritage

1. Existing buildings and open spaces of historic or architectural merit, as set out in Figure 3.8 must be preserved or enhanced and new buildings will be required to demonstrate how they positively reflect this context whilst encouraging high quality, contemporary design responses that achieve optimal regeneration impact.
2. The historic fabric of the town centre in terms of the architectural, townscape and landscape features should be preserved or enhanced, including making the best use as far as possible in relation to:
 - A. Listed and locally listed buildings and their settings, particularly the listed Gaumont Cinema building in the heart of the Wood Green Central area, and Chocolate Factory building at the heart of the Cultural Quarter, ;
 - B. Buildings within the Noel Park, Wood Green Common, and Trinity Gardens Conservation Areas, as well as the setting of the adjacent Alexandra Palace and Hornsey Water Works and Filter Beds Conservation Areas;
 - C. Unlisted buildings of historic and architectural merit and of townscape importance within the town centre. These heritage assets are proposed for potential regeneration through re-use and refurbishment and should inform the design of new development and inform wider proposals. These assets are indicated in Figure 3.8.
 - D. The terraces along Wood Green High Rd will be retained as a link to the past, and as a source of small business space which is consistent with **Wood Green's cultural heritage.**

Reasoned Justification

All development proposals should demonstrate an understanding of the local **historic environment and clearly consider the proposal's physical and functional** impact on this environment, as well as the wider area. The Council will seek to ensure that all proposals consider opportunities for adaptive re-use of existing assets, where viable, as well as the sensitive integration of new development within the existing urban and historic fabric.

The Council is undertaking a review of its local list at the current time, which may add, remove, or change the status of some of the heritage assets listed in Figure 3.8.

Policy WG8: Green Grid/ New Urban Spaces

WG8: Green Grid

All developments in the Wood Green AAP area will be required to respond positively to the creation, optimisation, and implementation of the Green Grid network. Where appropriate, new development will:

- A. Maximise the benefit of amenity from, improve where possible access to, and ensure development is complementary to Wood Green Common and Ducketts Common, to make them better able to serve **Wood Green's growing population**;
- B. Create an enhanced network of legible, and walkable green links between Wood Green Common, Nightingale and Trinity Gardens, and the New River reserve in the north of Wood Green;
- C. Improve pedestrian and cycling links to, and the overall quality of Belmont Recreation Ground, Alexandra Palace Park, Russell Park, Lordship Rec, White Hart Lane Rec, Woodside Park, and **Downhill's Park, with the aim of improving access to a range of types of open spaces in Wood Green.**
- D. New public urban spaces will be established and connected, including on the following sites:
 - i. A new Town Square to the west of Wood Green High Rd (WGSAs 8 & 9);
 - ii. A new Civic Boulevard will be developed in the Coburg Rd area (WGSAs 16, 17 & 18);
 - iii. A new piece of urban realm serving as the focal point of an improved cultural quarter (WGSAs 16, 19 & 20);
 - iv. Wood Green bus garage (WGSAs 2, 3 & 4).

Reasoned Justification

Wood Green has a deficit of urban realm in which people can gather, dwell, and relax at present. The spaces that do exist are often poorly located or orientated, and/or located on the busy High Rd, with little screening from the impacts of heavy traffic. Through redevelopment, new spaces will be created within the centre.

A new town square to the west of Wood Green High Rd

Fig 7.15: Vision/IMAGE

This new Town Square will be a new focal point of the regenerated Wood Green town centre. Located on the new principle East-West Route, pedestrian and cycling connectivity will need to be incorporated. New retail circuits of the town centre will be facilitated from the Square, including to the north to Station Rd, and Wood Green High Rd at Wood Green Underground Station via WGSAs 7 & 8; and through WGSA 9 south and back onto the High Rd. Views across the square, and the new market located to its west will establish a visual link between Wood Green High Rd and Alexandra Palace for the first time in a generation. There will be a new Crossrail 2 station entrance onto the square, with a mix of retail and leisure uses surrounding it.

A new Civic Boulevard will be developed in the Coburg Rd area

Fig 7.16: Vision/IMAGE

This generously proportioned new pedestrian and cycle-oriented route will connect the new Civic functions located on WGS A 17 with an improved access to Alexandra Palace via an improved Penstock Foot Tunnel. This route will provide an opportunity for active uses on sites WGS A16, 17, 18 & 21 to frame the new space, creating a set of active uses along its length. There will be opportunities for new uses to occupy the space within the urban realm, potentially in the form of daily markets or for performance events. The space should change along its length, and be flexible throughout to hold a range of types of events. The key junction on the new principle east-west and north-south routes should be designed to accommodate the ready flow of pedestrians and cyclists navigating through the area, including the use of appropriate waymarking.

A new piece of urban realm serving as the focal point of an improved cultural quarter

Fig 7.17: Vision/IMAGE

Mixed Use, North-South route

A new public square at the heart of the Clarendon Square development

Fig 7.18: Vision/IMAGE

Mixed Use, North-South route

A new urban courtyard atop a decked Wood Green bus garage

Fig 7.19: Vision/IMAGE**Green Grid**

Due to the significant need for new housing and employment in Haringey, and Wood Green, delivering new open spaces of a significant scale is not considered realistic. Wood Green does have a range of excellent open spaces within it, and on its doorstep. Additionally, development contributions have the potential to be collected and spent on improving those spaces, and improving access to them. Together, these aims will form a green grid of networked, high quality open spaces.

Wood Green's Green Grid will form a part of the Haringey and London wide

integrated network of green infrastructure. A network of accessible open spaces linked by footpaths, cycleway and tree-lined avenues is planned. The more built-up character of many of the areas identified as being deficient in access to nature make the reduction of deficiency all the more challenging. Policy WG6 seeks to ensure that through a combination of more substantial enhancements, as part of major development, and off-site investment, this will ensure a valuable environmental legacy for future residents.



Fig 7.20 Wood Green's Green Grid

Key routes within Wood Green include the connecting of the High Road with Alexandra Palace Park through the key growth area in Haringey Heartland. Links to the collection of parks to the east of the AAP area (Lordship Rec, Downhills Park, and Chestnuts Park) will also be improved. An improved set of green links will be established in the north of the AAP area. Existing nearby parks such as Belmont Common, Russell Park, Woodside Park, and the White Hart Lane facility will be better connected, and have their quality improved. Wood Green Common, and Ducketts Common will be improved to act as the key local parks for the metropolitan centre.

The impact of new routes on existing open spaces will be closely managed. The aim of improving pedestrian and cycling connectivity through parks is to enhance and link together existing open space assets and ensure as many people can access them as easily as possible. Any developments should be able to clearly demonstrate how they meet this aim, including how any affected assets in the Park will be reprovided and improved.

Policy WG9: Community Infrastructure

WG9: Community Infrastructure

1. In order to meet the needs of Wood Green's growing population:
 - A. A 2 new forms of entry primary school entry will be provided, with potential to be expanded to 3 forms of entry, with the preferred location being on WGSA 24;
 - B. A new GP surgery will be provided, with the preferred location being on WGSA 11;
 - C. Proposals which incorporate new leisure uses as part of mixed use developments will be supported;
2. A new Civic Square will be created on the East-West Route through Wood Green creating a new piece of urban realm surrounded by uses focussing on the provision of services to local residents.
3. Proposals which affect existing community floorspace will need to identify how the use will be reprovided within the area.
4. D1 uses which help to support the delivery of social infrastructure will be permitted above and behind active frontages on terraced properties in the AAP area.
5. All new commercial development will be required to design in and connect up to ultra high speed telecommunications infrastructure.
6. New development will be required to facilitate the development, and ensure connection to the Wood Green Decentralised Energy Network where feasible.

Reasoned Justification

Wood Green's population is forecast to grow by approx as a result of new development contained in this document. The Council's Infrastructure Delivery Plan identifies existing shortfalls in infrastructure in the Borough, and Wood Green, and the following additional infrastructural buildings are considered necessary in order to make development acceptable across the AAP area:

CIL will be collected on all sites where applicable in Wood Green to fund the provision of community infrastructure in the borough.

Education

The 2016 School Place Planning Report identified a projected need by 2025 for 1.5 new forms of primary school entry in the greater Wood Green area. Additionally, there is forecast to be an unmet 0.5 new form of primary school entry need in the greater Harringay area. On this basis a new 2 form of entry primary school is proposed in the southern Clarendon Rd site (WGSA 24). This site is ideally located in the zone more suitable for family housing, and can meet need in both the greater Wood Green, and greater Harringay areas. To ensure future capacity within the area is robust, the new school should be designed in such a way as it can be expanded to accommodate a third form of entry. There is not forecast to be a requirement for additional secondary school capacity.

At present there are a range of smaller scale community facilities including language collages operating out of offices above terraced retail properties in Wood Green. These form a useful role in the local economy, drawing new people into the centre, and providing local jobs and services for local residents.

Health

The 2016 Infrastructure Delivery Plan Update identified a projected deficit in the Wood Green area totalling 3,755 people due to the anticipated retirement of current single handed GPs. Additionally, new development identified is forecast to increase the population of Wood Green by 10,785. This creates a need for an additional 8 new GPs, 8 new C&E rooms, and 3 new treatment rooms. This equates to a floorspace of approximately 1,000m².

Leisure

The provision of leisure uses within a town centre forms an important part of a **Town Centre's overall offer to visitors. Leisure can be used as a wide term and could** include commercial town centre facilities including food & drinks, cinemas, bowling alleys, as well as social infrastructure such as gyms, sports courts, and swimming facilities, which could be provided by the public or private sector.

Civic facilities

A new Civic Square will be created as a focus for local services and community activities in Wood Green, focused around a pleasant environment, in an accessible location. This will include new Council offices, a new library, and opportunities for the provision of new flexible community space to reprovide space lost in redevelopments to facilitate regeneration of the town centre.

Community space

There are a number of existing community facilities scheduled for redevelopment in Wood Green. The Asian Centre (WGSA 9), the West Indian Centre (WGSA 24), the Job Centre (WGSA 20), and Wood Green Library (WGSA 8) will all need to be rehoused within the local area. Opportunities for these uses to be provided in new, multifunctional facilities should be explored to ensure that communities' needs will be met in a space-efficient manner, as per Local Plan policy DM49.

A replacement library will be provided on the Civic Square area to replace the existing facility on Wood Green High Rd which will be redeveloped as part of the creation of a new Town Square.

Policy WG10: Improving the Evening Economy

WG10: Improving the Evening Economy

1. Development which creates managed leisure and other uses which increase activity and safety in Wood Green town centre during the evening hours will be supported.
2. The 50% minimum requirement for A1 uses on Secondary town centre frontages will be relaxed to 25% in the areas identified in Figure 7.20 where there is a proposal for A3 or A4 uses.
3. New market squares and spaces which provide opportunities for evening uses, potentially on different nights of the week to day-time market uses will be supported.
4. Proposals for evening economy uses must demonstrate that any adverse impacts on neighbouring uses, including residential use (within and around the AAP area) will be appropriately managed by submitting a management strategy with their proposal.

Reasoned Justification

Wood Green's economy closes down generally around 7pm, particularly in areas away from Wood Green or Turnpike Lane underground stations. In addition to adding local population through new housing in the area, changes of use and development of an enhanced set of later-opening uses within the centre will encourage greater visitation by people from within and around Wood Green. A thriving evening economy will also serve to attract a more diverse and prosperous resident base to the area. These will focus around new urban realm locations, so that activity in the evening creates overlooking of public spaces, to improve safety.

The following locations are identified as being appropriate in principle for a greater range of food and drink (use classes A3, A4 and A5), as well as potentially leisure-related uses (use class D2):

- A. Parts of Wood Green North (Station Rd & Vue site);
- B. Terraces of Wood Green;
- C. Laneways running off Wood Green High Rd.



Figure 7.21 Evening Economy Locations

Management Strategy

To assist the assessment of proposals, planning applications must include a management strategy that show how the use will operate and how any potential undue impacts can be mitigated (including noise, hours of operation, how customers will be managed when leaving the premises etc). The management strategy must be strictly adhered to [as a condition of the consent] if a proposal for the evening economy use is approved by the Council.

Policy WG11: Transport

WG11: Transport

1. Development which enhances pedestrian and cycle access, permeability and facilities, particularly those helping to establish the new principle East-West and North-South pedestrian and cycling routes through the area, will be supported.
2. A new entrance to a central Wood Green Crossrail station will be created, opening onto the Town Square.
3. The appropriate quantity and location of off-street Town Centre parking required within the centre will be delivered in line with the findings of the Transport Study underpinning this plan.
4. New cycle hubs will be established on sites WGSAs 5 & 15.
5. Opportunities to create more bike lockers and hangers through new developments will be supported.
6. All parking spaces for new development will be required to provide electric vehicle charging points
7. Opportunities to improve the layout of junctions should be considered through the transport assessments and designs for new developments. Specific improvements should be considered as part of the designs for the following allocations:
 - i. Junction of Station Rd, Wood Green High Rd, and Lordship Lane, and the issue of rat running along Watsons and Ringslade Rds: WGSAs 2, 3, 4 & 5;

Reasoned Justification

Improvements to the capacity of the public transport network are required to support the planned developments in Wood Green. Piccadilly line services are relatively infrequent [about 23 trains per hour] compared to the Victoria line [36 tph]. TfL are planning to invest in new signalling and rolling stock which will increase capacity by about 60% from mid 2020s. With the proposed Crossrail 2 services running through Wood Green, this will encourage developers to bring forward sites for earlier development than would otherwise be the case. Crossrail 2 would also provide greater connectivity within central and inner London.

Wood Green is well served by bus routes with 12 routes using the High Road alone. As part of the regeneration of Wood Green it is considered worthwhile for TfL to review the bus network to ensure bus services are planned to best meet existing and future demands whilst seeking to minimise the environmental impact on the area's main roads.



Fig 7.22: Cycling Network In Wood Green

Enhancements to the road network to increase capacity at critical junctions will be necessary to minimise delays to buses and other traffic and to facilitate the development.

Parking

The availability of on and off-street parking is a key element in managing traffic generated by development. The management of this parking is necessary to achieve sustainable regeneration. The Council will be undertaking a transport study to assess the impact on the road network. The study will also include an analysis of parking demand and capacity, to establish the most appropriate levels of off-street town centre parking in Wood Green. At present the majority of town centre parking is on the Morrison's, The Mall, and Bury Rd Car Park sites.

Junction Improvements

A review of the operation of critical junctions in the AAP area will be undertaken by the Council. In addition work will be required to address specific issues of rat running traffic within the AAP area.

Cycle Hubs

Cycle and pedestrian facilities have been improved in recent years as part of urban realm enhancements to the town centre. However, much better access by cycle and foot into and through the area is needed to support sustainable development.

Wood Green and Turnpike Lane stations serve a large catchment, particularly to the east of Wood Green high Rd. The establishing of new cycle hub facilities, including

bike storage, repair, and refreshment facilities will underpin local **residents'** choice to use a bike-to-rail mode of travel.

Policy WG12: Meanwhile Uses

WG11: Meanwhile Uses

The Council will support, through the granting of temporary planning consents, **“meanwhile” uses** on existing undeveloped parcels of land and allocated development sites which are not expected to come forward in the short term. Such uses will be required to demonstrate how they contribute to the vibrancy of the immediate area and support the delivery of the development outcomes and vision as set out in this Plan.

Reasoned Justification

In order to deliver the desired regeneration outcomes and successfully co-ordinate development schemes, the Council recognises that some developments may not come forward until the later part of the plan (2026-2035). The Council believes that there are many opportunities for sites to continue to offer an active use throughout the early stages of redevelopment.

Where there are functioning buildings on sites which are scheduled for redevelopment, the Council will support applications that keep the buildings in active use in the short term. Where demolition has occurred, but the new development may be a few years away, a suitable temporary meanwhile use of the space will be encouraged. Such uses should ensure that they have no negative impact on the immediate area and that they continue to complement the vibrancy and distinctiveness of the neighbourhood.

8. Site Allocations

Introduction

	Site Ref	Site Name
Wood Green North	WG SA 1	Civic Centre
	WG SA 2	Green Ridings House
	WG SA 3	Wood Green Bus Garage
	WG SA 4	Station Rd Offices
	WG SA 5	Vue Cinema Site
	WG SA 6	Mecca Bingo
	WG SA 7	Morrison's
Wood Green Central	WG SA 8	Wood Green Library
	WG SA 9	Wood Green Town Centre West
	WG SA 10	The Mall (east side)
	WG SA 11	Iceland
Turnpike Lane	WG SA 12	Bury Rd Car Park
	WG SA 13	16-54 Wood Green High Rd
	WG SA 14	L/b Westbury & Whymark Aves
	WG SA 15	Turnpike Triangle
Heartlands	WG SA 16	Coburg Rd North
	WG SA 17	Bittern Place
	WG SA 18	Clarendon Rd
	WG SA 19	Wood Green Cultural Quarter (South)
	WG SA 20	Wood Green Cultural Quarter (North)
	WG SA 21	L/a Coronation Sidings
	WG SA 22	Western Rd Depot
	WG SA 23	Western Rd Car Park
	WG SA 24	Clarendon Rd South
	WG SA 25	Hornsey Filter Beds



Fig 8.1: Site Allocations

Sites in Northern Wood Green sub-area

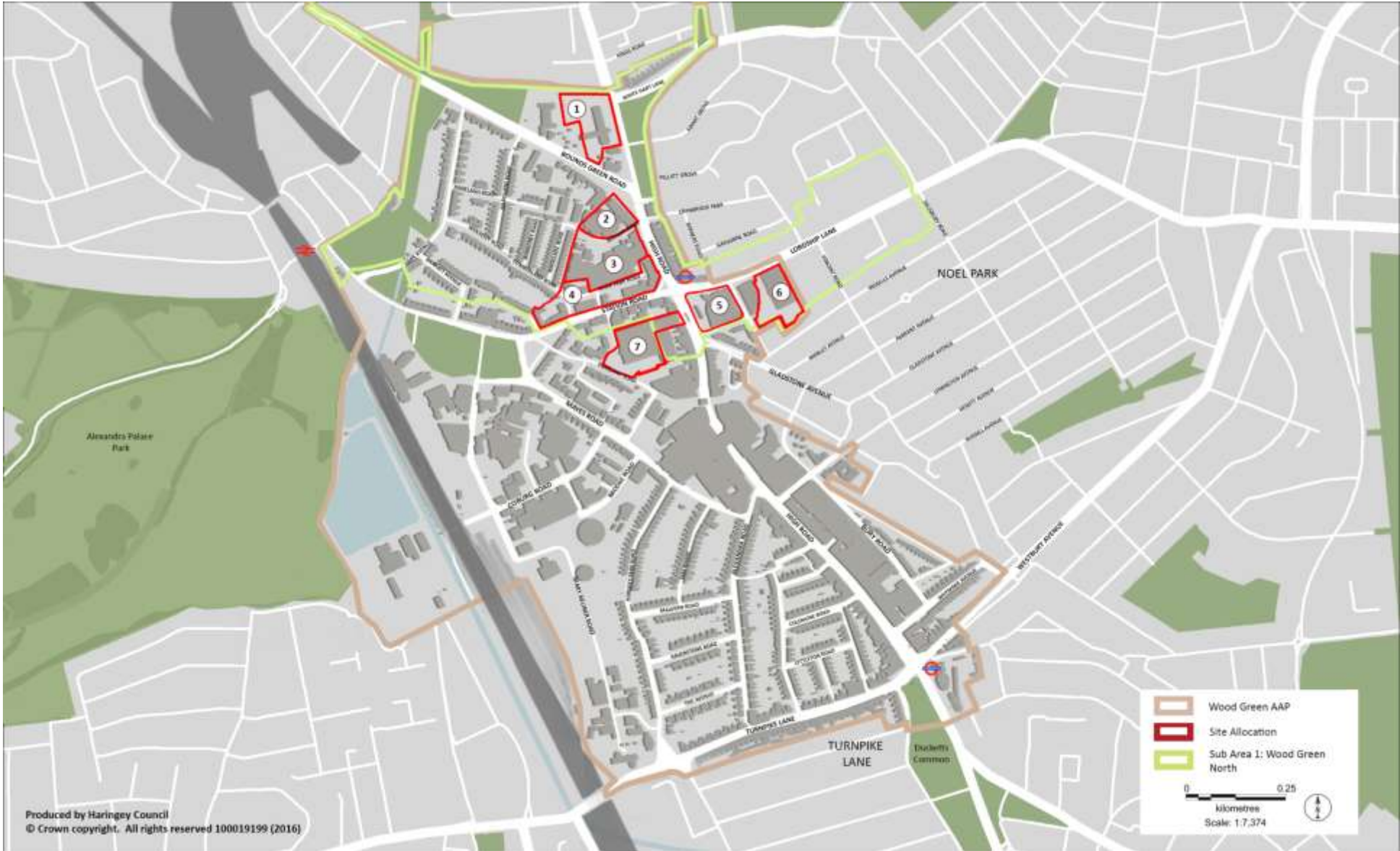


Fig 8.2: Sites in Wood Green North Sub Area

Site Ref	Site name	m ² employment	m ² town centre	Net resi units	Other	
					m ²	Use
WG SA 1	Civic Centre	1,017	1,017	116	-	
WG SA 2	Green Ridings House	1,571	786	191	-	
WG SA 3	Wood Green Bus Garage	3,808	1,904	326	9,520	Bus Garage, new open space
WG SA 4	Station Rd Offices	3,468	3,468	372	1,734	New Open Space
WG SA 5	Vue Cinema Site	1,760	1,760	138	4,401	Replacement open space, Cycle hub
WG SA 6	Mecca Bingo	2,407	2,407	275	-	
WG SA 7	Morrison's	2,899	2,899	331	-	
Total		16,931	14,242	1,750	15,655	

WG SA 1: Civic Centre

WG SA 2: Green Ridings House

WG SA 3: Wood Green Bus Garage

WG SA 4: Station Rd Offices

WG SA 5: Vue Cinema Site

WG SA 6: Mecca Bingo

WG SA 7: **Morrison's**

Sites in Wood Green Central sub-area

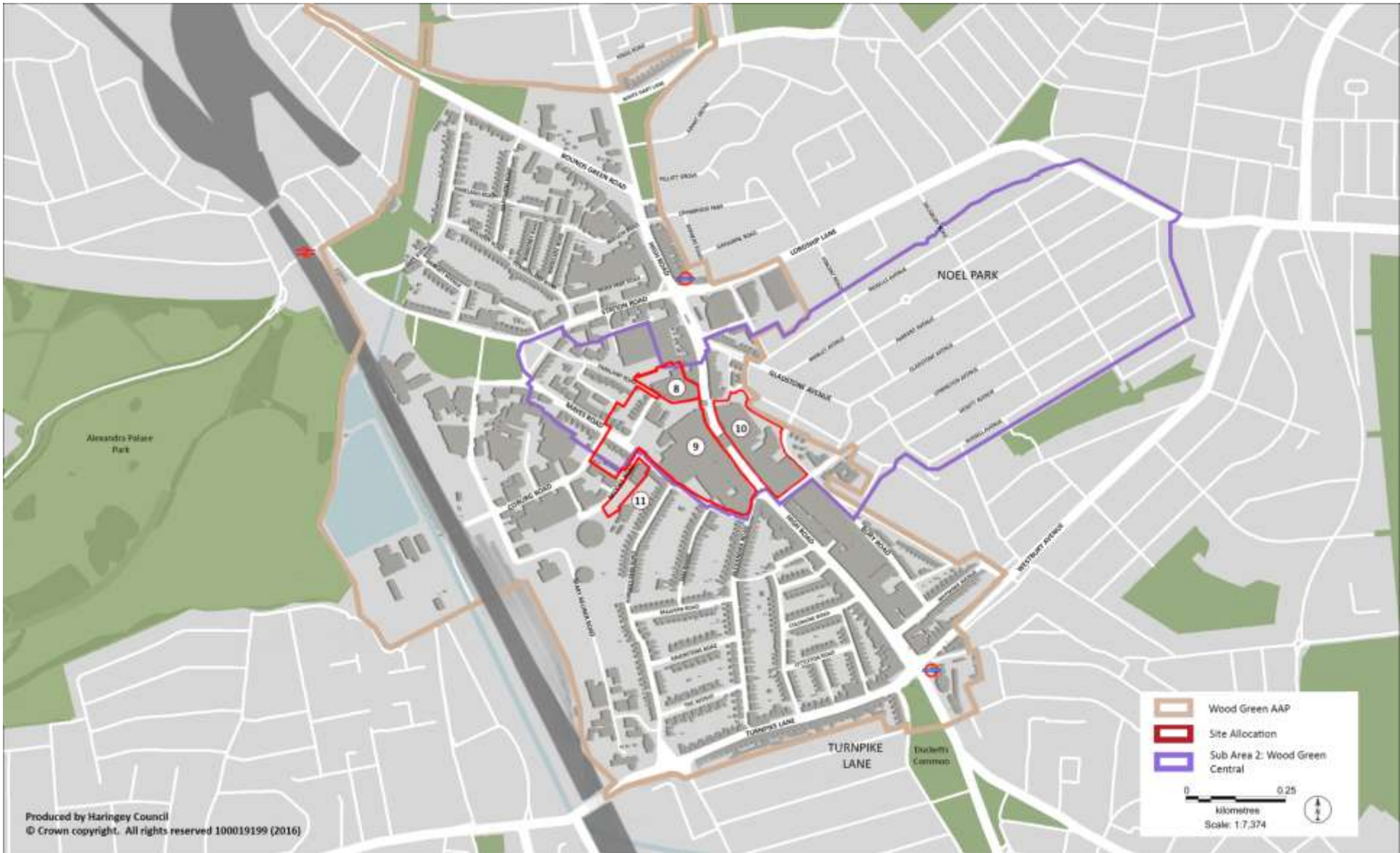


Fig 8.3: Sites in Wood Green Central Sub Area

Site Ref	Site name	m ²	m ² town	Net resi	Other
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Wood Green AAP Reg 18 Oct 2016 Consultation Draft CONFIDENTIAL WORKING DRAFT

		employment	centre	units	m ²	Use
WG SA 8	Wood Green Library	1,823	3,647	169	912	Town Square
WG SA 9	Wood Green Town Centre West	11,655	23,311	825	5,828	Town Square
WG SA 10	The Mall (east side)	5,215	10,430	602	-	
WG SA 11	Iceland site	602	602	120	2,409	GP surgery
Total		19,296	37,990	1,637	9,148	

WG SA 8: Wood Green Library

WG SA 9: Wood Green Town Centre West

WG SA 10: The Mall (east side)

WG SA 11: Iceland Site

Sites in Turnpike Lane sub-area



Fig 8.4: Sites in the Turnpike Lane Sub Area

Site Ref	Site name	m ² employment	m ² town centre	Net resi units	Other	
					m ²	Use
WG SA 12	Bury Rd Car park	2,013	2,013	130	-	
WG SA 13	16-54 Wood Green High Rd	4,432	4,432	487	-	
WG SA 14	L/b Westbury & Whymark Aves	1,282	1,282	137	-	
WG SA 15	Turnpike Triangle	-	230	49	230	Cycle Hub
Total		7,728	7,958	802	230	

WG SA 12: Bury Rd Car Park

WG SA 13: 16-54 Wood Green High Rd

WG SA 14: L/b Westbury & Whymark Aves

WG SA 15: Turnpike Triangle

Sites in the Heartlands sub-area

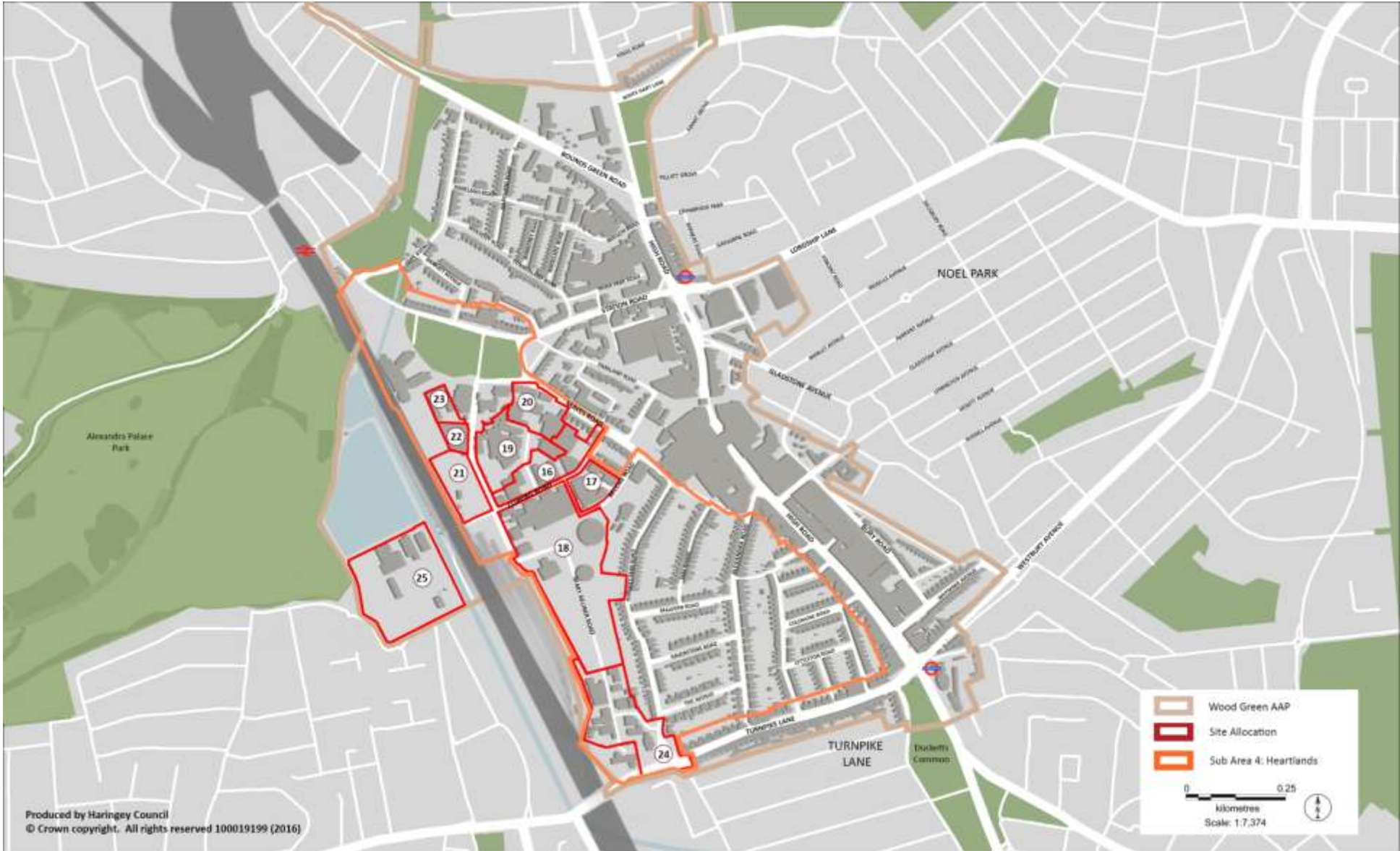


Fig 8.5: Site in the Heartlands sub-area

Site Ref	Site name	m ²	m ² town	Net resi	Other
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Wood Green AAP Reg 18 Oct 2016 Consultation Draft CONFIDENTIAL WORKING DRAFT

		employment	centre	units	m ²	Use(s)
WG SA 16	Coburg Rd North	6,547	1,637	304	3,273	Civic Boulevard
WG SA 17	Bittern Place	3,751	938	94	7,503	Civic space/library/urban realm
WG SA 18	Clarendon Rd	14,091	7,046	1,610	7,046	New Open Space/ Boulevard
WG SA 19	Wood Green Cultural Quarter (south)	15,621	1,953	279	1,953	Urban realm
WG SA 20	Wood Green Cultural Quarter (north)	4,952	-	265	1,238	Access
WG SA 21	L/a Coronation Sidings	3,026	-	173	-	
WG SA 22	Western Rd Depot	759	-	87	759	waste facility
WG SA 23	Western Rd Car Park	1,882	-	108	-	
WG SA 24	Clarendon Rd South	7,354	-	289	9,193	school
WG SA 25	Hornsey Filter Beds	-	-	304	10,475	Biodiversity/ leisure/ accessibility
Total		57,985	11,573	3,512	41,440	

WG SA 19: Clarendon Rd

WG SA 20: Wood Green Cultural Quarter (South)

WG SA 21: Wood Green Cultural Quarter (North)

WG SA 22: Wood Green Cultural Quarter (East)

WG SA 23: L/a Coronation Sidings

WG SA 24: Western Rd Depot

WG SA 25: Western Rd Car Park

WG SA 26: Clarendon Rd South

WG SA 27: Hornsey Filter Beds

9. Delivery and Implementation

WG SA 1: LBH Civic Centre

Address	Haringey Civic Centre, High Rd, Wood Green, N22		
Site Size (Ha)	1.0	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Civic Centre & Council Offices		
Ownership	Single public ownership		
How site was identified	Existing Site Allocation		
Planning designations	Haringey Civic Centre is locally listed Adjacent to: Church of St Michael and All Angels (grade II), War Memorial, Wood Green High Rd (grade II), Wood Green fountain and cattle trough (grade II). Site falls within the Trinity Gardens Conservation Area Adjacent to Green Chain		
Indicative Development Capacity	Net residential units	Employment m ²	Town centre m ²
	116	1,017	1,017

Proposed Site Allocation

Extension and conversion, or if suitably justified, redevelopment of the Civic Centre building, exploiting the site's capacity to develop onto the car park area, to create a mix of commercial and residential buildings.

Commentary

The Council is investigating how best to utilise its landholdings and it is clear that this site has additional capacity within it. A new preferred location for the existing civic use has been identified in central Wood Green, and many parts of the existing building are no longer suitable for their current use. There is potential for development on the extensive car parking at the rear of the site, and options to convert the front section, including the Council chamber, should be considered.. The Civic Centre is a locally listed building within a Conservation Area, and any comprehensive redevelopment requiring demolition would need to justify that the replacement building would make a significant contribution to the Trinity Gardens Conservation Area.

WG SA 1 Civic Centre



Site Requirements

- The Civic Centre building is locally listed and careful consideration regarding its retention and potential enhancement should be given through any proposals. Any development on the site should have regard to the significance of the Civic Centre building, and its role within the Trinity Gardens Conservation Area.
- The retention of the Council Chamber building, with conversion to a new community use should be considered.
- If demolition is considered, the building line should complement the building at 247 High Rd.
- There is potential to develop the currently underused land to the rear of the Civic Centre for new residential and commercial floorspace.
- The public realm to the front of the site will be designed so to enhance the Trinity Gardens Conservation Area, and complement the network of green spaces in the area.
- The northern edge of the site should be landscaped to complement the network of green chains in the area.
- Redevelopment involving the use of the **travellers'** site to the south west of the site will not be considered unless adequate reprovision of these housing units has been secured.
- Any development on this site should enhance the overall setting of Trinity Gardens Conservation Area.
- This site accommodates a bus stop outside the entrance; the accessibility of this bus stop would be expected to be maintained or improved through any redevelopment.
- New commercial office floorspace will be sought on this site.

Development Guidelines

- The principles of the Civic Centre & Trinity Gardens Character Area should be used to guide development on this site.
- This site is within an area considered to be generally more suitable for family housing within the AAP area.
- **The setting of St. Michael's Church should be preserved**, in particular the local views from the High Street to the south, Trinity Gardens to the west, and to the east from Crescent Gardens should be enhanced by any development on this site.
- Access to the site by car should be from Trinity Road to minimise the traffic impact on Wood Green High Rd. The height of development along Trinity Road will be limited to complement the residences opposite.
- The existing mature trees should be complemented by a green frontage to Trinity Rd **on the site's northern boundary**, to help to establish the green links routes within the area.
- The existing Council offices could be converted to housing, with the car parking and open space to the rear of the site will provide opportunities for new residential blocks.
- There is potential for development between the Church and the Travellers site on Bounds Green Road, but this must be sympathetic to both uses. Additionally, development of this block must preserve the viewing corridor from Trinity Gardens **Park to St. Michael's Church**.
- New development on the site should complement the form, massing, and architectural style of the Civic Centre (should it be retained), and is sympathetic to the adjacent Travellers site and properties on Trinity Road.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should be managed to improve water quality.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 2: Green Ridings House

Address	Green Ridings House, Wood Green High Rd, N22		
Site Size (Ha)	0.6	PTAL Rating	
		6a	
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Offices (former telephone exchange)		
Ownership	Single private freehold		
How site was identified	Existing Site Allocation		
Planning designations	Proposed green chain Adjacent to Trinity Gardens Conservation Area		
Indicative Development Capacity	Net residential units	Employment m ²	Town Centre m ²
	191	1,571	786

Proposed Site Allocation

Redevelopment of existing telephone exchange building for masterplanned new residential and employment mixed use development in association with the redevelopment of Wood Green bus garage.

Commentary

This site is a significant, but outdated telephone exchange. It is identified as having the potential to intensify uses of both employment in terms of number of jobs, and to provide new homes. There is the potential for this site to create a new mixed use precinct in the north of Wood Green when developed along with the Bus Garage and Station Rd Offices sites.



Site Requirements

- Development should be accompanied by a masterplan showing how the redevelopment will complement the aspirations for redevelopment on the adjacent Wood Green Bus Garage and Station Rd offices sites. A masterplan detailing how future complementary development of the Station Road Offices site could be progressed will be required alongside any planning application.
- There is no requirement to retain the existing building.
- A Secondary town centre frontage will be created fronting Wood Green High Rd.
- The open space to the front of the building should be enhanced to contribute to enhancing the setting of the Trinity Gardens Conservation Area and form part of the Northern Wood Green Green Chain.
- The Wood Green High Road frontage should have an active employment use, with the remainder of the site being a mix of employment and residential use. New office floorspace will be sought on this site.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- **The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south.**
- The principle building frontage should address Wood Green High Rd, but buildings should also address the Watsons Road street frontage.

- Parking should be minimised on this site due to the excellent local public transport connections.
- This site should complete the Green Chain from Wood Green Common through to Trinity Gardens in tandem with Allocations WG SA 3 and WG SA 4.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 3: Wood Green Bus Garage

Address	Wood Green bus garage and ancillary buildings, High Rd, N22			
Site Size (Ha)	1.3	PTAL Rating		6
Timeframe for delivery	2017-2022	2022-2027	2027 onwards	
Current/Previous use	Bus Garage and ancillary buildings			
Ownership	Single private freehold			
How site was identified	Existing Site Allocation			
Planning designations	Area of Archaeological Importance Proposed green chain Wood Green Metropolitan Centre			
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²	Bus stabling m ²
	326	1,904	3,808	9,520

Proposed Site Allocation

Reprovision of bus stabling on the site, with the construction of a podium level above, creating new mixed use development including town centre, residential and office uses, increased permeability through the area, and a new piece of urban public realm.

Commentary

Wood Green Bus Garage represents a key infrastructure asset within Wood Green, and the site is a significant local employer. Redevelopment to make a more intensive use of the space is sought, but the continuation of the bus stabling facility within the Wood Green area will be required as part of this development. A phased, masterplanned redelivery of the bus garage will be sought, in combination with adjoining sites, to create new town centre uses, a public urban square, and new homes at podium level and above.



Site Requirements

- Development should be masterplanned with the Green Ridings House and Station Rd offices sites. A masterplan detailing how future complementary development of the Station Road Offices site could be progressed will be required alongside any planning application.
- Comprehensive redevelopment of the site must retain or enhance the capacity for buses and associated facilities on site, or alternatively a similar well located site in the vicinity of this site should be identified prior to any development being undertaken.
- No buildings need to be retained.
- This site should be considered together with the Station Rd Offices site to the south to create increased permeability through the local area, including a new north-south, and improved east-west pedestrian/cycling links.
- A new urban square should be created on the podium above the bus stabling in the centre of this site. This will enable the connection of a Green Chain linking Wood Green Common with Trinity Gardens through this site.
- New development should address Wood Green High Rd, and predominantly be at podium level, above the replacement bus garage.
- Secondary town centre frontages should be created on the Wood Green High Road frontage, and fronting onto the new urban realm in the centre of the masterplanned site.
- A mix of commercial and residential uses will be permitted above podium level to improve the viability of creating the new bus garage beneath. New office floorspace will be sought on this site.
- The setting of the Grade II listed Wood Green Underground Station should be respected through any design, potentially through establishing a podium level with higher elements set back from the High Road.
- Residential uses should be located away from and insulated against noise from the bus operations.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- The site sits on a slope rising from south to north. While development fronting onto Ringslade Road will be at grade, there may well be an opportunity for undercutting towards River Park and Station Rds, providing the opportunity to stable buses at lower ground level. This could ultimately lead to buses entering and exiting the site from Station Road or from the High Road, with a podium created to enable development above.
- Heights will be restricted next to the properties on Ringslade Road to ensure that their amenity is respected. This could be achieved through the introduction of mews-style development between the proposed new Green Chain, and these residential properties.
- Operational parking for staff of the Bus Garage may be required, but overall parking should be minimised on this site due to the excellent local public transport connections.
- New private courtyards could be created as part of the developments fronting onto Wood Green High Road.
- There should be a publically-accessible piece of open space at the centre of the development at podium level, with new town centre uses surrounding it. This new urban realm should be subsidiary to the Town Square created in the Centre of Wood Green.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Management of air quality and noise will be required to ensure that the transport and residential uses are complementary.
- A flood risk assessment is required for any development.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- **The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south.**

WG SA 4: Station Road Offices

Address	225 Wood Green High Rd, 10-48 Station Rd, 40 Cumberland Rd, Wood Green, N22		
Site Size (Ha)	1.2	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Predominantly B1a office use		
Ownership	Mix of public & private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre Proposed green chain Area of Archaeological Importance		
Indicative Development Capacity	Net residential units	Employment m ²	Town centre m ²
	372	3,468	3,468

Proposed Site Allocation

Redevelopment of existing office buildings to create new mixed use development with town centre uses at ground floor, a mix of offices and residential above, and improved public realm and connections through the area. Potential use of the lower ground floor as a new bus garage.

Commentary

This predominantly Council-owned collection of office blocks is one of the largest buildings by floorspace in Wood Green. While capable of accommodating a large number of jobs, they are of limited architectural merit, do not provide sufficiently high quality facilities to draw commercial clients at a market rent, and are approaching the end of their commercial life. Together with the adjacent Bus Garage site, they represent an opportunity for comprehensive redevelopment to create a more fine-grained street layout, a new piece of urban realm, improved, and new, town centre frontages, and new commercial and residential development within the town centre.

WG SA 4 Station Road Offices



Site Requirements

- Development should be in accordance with a masterplan which includes consideration of the potential redevelopment of the Wood Green Bus Garage and Green Ridings House sites (WG SA 2 & WG SA 3).
- The requirements for optimising provision for bus stabling may impact on this site. Provision of access to an underground/ lower ground level bus garage with access from Station Road or the High Road should be identified, with the impact on High Rd/ Lordship Lane/ Station Rd junction identified and addressed.
- Secondary town centre frontages will be created on the Wood Green High Road and Station Rd frontages, and fronting onto the new urban realm in the centre of the masterplanned site.
- New commercial and residential uses will be permitted above ground floor level. New office floorspace will be sought on this site.
- A finer-grain street layout will be created, including a new north-south route, and enhanced east-west pedestrian links, incorporating connection of the Wood Green North Green Chain network linking Wood Green Common, the former Palace Gates rail line, and Trinity Gardens.
- A new piece of open space will be created on this site at podium level at the confluence of the new Green Chain, north-south, and east-west pedestrian routes through the site.
- No buildings need to be retained.
- The setting of the Grade II listed Wood Green Underground Station should be respected.
- A new green grid connection through the disused railway line should be established.

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance from Wood Green Underground Station; Framing views of Alexandra Palace down Station Rd; Waymarker from new piece of urban realm in Wood Green North sub-area.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- New private courtyards should be considered as part of the developments fronting onto Station Road and Wood Green High Road.
- New north-south and east-west pedestrian connections linking Station Road, Wood Green High Road, and Watsons Road will be created. These will be separate to the potential bus entrance.
- Active frontages should be considered on the new north-south and east-west pedestrian podium routes.
- Parking should be minimised on this site due to the excellent local public transport connections.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- **The setting of St. Michael's Church should be preserved, in particular the local views from the High Street to the south.**
The new north-south route across the site should be designed to complement a suitable crossing point on Station Rd, probably aligning with an enhanced Brabant Rd.

WG SA 5: Vue Cinema

Address	Hollywood Green, 180 Wood Green High Rd, Wood Green, N22		
Site Size (Ha)	0.6	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Cinema, town centre uses at ground floor		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Wood Green AAP Issues & Options report		
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre		
Indicative Development Capacity	Net residential units	Employment m ²	Town centre m ²
	138	1,760	1,760

Proposed Site Allocation

Comprehensive mixed use development for town centre and residential uses, establishing an enhanced public plaza fronting Wood Green High Rd, with town centre uses complementing an enhanced piece of urban realm at the entrance to Wood Green from Wood Green underground station.

Commentary

The Vue Cinema/ Hollywood Green occupies a prominent location directly outside of Wood Green Underground station. At present it is an underutilised site, offering a weak gateway to the town centre. Potential exists for this site to create an improved public realm focussed around a new Crossrail 2 entrance, with more active uses at ground floor level to create a high quality entrance to Wood Green, and an improved overall public realm offer within the centre.

WG SA 5 Vue Cinema



Site Requirements

- Development should be set back from Wood Green High Rd to create a new, enhanced **“plaza” at the entrance to Wood Green.**
- Secondary town centre frontages will be created fronting onto the new plaza, and on Lordship Lane.
- No buildings need to be retained, but highly functional bus stops on the High Rd frontage and Lordship Lane will be required.
- Active frontages will be required on the High Rd and Lordship Lane frontages.
- A mix of new leisure, commercial and residential development will be appropriate above ground floor town centre uses. New office floorspace will be sought on this site.
- Consultation with TfL will be required to understand the requirement to preserve bus standing behind this development, and to understand the potential future requirements of the development of Crossrail.
- The ground floor of the Lordship Lane frontage of the building could be a suitable location for a cycle hub linked to Wood Green Underground station.
- **Opportunities to complement the development of Wood Green’s decentralised energy network via heat sourced from Crossrail should be explored.**

Development Guidelines

- The principles of the High Rd North Character Area should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance from Wood Green Underground Station; Framing views down the High Rd
- This site is within an area considered to be generally less suitable for family housing within the AAP area.

- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations. The functioning of the Piccadilly Line and potentially Crossrail 2 could be a constraint on development however.
- New development should establish an improved plaza fronting onto Wood Green High Rd. The busy High Rd should be appropriately screened from the plaza to mitigate noise and air pollution impacts.
- New uses on the site will provide passive surveillance to improve safety and security on the plaza.
- There may be the potential for secondary town centre uses on the frontages perpendicular to Buller and Redvers Rds, but these should be respectful of the residential uses directly opposite.
- Landscaping should form a perimeter between the plaza and the High Rd which mitigates effects of traffic, but does not block out the sun from the West.
- Due to the proximity of Wood Green station, development should respect the setting of this listed building.
- Development should respect the scale of the terraced developments on Gladstone Avenue.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.

WG SA 6: Mecca Bingo

Address	Mecca Bingo, Lordship Lane, Wood Green N22		
Site Size (Ha)	0.8	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Bingo Hall		
Ownership	Single private freehold		
How site was identified	Existing Site Allocation		
Planning designations	Blue ribbon network Wood Green Growth Area Wood Green Metropolitan Centre Adjacent to Noel Park Conservation Area		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	275	2,407	2,407

Proposed Site Allocation

Redevelopment of bingo hall for town centre uses with residential above.

Commentary

This site represents an underutilised opportunity in a highly accessible town centre location. There is scope for comprehensive redevelopment to bring new commercial and residential development into the town centre with an improved town centre frontage onto Lordship Lane, and a significant reduction in surface car parking.



Site Requirements

- No buildings need to be retained.
- The alignment of Wellesley Road will be extended, with townhouses provided on the southern side of the road. This will provide the servicing access for the site.
- A secondary town centre frontage will be provided on the Lordship Lane ground floor frontage of this site.
- A mix of residential and commercial will be acceptable above ground floor level. New office floorspace will be sought on this site.
- The Moselle runs in a culvert along the south edge of the site, and investigations **around it's suitability for future use, and potential deculverting** should be facilitated through any development.

Development Guidelines

- The principles of the Lordship Lane Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- The height of development in the south of the site should be respectful of the existing properties on Moselle Avenue and Wellesley Rd.
- Development should front onto Lordship Lane, with heights rising from east to west to match the buildings on either side.
- The building line along the southern edge of Wellesley Road should be continued.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a

decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.

- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.

WG SA 7: Morrison's Wood Green

Address	Morrison's, Wood Green High Rd, N22		
Site Size (Ha)	1.0	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Supermarket, shopping mall, surface and multi-storey car parking		
Ownership	Single private freehold		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Area of Archaeological Importance Adjacent to listed building: Gaumont Cinema		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	331	2,899	2,899

Proposed Site Allocation

Redevelopment of the supermarket and surface car parks to create mixed use development comprising of town centre uses on the ground floor, new routes through the centre, with residential and commercial uses above.

Commentary

This site, while busy, is underutilised considering its public transport access and town centre location. The extensive car parking space could be redeveloped, with the retail offer improved by aligning it more closely with the High Road and the creation of a new north-south route along an extended Brabant Rd, linking Station Rd and the new Town Square at Wood Green Central.



Site Requirements

- Any planning application will be required to be accompanied by a site-wide masterplan showing how the development complements other development proposed, allocated, and/or permitted on surrounding sites.
- No buildings in the site need to be retained, but, the Gaumont Cinema to the south of the site is Grade II* Listed, and the terraces adjacent on the High Road (nos. 1-19 incl. The Broadway), make a positive contribution to the setting of the listed building from the High Road, and should be enhanced through redevelopment of the current arcade entrance on the High Road frontage.
- A new Laneway running from Wood Green High Rd into the centre of the site will be created. This should junction with the extended Brabant Rd in the centre of the site.
- The part of the site adjacent Wood Green Library site will, in tandem with other local sites, establish an enhanced street layout focused on a new Town Square, which this site will create a new pedestrian link into, in the form of an extended Brabant Rd, creating a new circuit within the centre.
- Ground floor town centre uses will be required on all frontages. Primary frontage will be required in the south of the site (close to the new Town Square), while secondary town centre frontages should be provided on all other frontages.
- Above ground floor, the uses will be a mix of commercial and residential. New office floorspace will be sought on this site.

Development Guidelines

- The principles of the High Rd North and The Mall & Wood Green Library Character Areas should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is carefully managed.
- Heights on Parkland Road should be restricted to protect the amenity of the occupants of

the existing houses.

- The building line and height of development along the High Road frontage should respond to the design of The Goose public house and the remainder of The Broadway terrace.
- Opportunities for development at the northern edge of the site to complement (potentially) active uses at the rear
- Development should respect the integrity of the listed Gaumont Theatre. The relationship with this building, specifically whether it can be treated as a boundary wall should be explored.
- Active uses should be provided on the extended Brabant Rd linking Station Rd and the Wood Green Library site. This will be a pedestrian route with town centre frontages wherever possible on both sides.
- Part of this site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers.
- A separation of Brabant and Parkland Rds will emerge from the new Wood Green Central Town Square, with a building that addresses both frontages between them.
- Existing semi-mature trees along the western and north-western boundary should be retained in the development.
- Brabant Rd (east-west branch) will continue to perform a servicing function for the properties on Station Rd, as well as the new development.
- The Gaumont Cinema to the southeast of the site has listed status, and has an excellent interior, but the use as a boundary wall will be permitted so long as the historic fabric is not affected. Adequate sound and vibration mitigation measures must be incorporated, reflecting its desired reuse as a theatre, cinema or other cultural venue, and vehicle access to the stage house must be maintained.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.

WG SA 8: Wood Green Library

Address	Wood Green Library and Shopping Centre, Wood Green High Rd; Asian Centre, Caxton Rd, Wood Green, N22		
Site Size (Ha)	0.6	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Library, shopping centre		
Ownership	Single public freehold		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Secondary frontage Adjacent to listed building: Gaumont Cinema		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	169	3,647	1,823

Proposed Site Allocation

Redevelopment of existing library building to create a new town square with enhanced town centre uses surrounding it, Crossrail Station entrance, and residential and commercial uses above.

Commentary

The Wood Green Library site incorporates a number of uses including the small retail premises as well as the library itself. The library is one of the most popular in London, and this function must be reprovided within the Metropolitan Centre. The site is in Council ownership, and will be used to catalyse the regeneration of Wood Green town centre. Development will create an opportunity to deliver part of a new town square, a new Crossrail station entrance, and will create a gateway to the Heartlands area from Wood Green High Rd.

WG SA 8 Wood Green Library



Site Requirements

- Any application for development on this site will be required to be accompanied by a masterplan identifying how the proposed development helps to meet the allocations on this and WG SA 9.
- No buildings need to be retained
- A new Town Square will be created at this location, in conjunction with WG SA 9. A Crossrail Station entrance will be located on the Town Square.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.
- A new Crossrail station entrance will be provided on this site.
- An enhanced library will be secured within the town centre prior to demolition of the existing building.
- New town centre uses and improved active frontages which address the public realm will be provided on all edges of the new town square.
- A mix of residential and commercial floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- A new east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new urban square, to Wood Green's western heartland.
- A new local view will be established securing a viewing corridor from Wood Green High Rd to Alexandra Palace. This site contains the origin of this view, and the urban realm linking the town square with Wood Green High Rd should provide opportunity for this view to be appreciated.
- Beneath the viewing corridor should be located a new open-sided covered marketplace on one side of the town square.

Development Guidelines

- The principles of the Mall & Wood Green Library Character Area should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance from Wood Green Crossrail Station; Marking the confluence of Wood Green High Rd & the new East-West link (north); Marking the entrance to the new Town Square; Framing views of Alexandra Palace from Wood Green High Rd.
- A new Landmark building should be delivered marking the entrance from Wood Green Crossrail Station; Marking the confluence of Wood Green High Rd & the new East-West link (north); and framing views of Alexandra Palace from Wood Green High Rd.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies beneath a protected viewing corridors of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is carefully managed.
- The new town square will include a range of town centre uses, including a mix of food and beverage, and retail..
- Height should be restricted on parts of the site directly adjacent to retained residential buildings on Caxton and Mayes Roads to respect their amenity.
- Provision for an extended Brabant Rd to connect into the new Town Square should be provided.
- Development should complement the terraced properties at The Broadway.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers.
- This site must provide an attractive, safe and generous east west pedestrian and cycling connection linking into the wider cycle network linking Alexandra Palace/ the west of the borough with Noel Park/ Tottenham.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored. It may be possible that a deculverted river could be a focal point for the new urban square.
- The Gaumont Cinema to the north of the site has listed status, and has an excellent interior, but the use as a boundary wall will be permitted so long as the historic fabric is not affected. Adequate sound and vibration mitigation measures must be incorporated, reflecting its desired reuse as a theatre, cinema or other cultural venue, and vehicle access to the stage house must be maintained. Potential for new entrance(s) and/or additional facilities in suitably designed extensions may be considered.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should

include.

WG SA 9: Wood Green Town Centre West

Address	The Mall, 1-19 Caxton Rd, 8-10 Caxton Rd, and 86-98 Mayes Rd, Wood Green High Rd, Wood Green, N22		
Site Size (Ha)	4.1	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Shopping centre with multi-storey car parking, community centre, and residential units on top; Community Centre, residential properties.		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Wood Green AAP Issues & Options report		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary frontage		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	825	23,311	11,655

Proposed Site Allocation

Redevelopment of existing shopping city and surrounding properties to create a refreshed town centre focussed around a new Town Square, with new mixed use development comprising of town centre ground floor uses along a new street layout, with a mix of residential and office uses above.

Commentary

The Mall is the current focal point of Wood Green providing a significant and diverse quantum of retail floorspace. While performing a valuable role, the design of the Mall is not optimal in terms of the parking levels, urban design outlook within the centre, or permeability. The redevelopment of the Mall, when combined with the introduction of a new Crossrail station offers a generational opportunity to regenerate the centre of Wood Green, creating an increased and improved set of town centre uses, new homes and office accommodation. To facilitate the growth of Wood Green, and its optimization as a metropolitan town centre focused around a new Crossrail Station, the redevelopment of existing residential properties on top of the Mall, as well as those on Caxton/Mayes Rd, and the current community facilities on Caxton Rd will

be required. This will ensure that the regenerated town centre has the sufficient depth to accommodate a phased redevelopment of the town centre, and ensure that enough total floorspace is created to secure the future of Wood Green as a Metropolitan Centre people will continue to visit into the future.

WG SA 9 Wood Green Town Centre



Site Requirements

- Any application for development on this site will be required to be accompanied by a masterplan identifying how the proposed development helps to meet the allocations on this site and WG SA 8.
- Due to the significant role this site plays in the operation of the town centre, a phased approach to development to ensure that the benefits of redevelopment are not unduly compromised by the shutting down of large sections of the centre for long periods during construction. A phasing plan will be required to show how this site will be delivered alongside any application.
- No buildings need to be retained
- A new Town Square will be created at this location, in conjunction with WG SA 9. A Crossrail Station Entrance will be located on the Town Square.
- A finer-grain street layout will be established which enables greater permeability through the area. Park Ridings, Brook Rd, and Hornsey Park Rd should continue as pedestrianised streets, with a new route running perpendicular to the High Rd intersecting them running from the new Town Square to Alexandra Rd.
- A new local view will be established securing a viewing corridor from Wood Green High Rd to Alexandra Palace. Beneath the viewing corridor should be located a new open-sided covered marketplace on one side of the town square. This site will contribute to framing this view through the delivery of an **area of significant activity in the view's** alignment.
- New town centre uses and improved active frontages which address the public realm will be provided on all edges of the new town square.
- A mix of residential and commercial floorspace will be permitted above the active

- frontages. New office floorspace will be sought on this site.
- A new principle east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new Town Square, to Wood Green's western heartland.
 - Adequate re-provision of space for the community use should be identified prior to any redevelopment.
 - This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.

Development Guidelines

- The principles of The Mall & Wood Green Library Character Area should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance to the centre from Wood Green High Rd; marking the entrance to the new Town Square; and framing views of Alexandra Palace from Wood Green High Rd.
- A new Landmark building should be delivered marking the entrance to the new Town Square from the west; and framing views of Alexandra Palace from Wood Green High Rd.
- Part of this site lies beneath a protected viewing corridors of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle. Development should be designed to ensure this view is carefully managed.
- Height should be restricted on parts of the site directly adjacent to retained residential buildings on Parklands and Mayes Rds to respect their amenity.
- Removal of the existing footbridge is envisaged as part of an improved urban realm in the central area of the High Rd.
- Development on Mayes Rd should be residential or commercial, rather than establishing a single-sided retail street opposite retained residences. Town Centre uses opposite the current commercial frontages will be expected.
- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.

WG SA 10: The Mall (East)

Address	The Mall, Wood Green High Rd, N22		
Site Size (Ha)	1.8	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Shopping centre with multi-storey car parking, and residential units on top.		
Ownership	Single private freehold with public flying leasehold		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary frontage Adjacent to Noel Park Conservation Area		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	446	10,430	5,215

Proposed Site Allocation

Redevelopment of existing shopping city to create new mixed use development with town centre uses along active frontages at ground floor level, and a mix of residential and commercial above.

Commentary

The Mall is the current focal point of Wood Green, and while it performs an important role within the town centre through the provision of a significant and diverse quantum of retail floorspace. While performing a valuable role, the design of the Mall is not optimal in terms of the parking levels, urban design outlook within the centre, or permeability. The redevelopment of the Mall, when combined with the introduction of a new Crossrail station offers a generational opportunity to regenerate the centre of Wood Green, creating an increased and improved set of town centre uses, new homes and office accommodation.

WG SA 10 The Mall (east side)



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Wood Green Site Allocation
0 0.08
Kilometres
Scale: 1:1,250

Site Requirements

- Due to the significant role this site plays in the operation of the town centre, a phased approach to development to ensure that the benefits of redevelopment are not unduly compromised by the shutting down of large sections of the centre for long periods during construction. A phasing plan will be required to show how this site, and site WG SA 11, will be delivered alongside any application.
- Any application for piecemeal development on this site will be required to be accompanied by an allocation-wide masterplan identifying how the proposed development contributes to meeting the aspirations of this policy.
- No buildings need to be retained.
- A mix of residential and commercial floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- This site is within the Primary Shopping Area. New retail provision on this site should be predominantly A1 use class, and designed in such a way to attract national comparison retailers. Primary town centre frontages will be required on all frontages on this site.
- A finer-grain street layout will be established which enables greater permeability through the area. A new laneway will be created on the northern edge of the site (next to Portman House), and a pedestrianised extension to Noel Park rd through the site.
- A new Laneway will be created on Lymington Avenue, extending through to Bury Road, with Secondary town centre frontages along its length.
- A new east-west connection through the site will be created, establishing an easily navigable pedestrian and cycling link from Wood Green High Road into the generously spaced roads of Noel Park, and subsequently to areas beyond.
- New retail provision on this site should be aimed at national comparison retailers, with new retail floorplates being designed in such a way to accommodate this type of retailer.

Development Guidelines

- The principles of the Mall & Wood Green Library Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec. Development should be designed to ensure this view is carefully managed.
- Greater open **space for circulation should be created in order to make the “middle”** section of the High Road a more pleasant place to visit. Removal of the existing footbridge is envisaged as one intervention to achieve this.
- Views from the Noel Park Estate should be considered in the design of development on this site.
- The Moselle River runs in a culvert under the north eastern corner of this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Height should be restricted on parts of the site directly adjacent to residential properties on Pelham Rd.

- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 11: Iceland Site

Address	Iceland, 59 Mayes Rd, Wood Green, N22			
Site Size (Ha)	0.4	PTAL Rating		4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards	
Current/Previous use	Iceland supermarket, vacant land			
Ownership	Single public freehold with private leasehold			
How site was identified	Existing Site Allocation			
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Local Employment Area: Wood Green regeneration area Blue ribbon network			
Indicative Development Capacity	Net residential units	Commercial m ²	Health m ²	Town Centre m ²
	120	602	2,409	602

Proposed Site Allocation

Comprehensive redevelopment creating a new health facility, retail, and commercial use at ground floor, with residential above.

Commentary

This site plays an important edge-of centre role in regenerating Wood Green Town Centre. The future development will provide a limited retail frontage along Mayes Rd, to complement surrounding retail uses, and mark the end of the Town Centre, with a new health centre being created at the western end of the site, accessible to both the growth in the Central Wood Green and Heartlands areas. Commercial ground floor uses will be provided in between, and subject to viability, above the other active ground floor uses there will be a mix of uses including new residential.

WG SA 12: Iceland Site



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Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels on surrounding Allocations.
- No buildings are required to be retained.
- A new health centre should be provided on the site.
- New retail should be provided on the Mayes Rd frontage, marking the edge of the Primary Shopping Area in Wood Green.
- Commercial uses should be provided where viable on this site, filling the ground floor uses once the requisite space for the new health centre and retail uses has been created. New office floorspace will be sought on this site.
- Development should be mixed use with commercial and residential above the mix of active ground floor uses.
- The orientation of the health centre should support access by foot from the Civic Square to the north, as well as along Brook Rd.

Development Guidelines

- The principles of the Clarendon Rd Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec. Development should be designed to ensure this view is carefully managed.
- Height of new buildings where they back onto the residential properties on

Hornsey Park Road should be considered carefully to respect their residential amenity. Development opposite the properties on Mayes Rd that are proposed to be included in the Bittern Place development will need to protect existing users on this site will need to be developed

- New development along Brook Rd should frame the space creating a positive and safe town centre feel along its length.
- The new health centre should be provided at the western end of the site.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is suitable for car free development due to its good, and improving public transport access.

WG SA 12: Bury Road Car Park

Address	Bury Road Car Park, Bury Rd, Wood Green, N22		
Site Size (Ha)	1.2	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Multi-storey car parking, with large floor plate retail at ground floor level, and residential on top.		
Ownership	Single public freehold with a mix of private leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary and secondary frontage		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	130	2,013	2,013

Proposed Site Allocation

Comprehensive masterplanned redevelopment of the rear of this site, including new laneway linkages off Wood Green High Road creating new mixed use development comprising town centre and residential uses.

Commentary

The Bury Road car park is a mix of town centre uses, residential, and significant quantum of multi-storey car parking. The Council considers that it is appropriate that the use of this site is expanded, and that car parking is reduced in line with the forthcoming town centre parking strategy. This site will also be able to make an additional positive contribution to the town centre by creating new Laneways with complementary town centre uses running perpendicular from the High Road to increase its depth.



Site Requirements

- Buildings fronting the High Road at this point are of significant conservation value, particularly the Cheapside Arcade, and will be retained. Any demolition should ensure that the existing High Road frontage buildings are unaffected, or the setting of the High Road is improved.
- New Laneways will be created on Dovetail and Lymington Avenues, extending through to Bury Road. With Secondary town centre frontages along their lengths.
- Due to the comprehensive development opportunity on this site, provision of larger floorplate retail units aimed at national comparison retailers will be expected.
- A primary shopping frontage will be placed on the High Street frontage. Smaller scale ground and first floor town centre uses will continue to be supported on the terraced High Road frontage.
- A mix of residential and commercial floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- Existing market stall storage will need to be reprovided within the town centre prior to redevelopment.
- Access to properties above High Rd frontage will need to be secured as part of any proposal.

Development Guidelines

- The principles of the High Rd South Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Views from the Noel Park Estate should be considered in the design of development on this site.
- Development should complement the buildings in the Noel Park Estate Conservation

Area to the north/east of the site across Bury Road. Heights should be restricted along this interface, and have entrances that present onto the street.

- Residential parking should be minimised on this site due to the excellent local public transport connections. There is a need to meet Town Centre parking need however, as per the transport study supporting the next version of this document.
- The new secondary frontages on Lymington and Dovecote Avenues should provide complementary uses to the primarily retail offer on Wood Green High Road. These should be pedestrianised spaces.
- Opportunities to open up the old arcade building in the Cheapside parade to create an additional set of active frontages would be supported.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A piling statement will be required prior to any piling taking place.

WG SA 13: 16-54 Wood Green High Rd

Address	16-54 Wood Green High Rd, N22		
Site Size (Ha)	1.6	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Ground and some first floor town centre uses with mix of commercial and residential uses above.		
Ownership	Mix of public and private freehold and leasehold interests.		
How site was identified	Existing Local Plan Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Primary frontage		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	487	4,432	4,432

Proposed Site Allocation

Comprehensive redevelopment of current buildings for mixed use development consisting of town centre uses at ground and first floor level, with residential above.

Commentary

This is a collection of buildings which are of mixed, but overall limited architectural quality at the southern end of Wood Green High Road. Development is likely to come forward in phases due to the multiple land ownerships on this site, but all applications should be co-ordinated through this policy. There is an opportunity to improve the High Road frontage, introduce a fine graining of the site to introduce new town centre uses off the High Road through the introduction of new Laneways, and increase residential and commercial office uses within the centre.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the site allocation.
- No buildings need to be retained.
- Due to the comprehensive development opportunity on this site, provision of larger floorplate retail units aimed at national comparison retailers will be expected.
- A primary shopping frontage will be placed on the High Street frontage.
- A mix of residential and commercial floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- Height will be limited facing the High Road, with the possible exception for the site adjoining the potential tall building on the Whymark/Westbourne Road site. A laneway aligning with Westbeech & Coleraine Rds should be considered.
- New Laneways will be created on running east-west off the High Road, in addition to Whymark Avenue. These will have secondary town centre frontages at ground floor level, and are suitable as zones to help **improve Wood Green's evening economy**. One or two new laneways should be created through comprehensive development on this site.
- New development should increase the amount of circulation space available on the pavements fronting Wood Green High Rd.
- New retail provision on this site should be aimed at national comparison retailers, with new retail floorplates being designed in such a way to attract this type of retailer.
- At present part of this site is safeguarded for the construction of Crossrail 2.

Development Guidelines

- The principles of the High Rd South Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.

- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- Heights of buildings at the rear of the site should be sympathetic to the residential properties on the east side of Bury Road.
- A podium level fronting onto Wood green High Rd may be suitable to respect the character of the terraced properties on the eastern side of Wood green High Rd.
- Private open space will be provided in internal communal courtyards, private balconies and roof gardens.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Building lines should be set back at ground floor level to increase space for circulation along Wood Green High Road, through having a wider pavement width. This should respect the terraced frontage on WG SA 13 to the north of this site, and the frontage to WG SA 15 to the south.
- The Victorian shopping parade immediately north of the site on Wood Green High Road **should be retained, and enhanced by this site's development.**
- This site will in all probability come forward in phases due to the differences in ownership. Landowners will need to demonstrate how their schemes affect neighbouring properties, including their future redevelopment as part of their proposed design.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted prior to any development proceeding.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A materials palette that complements the terraces opposite on Wood Green High Rd, and the Noel Park Conservation Area should be used on this site.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 14: Land between Westbury & Whymark Aves

Address	Land between Westbury Avenue, Whymark Avenue, and the High Rd, Wood Green, N22		
Site Size (Ha)	0.5	PTAL Rating	6b
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Retail with a mix of residential and commercial activities above.		
Ownership	Multiple private freeholds and leaseholds		
How site was identified	Existing Local Plan Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area		
Indicative Development Capacity	Net residential units	Town centre m ²	Employment m ²
	137	1,282	1,282

Proposed Site Allocation

Redevelopment of existing town centre buildings to create a new gateway development marking the entrance to Wood Green from Turnpike Lane Station, with town centre uses at ground floor level, and residential above.

Commentary

At present the entrance to Wood Green town centre from Turnpike Lane station is poor. Through redevelopment of this collection of buildings there may be an opportunity to provide a distinctive new landmark building marking the entrance to the town centre on this site. New town centre uses, an improved public realm, and new commercial and residential floorspace will be encouraged through a set of phased and co-ordinated developments in line with a site-wide masterplan.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Site Allocation.
- No buildings need to be retained.
- Secondary town centre frontages will be allocated at ground floor level on Wood Green High Road.
- A new Laneway will be created on running east-west off the High Road on Whymark Avenue. Secondary frontages will be allocated here which will help to contribute to **Wood Green's evening economy**.
- A mix of residential and commercial floorspace will be permitted above the active frontages. New office floorspace will be sought on this site.
- **Development of a landmark building marking the gateway to Wood Green from**
- **Turnpike Lane tube station will be supported but should preserve or enhance the setting of the listed station.**
- Building should be set back at ground floor level to increase space for circulation along Wood Green High Road, while also providing active frontages.
- The urban realm in front of this site should be **representative of the site's gateway** location from Turnpike Lane Tube to Wood Green centre.

Development Guidelines

- The setting of the Grade II listed Turnpike Lane Underground Station should be respected through any design.
- The principles of the High Rd South and Turnpike Lane Station, Westbury Avenue, and Ducketts Common Character Areas should be used to guide development on this

site.

- A new Landmark building should be delivered marking the entrance to the Town Centre from Turnpike Lane Underground Station; Framing Wood Green High Rd.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Height should fall away from its peak at the frontage to Wood Green High Road along Whymark Avenue to preserve the amenity of adjoining terraced residential properties.
- The frontage to the High Road needs to create a high quality active frontage. The opportunity for additional town centre uses at first floor level should also be exploited.
- Building lines should be set back at ground floor level to increase space for circulation along Wood Green High Road, through having a wider pavement width.
- Taller elements may need to be set back from Wood Green High Rd due to the Piccadilly Line running in a shallow tunnel in this area.
- A podium level fronting onto Wood green High Rd may be suitable to respect the character of the terraced properties on the eastern side of Wood green High Rd.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Opportunity to enable an improvement to the cycle network between Wood Green and the south/west at the junction of The Sandlings and Whymark Avenue should be considered. There may be an opportunity to improve the existing small open space open space at the junction of The Sandlings and Whymark Avenue.
- The urban realm around Turnpike Lane station should be of a high quality, and new development should enable this as it occupies a key gateway location into Wood Green.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted as part of any planning application.
- Development should respond positively to the adjacent Grade II listed Turnpike Lane Underground Station to the south.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- Whilst the existing buildings on site have limited aesthetic or historic value, any new buildings should enhance the setting of the adjacent listed buildings.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 15: Turnpike Lane Triangle

Address	Triangular piece of land between Westbury Avenue, Langham Rd, Turnpike Lane, N22		
Site Size (Ha)	0.2	PTAL Rating	6b
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Mixture of town centre uses, with some residential above.		
Ownership	Mixture of private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Metropolitan Centre Wood Green Growth Area Primary shopping area Secondary frontage Adjacent to Listed Turnpike Lane building		
Indicative Development Capacity	Net residential units	Town centre m ²	Cycle store m ²
	49	230	230

Proposed Site Allocation

Comprehensive redevelopment creating a mix of town centre and residential uses which increase the multimodal transport function of Turnpike Lane tube station.

Commentary

This site is ideally located to create a positive impression of Wood Green upon arrival at Turnpike Lane station. New town centre uses will be created, with residential development above, and a high quality public realm. There is an opportunity to create a new cycle hub which will serve the large residential hinterland served by Turnpike Lane station, particularly to the north east of the station where public transport is generally poorer.



Site Requirements

- Development proposals will be required to be accompanied by an allocation-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Site Allocation.
- No buildings on this site need to be retained.
- Secondary town frontages will be required at ground and first floor level, with residential uses above.
- The ground floor of the Westbury Avenue frontage of the building could be a suitable location for a secure cycle hub linked to Turnpike Lane station.
- The setting of the Grade II listed Turnpike Lane Underground Station should be respected through any design, potentially through establishing a podium level with higher elements set back from the High Road.

Development Guidelines

- The principles of the Turnpike Lane Station, Westbury Avenue, and Ducketts Common Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Heights should be restricted at the interface with the residential buildings to the east on Langham Road and Westbury Avenue.
- Design of the site should be sympathetic to the Grade II listed Turnpike Lane station

buildings across Langham Road.

- Creation of new high quality urban realm between the new building and Turnpike Lane station.
- Development should respond positively to the adjacent Grade II listed Turnpike Lane Underground Station to the south.
- This site should **contribute to providing an important node on the borough's cycling network** by enabling a connection from Frome Road through the bus station, and **Duckett's Common towards Hornsey** and the West of the borough.
- Parking should be minimised on this site due to the excellent local public transport connections.
- This site should provide a distinctive new building when exiting Turnpike Lane station. Subject to environmental and architectural justification, a high quality, taller building with a sleek appearance will be supported.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The Piccadilly line runs in a shallow tunnel through this area, and TfL should be consulted prior to any development proceeding.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- Whilst the existing buildings on site have limited aesthetic or historic value, any new buildings should enhance the setting of the adjacent listed buildings.

WG SA 16: Coburg Road North

Address	John Raphael House, Olympia Industrial Estate, Mallard & Kingfisher Places, Chocolate Factory 2, Cypress House, Coburg Rd, & Duke of Edinburgh pub, Mayes Rd, Wood Green, N22		
Site Size (Ha)	1.2	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Commercial, leisure, pub		
Ownership	Mix of private and public freeholds and leaseholds		
How site was identified	Existing Site Allocations		
Planning designations	Wood Green Growth Area Local Employment Area: Regeneration area		
Indicative Development Capacity	Net residential units	Employment m ²	Town Centre m ²
	304	6,547	1,637

Proposed Site Allocation

Commercial-led mixed use development establishing the northern edge of a new Civic Boulevard linking Wood Green and the West of the borough via the Penstock Foot Tunnel, with new active frontages to the new piece of urban realm, and a mix of commercial and residential uses above and behind.

Commentary

Coburg Rd presents a unique opportunity to extend Wood Green town centre westwards into the Heartlands area. A new Boulevard providing active uses all the way from the shopping area of the town centre to the Penstock foot tunnel should be created around a **new piece of urban realm, a new "Civic Boulevard"**. There is considerable Council-owned land in this area, and new civic uses will be expected at the eastern side of the Boulevard. The western end will create a new gateway into Wood Green from Alexandra Palace Park and the west of the borough. A key junction leading to the Clarendon Rd urban square, and new piece of urban realm at the centre of the Cultural Quarter will be created. The Chocolate Factory 2 and Duke of Edinburgh pub are important local assets in the area, and will remain and contribute to the active frontages along this route.

WG SA 16 Coburg Road North



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter site allocations.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through development on this site.
- The new Civic Boulevard along the current Coburg Rd alignment will contain active commercial uses along its length.
- A new Civic Boulevard will be established along Coburg Rd along with sites WG SA 17 & WG SA 18. Part of this will be the principle new east-west connection through Wood Green, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel. Coburg Rd may be stopped up to achieve this.
- A new junction at the nexus of the new principle north-south pedestrian route along Clarendon Rd and the new principle east-west route along Coburg Rd will be created, linking the Town Centre, Cultural Quarter Clarendon Rd site and Penstock foot tunnel.
- Access to the site by car, and for servicing, will be from Western Rd, and Mayes Rd.
- **Chocolate Factory 2 and the Duke's Head Pub will be retained, and the frontage outside of them improved, and a consistent building line established. Due to this frontage being south-facing, active uses which**

utilise the space in front of the buildings will be supported.

- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new commercial floorspace.
- Workspace-type commercial floorspace will be sought on this site.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- A contribution to the new, high quality public realm will be created at the centre of the Cultural Quarter on this the site (in combination with WGSAs 19 & 20), around Clarendon Road in the north of the site. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required.
- Active frontages to both sides of Clarendon Road will be required, which will demonstrably contribute to the cultural output of the area.
- A replacement facility for the Area 1 facility will need to be found prior to any redevelopment of this part of the site.

Development Guidelines

- The principles of the **Parkland & Morrison's and Wood Green Cultural Quarter** Character Areas should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance to the Wood Green from Alexandra Palace/ the west of the borough; Framing views down the new east-west route.
- The northern portion of this site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- A landmark building should be provided at the junction of Western and Coburg Rds to mark the entrance to the area from Alexandra Palace via the Penstock foot tunnel.
- New active frontages onto Western and Coburg Rds should be created.
- Coburg Rd will become part of a principle east -west cycle & pedestrian route linking Wood Green with Alexandra Palace and the west of the borough through the Penstock foot tunnel.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning

Obligations SPD.

WG SA 17: Bittern Place

Address	Bittern Place, Coburg Rd, Wood Green, N22		
Site Size (Ha)	0.7	PTAL Rating	6a
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Commercial		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre		
Indicative Development Capacity	Net residential units	Employment m ²	Town centre m ²
	94	3,751	938

Proposed Site Allocation

Extension of Wood Green Town Centre Westwards, including mixed use development comprising predominantly civic uses with a mix of residential and commercial above, the establishing of a new east-west link to Heartlands, including the creation of the eastern portion of a new Civic Boulevard.

Commentary

This site lies at a critical intersection between Wood Green town centre, and the former industrial area of Heartlands. In order for Wood Green to grow, and fulfil its role as a Metropolitan Centre, a western extension of the town centre towards Heartlands is planned. This will be along a new east-west Civic Boulevard linking Wood Green with Heartlands, and include new development which will accommodate improvements to Council services in Wood Green.

WG SA 17 Bittern Place



Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within and adjoining the Site Allocation.
- No buildings need to be retained.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here. This site is **the Council's preferred location** for the creation of new civic uses, including Council services and a new civic square.
- A new Civic Boulevard will be established along Coburg Rd along with sites WG SA 16 & WG SA 18. Part of this will be the principle new east-west connection through Wood Green, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel. Coburg Rd may be stopped up to achieve this.
- Active frontages which address the public realm will be provided around all edges of the new Civic Boulevard.
- A mix of residential and commercial floorspace will be permitted above the active frontages.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is within an area considered to be generally less suitable for family housing within the AAP area.
- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.

- Development should also address Brook Rd, which will continue to be a road which provides access to the Clarendon Rd site, and Mayes Rd which will continue to be an important local residential street.
- Parking should be minimised on this site due to the excellent local public transport connections.
- Development should enhance the setting of the neighbouring Duke of Edinburgh pub and Chocolate Factory 2 buildings.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- The site lies in a Source Protection Zone as therefore any development should consider this receptor in any studies undertaken.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- A flood risk assessment is required for any development. The **Council's Strategic Flood Risk Assessment** further outlines when an assessment is required and what it should include.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 18: Clarendon Road

Address	Land at Former Clarendon Gas Works, Clarendon Rd, Hornsey Park Rd, Mayes Rd, Clarendon Rd, N8		
Site Size (Ha)	5.0	PTAL Rating	4-6
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Vacant former gas works, commercial premises.		
Ownership	Mix of public and private freeholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Blue Ribbon Network Adjacent to: <ul style="list-style-type: none"> • Regeneration Area • Cultural Quarter • Ecological Corridor • Article 4 direction for Heartlands rail corridor 		
Indicative Development Capacity	Net residential units	Commercial m ²	Town Centre m ²
(HGY/2009/0503)	1,080	700	920
Update 2016	1,610	14,091	7,046

Proposed Site Allocation

Creation of comprehensive mixed use development, including new employment, residential, and , a new urban square with ancillary retail centre uses, a decentralised energy hub, community uses, and establishing principle north-south and east-west connections through the area.

WG SA 18 Clarendon Road



Commentary

Planning consent was granted in 2012 for a mixed use development consisting of 1,080 new residential units, town centre uses, and a new urban square. While extant, it is anticipated that a new application will come forward within the plan period. Due to the size of the site, this development will be expected to make a significant contribution to the creation of a new mixed use suburb adjacent to Wood Green Metropolitan Centre. It will create new jobs and homes in the area, contribute to meeting the community and decentralised energy need of a regenerated Wood Green, and create a positive urban realm including contributing to establishing new principle north-south route through the area, as well as an east-west Civic Boulevard in tandem with other sites along Coburg Rd.

Site Requirements

- Development proposals will be required to be accompanied by an area-wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and on surrounding sites.
- A new open space will be created above the alignment of the Moselle on this site, which will help to mitigate existing open space deficiency in this area.
- A new Civic Boulevard will be established along Coburg Rd along with sites WG SA 16 & WG SA 17. Part of this will be the principle new East-West Route through Wood Green, establishing an easily navigable pedestrian and cycling link from Wood Green High Road, through the new civic square, to Alexandra Palace via the Penstock foot tunnel. Coburg Rd may be stopped up to achieve this. This route should be as wide as feasible and viable to accommodate a range of activities and events throughout the year.
- A new principle North-South Route connecting Wood Green Cultural Quarter in the north, and Mary Neuner Way in the south will be created. This will need to be pedestrian and cyclist friendly along its route, including the car and bus stretch in the south of the site.
- A new public square providing local services for local residents will be created. This should complement, rather than compete with Wood Green Town Centre, and be located on the new principle North-South route.
- Part of this site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Workspace-type commercial floorspace will be sought on this site.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new commercial floorspace.
- An element of supported housing, in conjunction with a new adult day centre (reprovided from site WG SA 24) will be accommodated on this site.
- Community space reproviding the uses currently located in the Asian Centre on WG SA 9.
- Provision for a new bus route, including a new bus stop on Mary Neuner Way will be required.
- This is the preferred location for a new decentralised energy hub for the **heartlands area. This should be designed in accordance with the Council's** most up-to-date decentralised energy masterplan.

Development Guidelines

- The principles of the Clarendon Rd and Wood Green Cultural Quarter Character Areas should be used to guide development on this site.
- A new Landmark building should be delivered marking the entrance to the Wood Green from Alexandra Palace/ the west of the borough; Framing views down the new east-west route.
- Another new Landmark building should be delivered to mark the confluence of the new principle East-West and North-South links through the Heartlands Sub Area; Waymarker from Clarendon Rd, Cultural Quarter, and Boulevard pieces of urban realm.
- The northern part of this site is within an area considered to be generally less suitable

for family housing within the AAP area. The southern portion of this site is within an area considered to be generally more suitable for family housing within the AAP area.

- Part of this site lies beneath a protected viewing corridor of Alexandra Palace from Downhills Park. Development should be designed to ensure this view is carefully managed.
- A high quality new public realm will be created which creates spaces for new residents to relax, meet and interact.
- A mix of public and private open spaces should be created to meet the needs of occupants of the site, and help to address existing open space deficiency in this area.
- An element of supported housing, in conjunction with a replacement day centre would be appropriate on this site.
- Development should respect the amenity of properties on the west side of Hornsey Park Rd.
- View of the site from Alexandra Palace & Park should be considered in any design. Development should address the Park across the rail line on upper levels where it will be visible from within Alexandra Palace Park.
- New entrances through the site should be provided from Hornsey Park Rd.
- The Moselle River runs in a culvert under this site, and has been identified as being in a potentially poor condition. Any development in this area should ensure that as a minimum the culvert is made safe, and ideally the potential for the Moselle to be deculverted is explored.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- New street trees should be provided in this area.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 19: Wood Green Cultural Quarter (south)

Address	Chocolate Factory, 1-3 Clarendon Rd, Mallard Place, Olympia Business Estate and John Raphael House, Wood Green N22		
Site Size (Ha)	1.4	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Existing Cultural Quarter		
Ownership	Mix of private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Cultural Quarter Local Employment Area: Regeneration area Adjacent to Wood Green Common Conservation Area		
Indicative Development Capacity	Net residential units	Employment m ²	Town Centre m ²
	279	15,621	1,953

Proposed Site Allocation

Enhancement of the Wood Green Cultural Quarter through improvements to Chocolate Factory and creation of high quality urban realm **at the Cultural Quarter's** heart. Comprehensive redevelopment of the remaining sites for employment-led mixed use development with residential.

Commentary

The Wood Green Cultural Quarter represents a significant opportunity for growth in workspace within the greater Wood Green area. The Council will seek that the area creates new employment opportunities, while creating a high quality public realm which supports opportunities to visit and gather within the Cultural Quarter.

WG SA 19 Wood Green Cultural Quarter (South)



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter site allocations.
- The original Chocolate Factory building will be required to be retained.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- Coburg Rd will be pedestrianised and contain active uses including commercial and town centre along its length.
- A new Principle North-South link along Clarendon Rd will be created, linking the Cultural Quarter and Wood Green Common with the Clarendon Rd site to the south. Clarendon Road will be extended through this site, and subsequently through WG SA 20 to connect the Heartlands area with Wood Green Common and Alexandra Palace Station by foot.
- Access to the site by car, and for servicing, will be from Western Rd.
- Parma House and the 80s extension to the Chocolate Factory will all be permitted for demolition, subject to alternative premises for viable incumbent uses to be retained and/or reprovided being identified within the local area.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Workspace-type commercial floorspace will be sought on this site.
- Residential development will be considered suitable on this site, with viability

form the scheme used to create new commercial floorspace and an improved public realm in the centre of the Cultural Quarter.

- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Clarendon Rd will be enhanced and provide a north-south pedestrian and cycling connection through the site to link with Wood Green Common to the north.
- A new, high quality public realm will be created that will act as the focal point for the Cultural Quarter on this the site in combination with WG SA 20. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required. This will be located on an improved Clarendon Rd.
- Active frontages to both sides of Clarendon Road will be required, which will demonstrably contribute to the cultural output of the area.
- Development should follow the principles set out in any future Council-approved masterplan, and the Wood Green AAP.
- A fine-graining of the road network on this site will be required.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- A new landmark building should be delivered marking Wood Green Cultural Quarter.
- This site lies beneath a protected viewing corridor of Alexandra Palace from Lordship Rec, and the new local view from Wood Green High Rd. Development should be designed to ensure this view is carefully framed and managed.
- Clarendon Road will be extended through Guillemot Place as part of the new principle pedestrian and cycling north-south route to connect the Heartlands area to Wood Green Common, and Alexandra Palace Station.
- A new active frontage to Western Rd should be created.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 20: Wood Green Cultural Quarter (north)

Address	Haringey job centre, Mayes Rd; and Guillemot Place, Clarendon Rd, Wood Green, N22		
Site Size (Ha)	0.9	PTAL Rating	5
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Job centre, Self store, industrial uses		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green Growth Area Wood Green Common Conservation Area Local Employment Area: Wood Green regeneration area		
Indicative Development Capacity	Net residential units	Employment m ²	
		265	4,952

Proposed Site Allocation

Comprehensive redevelopment enhancing the Wood Green Cultural Quarter, including creation of a new north south link between Clarendon Rd and Wood Green Common.

Commentary

The Wood Green Cultural Quarter represents a significant opportunity for growth in workspace within the greater Wood Green area. The Council will seek that the area creates new employment opportunities, while creating a high quality public realm which supports opportunities to visit and gather within the Cultural Quarter. A new pedestrian & cycling connection linking the Cultural Quarter, Wood Green Common and Alexandra Palace Station should be created as part of comprehensive redevelopment on this site.

WG SA 20 Wood Green Cultural Quarter (North)



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation, and the other Cultural Quarter site allocations.
- The Wood Green job centre and Guillemot Place are of limited architectural quality, and will be permitted for redevelopment.
- The aims of the Wood Green Cultural Quarter Policy will be required to be met through developments on this site.
- An extension of Clarendon Road, from its current cul-de-sac, through the site, as a pedestrian and cycling route, linking the Cultural Quarter with Wood Green Common will be established through this site.
- Access to the site by car, and for servicing, will be from Western Rd, and Mayes Rd.
- A new, high quality public realm will be created that will act as the focal point for the Cultural Quarter on this the site in combination with WG SA 19. A Public Realm Strategy which engages with the wider requirements for the area (for example including how this site interfaces with Clarendon Square) will be required.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here. Workspace-type commercial floorspace will be sought on this site.
- Residential development will be considered suitable on this site, with viability form the scheme used to create new commercial floorspace.

- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- The job centre function should be reprovided within the AAP area prior to its redevelopment.
- Uses that positively support the enhancement of the cultural quarter will be expected as part of this redevelopment.
- Part of the site is located within Wood Green Common Conservation Area and any development should make a positive contribution to the setting of the Conservation Area, in particular the locally listed Alexandra Primary School, and 109 Mayes Rd.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is not considered suitable for a tall building due to the potential impact on long views of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle, and the new local view from Wood Green High Rd.
- Clarendon Road will be extended as a pedestrian and cycling link through Guillemot Place and the Job Centre site to connect the Cultural Quarter to Wood Green common, and Alexandra Palace rail station.
- The confluence of Mayes Rd, Clarendon Rd, and Western Rd will need to be carefully managed to ensure that a safe and efficient junction is created.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.

WG SA 21: L/a Coronation Sidings

Address	Land adjoining Western Rd, the Penstock foot tunnel, and the Great Northern Rail line, Wood Green N22		
Site Size (Ha)	0.9	PTAL Rating	3
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Primarily vacant land, some lorry parking		
Ownership	Single public ownership		
How site was identified	Local Plan Site Allocation		
Planning designations	Wood Green Growth Area Ecological corridor		
Indicative Development Capacity	Net residential units	Employment m ²	
		173	3,026

Proposed Site Allocation

Creation of employment-led mixed use development with residential, including a landmark building marking the entrance to Wood Green from Alexandra Palace and the west of the Borough.

Commentary

This site is currently mostly vacant, and a development that marks the entrance to the Penstock foot tunnel linking Wood Green and Alexandra Palace Park will be supported. Development will need to demonstrate how it can enhance the ecological corridor running alongside the railway line in this area.



Site Requirements

- Uses on the ground floor of this site should be employment generating; either B1a or B1c. Residential will be permissible above.
- Residential development will be considered suitable on site, with viability from the scheme used to create new commercial floorspace.
- Workspace-type commercial floorspace will be sought on this site.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- The urban realm into and within the Penstock foot tunnel will be improved by securing a planning obligation on this site.
- The site is currently part of an underperforming north-south ecological corridor running along the rail line. While accepting that the quantum of corridor in this area will be reduced, the impact of development will need to be identified and mitigated to ensure that the function of the corridor is protected through the development. At present the land is not considered to be positively contributing to the principles of the corridor, and any future development should ensure a positive contribution to the corridor is produced.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- A landmark building should be delivered on the corner of Western Rd and the Penstock path. This should not be a tall building due to the potential impact on long views of Alexandra Palace from Downhills Park.
- Development at the corner of Western Rd and the Penstock path should complement the development across Western Rd to the west. A taller element could be designed in such a way to be visible from Alexandra Palace Park,

acting as a way marker, while respecting the setting of the Park.

- A new frontage to the Penstock path should be created, increasing passive surveillance of the path and the entrance to the tunnel.
- Penstock Path will become part of the new east-west route linking Wood Green with Alexandra Palace and the west of the borough through the Penstock foot tunnel.
- Development contributions for a dedicated cycle and pedestrian crossing of Western Rd into Coburg Rd should be secured through development on this site.
- Consideration regarding retention of the mature trees fronting onto Western Rd should be given, while ensuring that new buildings face onto, and are accessed from Western Rd.
- Development will need to be designed in such a way as the amenity of future occupants is not compromised by the continual operation of the Hornsey Rail Depot.
- Network Rail should be consulted regarding their ongoing access and security requirements to the existing Hornsey Rail Depot.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- The impact of Hornsey rail Depot operating in close proximity to this site should be considered as part of any application.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.

WG SA 22: Western Rd Depot

Address	Western Rd Depot, Western Rd, Wood Green, N22		
Site Size (Ha)	0.3	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Recycling Depot		
Ownership	Single public freehold		
How site was identified	Review of local sites for Wood Green AAP		
Planning designations	Wood Green Growth Area Local Employment Area: Wood Green regeneration area		
Indicative Development Capacity	Net residential units	Employment m ²	Replacement recycling facility
	87	759	759

Proposed Site Allocation

Subject to suitable re-provision of the licensed waste capacity, use of the site for employment led mixed use development.

Commentary

The existing reuse and recycling centre provides an important role in managing waste within the local area. The current layout of the site is not the optimal use of land within a Growth Area. There is a requirement that the existing licensed waste capacity on the site is continued to be managed locally. There is no off-site solution to this currently, and it is recognised that municipal recycling functions can be of benefit to communities living in higher density neighbourhoods. Development which facilitates an enhanced local recycling offer, while meeting licensed waste capacity requirements, and delivers a mix of new homes and employment floorspace, will be supported.

WG SA 25: Western Road Depot



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Site Requirements

- The licensed waste capacity on this site will need to be accommodated either on site or at a new location prior to any development for other uses taking place.
- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Residential development will be considered suitable on this site, with viability from the scheme used to create new commercial floorspace.
- Workspace-type commercial floorspace will be sought on this site.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is not considered suitable for a tall building due to the potential impact on long views of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle, as well as the new local view from Wood Green High Rd.
- Innovative approaches to re-providing the existing waste uses on site as part of mixed use development will be considered here. This should be focused on providing service to a mix of car and foot-borne visitation.
- Active uses should be provided onto Western Rd wherever possible.
- The amenity of users of Heartlands High School should be considered through any design.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- A piling statement will be required prior to any piling taking place.

- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.

WG SA 23: Western Rd Car Park

Address	Car Park, Western Rd, Wood Green, N22		
Site Size (Ha)	0.3	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Car parking and warehouse/business uses		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Pre-application 2015		
Planning designations	Wood Green Growth Area Wood Green Metropolitan Centre Local Employment Area: Wood Green regeneration area Adjacent to Wood Green Common Conservation Area		
Indicative Development Capacity	Net residential units	Employment m ²	
		108	1,882

Proposed Site Allocation

Redevelopment for employment and residential mixed use development.

Commentary

This site is currently in a mix of employment and car parking uses, which are not the optimal use of land within the Growth Area. Redevelopment which increases employment floorspace on the site will be supported.

WG SA 26: Western Road Car Park



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Site Requirements

- This site falls within a Regeneration Area, and as such employment-led mixed use development will be appropriate here.
- Residential development will be considered suitable on this site, with viability from the scheme used to create new commercial floorspace.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Workspace-type commercial floorspace will be sought on this site.
- Development should be designed in such a way that it contributes positively to the setting of Wood Green Common, and other buildings within the Conservation Area.

Development Guidelines

- The principles of the Wood Green Cultural Quarter Character Area should be used to guide development on this site.
- This site is not considered suitable for a tall building due to the potential impact on long views of Alexandra Palace from Lordship Rec and Lordship Lane/ Bruce Castle.
- Development should be designed to complement the characterful Dacorum centre next door.
- Development should aim to improve view from Wood Green Common to the south.
- The amenity of users of Heartlands High School should be considered through any design.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- Studies should be undertaken to understand what potential contamination

there is on this site prior to any development taking place.

- A piling statement will be required prior to any piling taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Thames Water should be consulted with regards the capacity of existing drains to move waste water from the site. Provision for safe and secure waste water drainage will be required to be identified prior to development commencing, and this will be a condition on planning consents.

WG SA 24: Clarendon Rd South

Address	27-33 & 9-70 Clarendon Rd, Wood Green, N22		
Site Size (Ha)	2.2	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	West Indian Cultural Centre, Day Centre, Commercial Premises		
Ownership	Mix of public and private freeholds and leaseholds		
How site was identified	Existing Site Allocation		
Planning designations	Wood Green growth area Ecological corridor Adjacent to: <ul style="list-style-type: none"> • Article 4 direction for Heartlands rail corridor • Area of Archaeological Importance 		
Indicative Development Capacity	Net residential units	Employment m ²	Educational m ²
	289	7,354	9,193

Proposed Site Allocation

Subject to appropriate re-provision of the existing community uses, creation of a new primary school, and new mixed use development including community, commercial and residential uses.

Commentary

This site is currently of a mixed characteristic, including a mix of community, employment and residential uses. There is potential for the site to be used more intensively, and complement the development which is expected to take place in the Clarendon Rd development. There is a need for new primary school provision, and this site offers an ideal location to serve both the Wood Green and Harringay areas.



Site Requirements

- Development proposals will be required to be accompanied by a site wide masterplan showing how the land included meets this policy and does not compromise co-ordinated development on the other land parcels within the Allocation.
- No buildings need to be retained, but businesses should be retained within the AAP area wherever possible.
- A new 2 forms of entry primary school, with potential to be expanded to 3 forms of entry, will be provided on this site.
- Residential development will be considered suitable on this site, with viability from the scheme used to secure the new primary school and reprovided community space.
- Workspace-type commercial floorspace will be sought on this site.
- Affordable commercial rents may be sought having regard to the viability of the scheme as a whole.
- Re provision of the West Indian Cultural Centre and day centre will need to be agreed before development can proceed.
- Provision for a new bus route, including a new bus stop on Mary Neuner Way will be required.
-

Development Guidelines

- The principles of the Clarendon Rd Character Area should be used to guide development on this site.
- This site is within an area considered to be generally more suitable for family housing

within the AAP area.

- This site lies outside of protected view corridors, and may be suitable for tall or taller buildings, subject to other design considerations.
- Heights should be restricted where they adjoin the properties on Hornsey Park Road.
- Taller development will be acceptable on the west side of Clarendon Rd.
- This site is identified as being in an area with potential for being part of a decentralised energy network. This should be delivered in accordance with the latest Council-approved decentralised energy masterplan.
- Close attention in the design of this site should be had to the impact of the railway embankment on future occupants of the site.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Business uses should respect adjacent residential.
- In line with policy SP9, if redevelopment results in a net loss of employment floorspace, a financial contribution may be required as set out in the Planning Obligations SPD.
- Opportunities to collaborate with existing community facilities providers in the area to improve the overall level of service should be explored.

WG SA 25: Hornsey Filter Beds

Address	Hornsey Filter Beds, Newland Rd, Hornsey		
Site Size (Ha)	3.2	PTAL Rating	4
Timeframe for delivery	2017-2022	2022-2027	2027 onwards
Current/Previous use	Filter beds (water treatment)		
Ownership	Single private freehold		
How site was identified	Site submitted during Call for Sites 2013		
Planning designations	Metropolitan Open Land Locally Listed Hornsey Filter Beds Conservation Area Adjacent to SINC Adjacent to Coronation Sidings Article 4 Area Adjacent to Alexandra Palace Conservation Area Adjacent to blue ribbon network		
Indicative Development Capacity	Net residential units		
	304		

Proposed Site Allocation

Redevelopment to establish a new direct connection between Wood Green and Alexandra Palace, provide an appropriate complementary use to the locally listed and SINC Hornsey Reservoir, and MOL-appropriate use.

Commentary

This site offers a unique opportunity to improve connections between Wood Green and Alexandra Palace and Park. The site is considerably constrained by MOL and local listing designations, but it is considered that some of the existing uses on the site contribute detrimentally to the aspirations of these designations. It may be that a development on this site can be beneficial to meeting these aims, as well as offering the potential to complement the nature conservation designation on the adjacent reservoir.

WG SA28: Hornsey Filter Beds



Site Requirements

- Development will need to be consistent with green belt policy, i.e. it should not have a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development not have a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development (Para 89 of NPPF).
- A new connection between the Penstock foot tunnel and Alexandra Palace Park should be established on this site.
- The significance of the locally listed Hornsey Reservoir, and its contribution to the setting of the Hornsey Water Works and Filter Beds Conservation Area should be a primary consideration in determining the scale of development on this site.
- A higher value use will be acceptable to provide viability for the other policy requirements. The scale of development will be required to reflect the heritage and MOL requirements.

Development Guidelines

- This site is within an area considered to be generally more suitable for family housing within the AAP area.
- **Due to this site's location in close proximity to Alexandra Palace, both tall and taller development will not be suitable.** Heights should provide an appropriate interface between the Park, Reservoir, and New River Village.
- Development should be respectful to the sites location in a Conservation Area, and the setting of the locally listed filter beds and Grade XX listed Alexandra Palace, including its parkland.
- The northern edge of this site should complement the SINC designation of the reservoir to the north. A sensitively landscaped walking and cycleway through this area may be appropriate.

- This site is identified as being in an area with potential for being part of a decentralised energy network. Proposals should **reference the Council's latest decentralised energy masterplan regarding how to connect, and the site's potential** role in delivering a network within the local area.
- Close attention in the design of this site should be had to the impact of the railway embankment on future occupants of the site.
- Studies should be undertaken to understand what potential contamination there is on this site prior to any development taking place.
- Applicants must consult with Thames Water regarding both wastewater and water supply capacity upon the preparation of a planning application.
- The site lies in a groundwater Source Protection Zone, and any development should demonstrate how it improves local water quality.
- Business uses should respect adjacent residential.
- A financial contribution for any net loss of employment floorspace will be sought in line with SP9, DM48, and the Planning Obligations SPD.

9. Delivery and Implementation

Each of the opportunity sites identified in this document will play a role in delivering the vision for the area and it is imperative that the Council does as much as possible to aid their delivery.

The Council will take the lead on project managing the implementation and delivery of the Wood Green AAP. Dedicated resources will be put to managing and coordinating delivery of both sites and supporting infrastructure.

A key mechanism for delivering the Wood Green **AAP will be the Council's decisions** on planning applications. The policies in the Strategic Policies Local Plan, along with those in this AAP and the Development Management DPD, once adopted, will provide the framework for such decisions. Planning decisions will be crucial to **ensuring that new development appropriately responds to the Plan's** objectives and policies. The Council will also take account of its supplementary planning documents and guidance when determining planning applications.

Working in partnership

The Council does not have the resources to implement the AAP alone. Implementation and delivery of the AAP will require the Council to work closely with a range of different partners, including landowners and developers, as well as infrastructure providers, the Greater London Authority and Transport for London, to ensure a coordinated framework and approach to delivery. The AAP provides the necessary framework for coordinating a large number of development proposals, along with investment in infrastructure, across the whole of the Wood Green area, over the life of the Plan, and across all partners involved.

Stalled developments or sites

Where appropriate the Council will prepare, in consultation with landowners, developers and the community, more detailed masterplans where this aids in accelerating delivery.

Further, as set out in Policy AAP1, the Council will also use its compulsory purchase order powers to facilitate site assembly where this is required to enable comprehensive, timely and coordinated development to come forward. In certain circumstances, the Council may look to utilise its strategic acquisition fund to acquire sites, but such an approach will require robust assessment in terms of value for money.

Council as a landowner and developer

The Council has substantial landholdings across the AAP area, much of which has been allocated for redevelopment. The Council is committed to bring its sites forward in a timely manner and will, if appropriate, enter into joint ventures or other such arrangements, to facilitate this.

Any procurement exercise will be undertaken in an open and transparent manner.

Infrastructure delivery

An overall commitment to improving the pedestrian realm, delivering a range of new public open spaces and strengthening public transport and movement generally underpins the entire approach to the successful delivery of the AAP. The intention is to provide a strong setting and encouragement for new homes and jobs.

An Infrastructure Delivery Plan will be prepared for the AAP, setting out key responsibilities and timeframes, recognising the many partners that will assist in implementing the AAP over its lifetime. This Delivery Plan will align with the Borough-wide Infrastructure Delivery Plan for the Strategic Policies, which is currently being updated, and provide further information specific to the Wood Green area.

Given market values there is a demonstrable prospect of raising funding through **private developer contributions as indicated by the Borough's existing planning** evidence base. The following funding structure identifies broad potential contributions from a variety of sources.

- Well-structured Regeneration Programme prepared by LBH, with staff, plans, studies, and initiatives focusing on delivery against strategic themes;
- A prospectus of potential transport investments prepared by Transport for London (TfL) to support growth and regeneration in the Wood Green Opportunity Area;
- A comprehensive redevelopment proposal for The Mall;
- A potential new Housing Zone designation within Wood Green.

Monitoring

The Council will regularly review and monitor performance towards delivery of the AAP vision and strategic objectives (set out in Section 3), and the delivery of individual opportunity sites and policy initiatives, using the Strategic Policies indicators, where relevant, as well as through a bespoke set of monitoring indicators for the AAP as set out below. Progress and performance outcomes will be published annually in the Authority Monitoring Report.

The Council will also monitor government and London wide policy and changes in legislation to make sure that the AAP continues to be consistent with relevant national, regional and local planning policies, and to identify any the need to review or reassess the approach taken in this Plan.

Wood Green Investment Framework

The Wood Green Investment Framework (**"The Framework"**, **"IF"**) will set out a basis for co-ordinating investment decisions in Wood Green. It will operate in tandem with the Wood Green AAP, being highly focused on the delivery of the shared aspirations of the two documents. It is anticipated that a Wood Green Investment Framework document will be published alongside the next version of the Wood Green AAP in Summer 2017.

The Framework will assist in the co-ordination of social and community infrastructure in Wood Green. It will identify in greater detail than the AAP opportunities for new pieces of infrastructure, as well as identifying the ability of various funding streams, including those stemming from new developments such as CIL and S106 agreements to meet identified needs.

To help ensure the revitalisation of the Town Centre, the IF will support the establishing of a local Business Forum, and a Business Improvement District. Opportunities for town centre projects will be identified in the Framework.

Initiatives linked to the Council's commitment to Zero Fifty principles, and the steps required to establish a new Decentralised energy network within the town centre will be set out in the IF.

Opportunities for meanwhile projects linked to the regeneration of sites within Wood Green will be identified and managed.

A Streets and Spaces strategy combining local analyses of urban form will identify and co-ordinate opportunities for investment in an improved set of urban spaces within the Centre. This will include initiatives to improve public spaces, and spur increased cycle movement, complementing the policies in the Plan.

A Green and open spaces section will consolidate analyses of these assets, and identify improvements to improve local parks and waterways.

Appendix A Indicative Development Capacities by site

This Appendix demonstrates how development will be delivered outside of the Wood Green Area, and indicates the broad distribution of growth as benchmarks in accordance with Strategic Policy SP1 (as revised). The following table summarises the past completions for the period 2011/12 to 2015/16, pipeline supply and planned delivery on previously developed land in each of the broad growth areas for the period 2011/12 to 2025/26.

Assumptions

On sites where planning permission has already been granted for major development (10+ Units or 1,000m²), but where material works have not been completed, the site has been allocated in this Development Plan Document with the corresponding number of homes and/or floorspace that has been approved.

Where details of pre-application proposals are available and considered reasonable, the relevant housing capacity and employment floorspace have also been used to inform the site allocation. Likewise, where sites have been the subject of a detailed master planning exercise, the site allocation capacity will reflect the findings of the masterplans.

For all other sites, the potential development capacity of the site has been estimated in accordance with the methodology described below. It should be noted that the development capacity attributed to each site is as an indicative minimum, not prescriptive. The number of dwellings and floorspaces that may be achieved on a site will be determined by many considerations such as design and layout, the size and type of the homes/commercial units to be provided, relevant development management policy requirements, site constraints, scheme viability, the site area available for development and any change in the public transport accessibility level (PTAL) of the site.

Methodology

- Residential unit size (GIA) is assumed to be 70m² per unit, providing an average of smaller and family-sized units;
- Town centre/ community ground floors uses as part of a mixed use development are generally assumed to be 10% of floorspace;
- Employment floorspace as part of a non-town centre site allocation is modelled at 20%, but may be decreased if there are additional uses identified on the site, such as community facilities, town centre uses, or if abnormal viability concerns are identified;
- PTAL is taken at the centre point of the site;
- GLA density assumptions are taken using mid-range assumptions from Table 3A.2 of the London Plan.

The following worked examples illustrate how the methodology has been applied.

Example 1: Mecca Bingo

Site Area: 0.85 hectares

PTAL: 6a

Setting: Central

LP density matrix ranges: 405 dwelling per Hectare

Mix: 10% town centre uses, 10% commercial, 80% residential

Total developable floorspace: 24,070m²

Therefore estimated capacity of site is **275 new homes, 2,407m² and 2,407m² town centre floorspace.**

Example 2: Clarendon Rd South

Site Area: 2.19 hectares

PTAL: 4

Setting: Urban

LP density matrix ranges: 240 dwellings per hectare

Mix: 20% commercial, 25% community (school + community facility), 55% residential

Total developable floorspace: 36,772m²

Therefore estimated capacity of the site is **289 new homes, 9,193m² community floorspace, and 7,354m² employment floorspace.**

Example 3: Turnpike Lane Triangle

Site Area: 0.45 hectares

PTAL: 6a

Setting: Central

LP density matrix mid range: 405 dwellings per hectare

Mix: 5% town centre uses, 5% cycle hub, 90% residential

Therefore estimated capacity of site is 210 homes.

Existing residential units on site: 10

Therefore estimated capacity on this site: **230m² town centre use, 230m² cycle hub, and 59 new homes (49 net).**

Delivery Summary of sites allocated in the Wood Green AAP

Area	m ² employment	m ² town centre	Net resi units
Wood Green North	16,931	14,242	1,750
Wood Green Central area	19,296	37,990	1,637
Turnpike Lane area	7,728	7,958	802
Heartlands area	50,933	11,573	3,550
Wood Green total	94,889	71,762	7,739

Site Allocation Delivery Assumptions

Site Ref	Site Name	mix (emp)	mix (TC)	mix (other)
WG SA 1	LBH Civic Centre	0.1	0.1	0
WG SA 2	Green Ridings House	0.1	0.05	0
WG SA 3	Wood Green Bus Garage	0.1	0.05	0.25
WG SA 4	Station Road Offices	0.1	0.1	0.05
WG SA 5	Vue Cinema	0.1	0.1	0.25
WG SA 6	Mecca Bingo	0.1	0.1	0
WG SA 7	Morrison's Wood Green	0.1	0.1	0
WG SA 8	Wood Green Library	0.1	0.2	0.05
WG SA 9	Wood Green Town Centre West	0.1	0.2	0.05
WG SA 10	The Mall East	0.1	0.2	0
WG SA 11	Iceland site	0.05	0.05	0.2
WG SA 12	Bury Road Car Park	0.1	0.1	0
WG SA 13	16-54 Wood Green High Road	0.1	0.1	0
WG SA 14	L/b Westbury & Whymark Avenue	0.1	0.1	0
WG SA 15	Turnpike Lane Triangle	0	0.05	0.05
WG SA 16	Coburg Rd North	0.2	0.05	0.1
WG SA 17	Bittern Place	0.2	0.05	0.4
WG SA 18	Clarendon Road	0.1	0.05	0.05
WG SA 19	Wood Green Cultural Centre (South)	0.4	0.05	0.05
WG SA 20	Wood Green Cultural Centre (North)	0.2	0	0.05
WG SA 21	Land Adjacent to Coronation Sidings	0.2	0	0
WG SA 22	Western Rd Depot	0.2	0	0.25
WG SA 23	Western Rd Car Park	0.1	0	0
WG SA 24	Clarendon Road South	0.2	0	0.25
WG SA 25	Hornsey Filter Beds	0	0	0.33

Site Capacities (Site Allocations)

Site Ref	Site Name	net resi	m2 emp	m2 TC
WG SA 1	LBH Civic Centre	116	1,017	1,017
WG SA 2	Green Ridings House	191	1,571	786
WG SA 3	Wood Green Bus Garage	326	3,808	1,904
WG SA 4	Station Road Offices	372	3,468	3,468
WG SA 5	Vue Cinema	138	1,760	1,760
WG SA 6	Mecca Bingo	275	2,407	2,407
WG SA 7	Morrison's Wood Green	331	2,899	2,899
WG SA 8	Wood Green Library	169	1,823	3,647
WG SA 9	Wood Green Town Centre West	825	11,655	23,311
WG SA 10	The Mall East	521	5,215	10,430
WG SA 11	Iceland site	120	602	602
WG SA 12	Bury Road Car Park	130	2,013	2,013
WG SA 13	16-54 Wood Green High Road	487	4,432	4,432
WG SA 14	L/b Westbury & Whymark Avenue	137	1,282	1,282
WG SA 15	Turnpike Lane Triangle	49	0	230
WG SA 16	Coburg Rd North	304	6,547	1,637
WG SA 17	Bittern Place	94	3,751	938
WG SA 18	Clarendon Road	1,610	14,091	7,046
WG SA 19	Wood Green Cultural Centre (South)	279	15,621	1,953
WG SA 20	Wood Green Cultural Centre (North)	265	4,952	0
WG SA 21	Land Adjacent to Coronation Sidings	173	3,026	0
WG SA 22	Western Rd Depot	87	759	0
WG SA 23	Western Rd Car Park	108	1,882	0
WG SA 24	Clarendon Road South	289	7,354	0
WG SA 25	Hornsey Filter Beds	304	0	0
Total		7,739	94,889	71,762

Appendix B: Superseded Supplementary Planning Documents and Guidance

D1. This AAP proposes a new policy framework for Wood Green. As a result, a number of existing Supplementary Planning Documents (SPDs) and Guidance (SPGs) will be out of step with the new spatial strategy and the Tottenham policies and site allocations which give effect to this. The SPDs and SPGs listed below are therefore proposed for deletion.

- Site Allocations DPD: Policies SA5-SA16, SA18-SA25
- Haringey Heartlands Development Framework

Appendix C: Glossary of Terms

- **Accessibility:** Ability of people or goods and services to reach places and facilities.
- **Accessible Development:** A building, facility etc. and its wider environment which can be reached and used, in particular by people with disabilities.
- **Accessible Transport:** Transport services and vehicles designed and operated to be usable by people with disabilities and other transport disadvantaged people, with characteristics possibly including affordable fares, wheelchair user accessibility and easy reach of final destination.
- **Active Frontages:** *street frontages where there is an active visual engagement between those in the street and those on the ground floors of buildings. This quality is assisted where the front facade of buildings, including the main entrance, faces and opens towards the street.* This is not the same as attractive frontages, such as art walls, green walls or display boxes. Active frontages are often taken to mean continuous rows of highly-glazed shop fronts with frequent entries and cafes.
- **Affordable Rent:** Rented housing let by registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is not subject to the national rent regime but is subject to other rent controls that require a rent of no more than 80 per cent of the local market rent.
- **Affordable housing:** Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision
- (See entry for affordable rent, intermediate and social rented for further details).
- **Amenity:** A positive element or elements which contribute to the overall character or an area, for example open land, trees, historic buildings and the inter-relationship between all elements in the environment.
- **Authority Monitoring Report (AMR):** The AMR reviews progress on the preparation of the Council's Local Plan and monitors the effectiveness of Local Plan policies.
- **Area Action Plan (AAP):** Development Plan Documents used to provide a planning framework for areas of change (e.g. major regeneration) and areas of conservation.
- **Area of Archaeological Importance:** Areas with known archaeological potential where the Council's archaeology policies will normally be strictly applied.
- **Area for Intensification:** These are areas which have significant potential for increases in residential, employment and other uses through development for regeneration of available sites and exploitation of potential for regeneration, through higher densities and more mixed and intensive use. These areas have good existing or planned public transport.
- **Area of Change:** these are areas with considerable potential for growth, though on a lesser scale than growth areas. These areas are appropriately located to support growth and contain identified sites which are available and suitable for development.
- **Area of Opportunity:** London's principal opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5,000 jobs and /or 2,500 homes, with a mixed and intensive use of land and assisted by good public transport accessibility.
- **Article 4 Direction:** A power available under the 1995 General Development Order allowing the Council, in certain instances, to restrict permitted development rights.
- **Backland Development:** Development of land-locked sites, such as rear gardens, private open space or old lock up garages, usually within predominately residential areas.
- **Biodiversity:** Biodiversity encompasses the whole variety of life on earth (including on or under water) including all species of plants and animals and the variety of habitats within which they live. It also includes the genetic variation within each species.
- **Biodiversity Action Plan (BAP) – Haringey:** The Biodiversity Action Plan includes policies and actions that will contribute towards conserving, enriching and celebrating the wildlife in Haringey.
- **Blue Ribbon Network:** Policy covering London's waterways, water spaces and land alongside them.
- **Building Research Establishment Assessment Method (BREEAM):** used to assess the environmental performance of new and existing buildings.
- **Brownfield Land:** Previously developed land which is or was occupied by a permanent structure.
- **Borough Roads:** Roads for which the Borough is the Highway Authority.

- **Building Line:** The line formed by frontages of buildings along a street.
- **Car Club:** Schemes which facilitate vehicle sharing.
- **Central Activity Zone (CAZ):** The CAZ is the area where planning policy recognises the importance of strategic finance, specialist retail, tourist and cultural uses and activities, as well as residential and more local functions.
- **Care in the Community:** This enable people in need of care, whether because of old age, disability, illness or other reasons, to continue to live in their own homes or in homely settings within the community.
- **Census:** A ten-yearly comprehensive nation-wide sample survey of population, housing and socio-economic data. The latest one was conducted in March 2011.
- **Cluster:** Geographical concentration of interconnected companies, specialised supplies, service providers in related industries, and associated institutions (for example universities, standard agencies, and trade associations) in particular firms that compete but also co-operate.
- **Code for Sustainable Homes:** The national standard for the sustainable design and construction of new homes.
- **Combined Heat and Power (CHP):** The combined production of heat, usually in the form of steam, and power, usually in the form of electricity.
- **Community Facilities:** Community facilities can be defined as including children's play and recreation facilities, services for young people, older people and disabled people, as well as health facilities, facilities for emergency services, including police facilities, education facilities, libraries, community halls, criminal justice facilities meeting rooms, places of worship, public toilets, pubs and post offices.
- **Community Infrastructure Levy (CIL):** A per square metre tariff on new development seeking to raise revenue to fund new infrastructure.
- **Community Transport:** A range of voluntary sector, non profit-making transport services designed to meet the needs of people who do not have access to private transport and for whom public transport is unsuitable.
- **Comparison Goods:** Goods for which the purchase involves comparison by the customer and which while not being purchased frequently must nevertheless be stocked in a wide range of size, colours and fabrics, jewellery, furniture and goods normally sold at specialist shops and general stores.
- **Compulsory Purchase Order (CPO):** An order which enables a statutory authority to purchase an area of land compulsory for an approved project.
- **Conservation Area:** Area designated by the Council under the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 as possessing special architectural or historic interest. The Council will seek to preserve and enhance the character and appearance of these areas.
- **Contaminated Land:** Land which contains potentially harmful substances as a result of human activity or from natural causes may be regarded as contaminated land. Because substances in or on the land may be hazardous and likely to affect its proposed development, a quantitative risk based assessment is required to determine whether the proposed development should proceed and whether some form of remedial action is required.
- **Context:** In urban design terms the character and setting of the immediate local area within which a building or site is situated or to be sited. The context will take into account any local distinctiveness of an area i.e. the particular positive features of a locality that contribute to its special character and sense of place and distinguishes one local area from another.
- **Convenience Goods:** Good purchased on a regular basis which meet the day to day needs of local residents. They require minimum effort in selection and buying e.g. food, newspapers and other goods of a standardised type of which there is a wide sale.
- **Conversions:** The sub-division of residential properties into self-contained flats or maisonettes.
- **Core Strategy:** The Core Strategy was the former title of the Local Plan: Strategic Policies document.
- **Culture:** A way of life including, **but not** limited to language, arts and science, thought, spiritual activity, social activity and interaction (the Roshan Cultural Heritage Institute).
- **Cultural Quarter:** Area where a critical mass of cultural activities and related uses are emerging, usually in historic or interesting environment.
- **Decent Homes Standard:** A Government standard for housing which requires both Councils and Registered Social Landlords (RSLs) to bring up their property standards to a defined minimum by 2010.
- **Density:** The number of habitable rooms per hectare.

- **Designated Views** - views which focus on architecturally and culturally important groups of buildings that can be enjoyed from well managed public spaces
- **Development Management Policies DPD (DMDPD):** These are the policies which are required to ensure that all development in the borough meets the spatial vision and objectives set out in the Local Plan.
- **Development Plan Documents (DPD):** Statutory planning documents that form part of the Local Development Framework including the Local Plan: Strategic Policies, Development Management Policies and Site Allocations Document.
- **District Centre:** District centres have traditionally provided convenience goods and services for more local communities and accessible by public transport, walking and cycling.
- **Ecological Corridor:** Ecological Corridors are relative areas of green space running through built up areas that allow the movement of plants and animals to other areas and habitats.
- **Emergency Services:** Includes Fire, Police and Ambulance services.
- **Employment Land Review (ELR):** A study providing evidence of the macroeconomic circumstances driving the need for provision of employment land in the borough.
- **Environmental Assessment:** A method or procedure for predicting the effects on the environment of a proposal, either for an individual project or a higher-level 'strategy' (a policy, plan or programme), with the aim of taking account of these effects in decision-making.
- **Fluvial:** Water in the Thames and other rivers.
- **Form:** The layout (structure and urban grain), density, scale (height and massing), appearance (materials and details) and landscaping of development.
- **General Development Order (GDO):** Identifies the certain types of usually minor development for which planning permission is not required and which therefore do not require a planning application to be submitted to the Council.
- **Greater London Authority (GLA):** The GLA is a strategic citywide government for London. It is made up of a directly elected Mayor and a separately elected Assembly.
- **Green Belt:** Green Belt is an area of land which has been given special status to restrict inappropriate development.
- **Green Chain/Link:** Linked green spaces composed of such elements as open land, footpaths, canals and rivers which provide public access, play valuable recreational, conservation, ecological and general amenity role. Green chains can also be Ecological Corridors.
- **Green Industries:** This business sector that produced goods or services, which compared to other more commonly used goods and services, are less harmful to the environment.
- **Green Infrastructure:** A network of connected, high quality, multi-functional open spaces, corridors and the links in between that provide multiple benefits for people and wildlife.
- **Green Roofs:** Planting on roofs to provide climate change, amenity and recreational benefits.
- **Growth Area:** Specific areas for new residential development to accommodate future population growth. In Haringey, there are two including Tottenham Hale, Opportunity Area, and Haringey Heartlands, Area of Intensification.
- **Gyratory:** A road junction at which traffic enters a one-way system around a central island.
- **Health Impact Assessment (HIA):** A process for ensuring that land use and planning decision making at all levels consider the potential impacts of decisions on health and health inequalities. It identifies actions that can enhance positive effects and reduce or eliminate negative effects.
- **Heritage Land:** Heritage Land is open land of strategic importance to London of significance for its landscape, historical and nature conservation interest. The only Heritage land at the present time is Highgate Golf Course which forms part of the wider area of Hampstead Heath.
- **Highway Authority:** An authority responsible for a highway, whether or not maintainable at public expenses.
- **Historic Parks and Gardens:** Parks and gardens containing historic features dating from 1939 or earlier registered by English Heritage. These parks and gardens are graded I, II or II* in the same way as Listed Buildings. Only Alexandra Park and Finsbury Park are registered in Haringey.
- **Homes and Community Agency (HCA):** HCA is the national housing and regeneration agency for England.
- **House in Multiple Occupation (HMO):** Housing occupied by members of more than one household, such as student accommodation or bedsits.
- **Housing Association:** see Registered Provider.
- **Housing Trajectory:** Graph illustrating the supply of projected completion housing completions up to 2026.
- **Industrial Business Park (IBP):** Strategic industrial locations that are particularly suitable for activities that need better quality surroundings including research and development, light industrial

and higher value general industrial, some waste management, utility and transport functions, wholesale markets and some small scale distribution. They can be accommodated next to environmentally sensitive areas.

- **Intermediate housing:** Homes that are for sale and/or rent, at a cost above social rent, but below private market level, subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable or socially rented housing.
- **Landmarks** - Buildings and structures, other than Strategically Important Landmarks, that are visually or culturally prominent in Designated Views
- **Landscape:** The character and appearance of land, including its shape, form, ecology, natural features, colours and elements and the way these elements combine.
- **Lifetime Home:** Ordinary homes designed to provide accessible and convenient homes for a large segment of the population.
- **Linear View:** A view seen through narrow gaps between buildings or landscaping
- **Listed Building:** Locally listed buildings are those which satisfy one or more of the following criteria: historic interest, architectural interest or environmental significance. Statutory listed buildings are buildings of special architectural or historic interest, they are graded as I, II* or with grade I being the highest. English Heritage is responsible for designating buildings for statutory listing in England.
- **Local Development Documents (LDD):** The collective term for Development Plan Documents, Supplementary Planning Documents (does not form part of the statutory development plan) and other documents including the Statement of Community Involvement.
- **Local Development Framework (LDF):** The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current Local Plans or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan.
- **Local Development Scheme (LDS):** The LDS sets out the programme/timetable for preparing the LDD.
- **Local Implementation Plan (LIP):** Statutory transport plans produced by London boroughs bringing together transport proposals to implement the Mayor's Transport Strategy at the local level.
- **Local Nature Reserve (LNR):** Sites which offer special opportunities for people to see and learn about wildlife in natural surroundings. LNRs are a statutory designation made under the National Parks and Access to the Countryside Act 1949.
- **Local Plan: Strategic Policies:** The Local Plan: Strategic Policies is a Development Plan Document setting out the vision and key policies for the future development of the borough up to 2026.
- **Local Shopping Centre:** The level of shopping centre below District Centre level, providing services for local communities.
- **Local Strategic Partnership (LSP):** A partnership of people that bring together organisations from the public, private, community and voluntary sector within a local authority area.
- **London Development Agency (LDA):** Organisation acting on behalf of the Mayor, whose aim is to further the economic development and regeneration of London.
- **London Plan (The Spatial Development Strategy):** The London Plan is the name given to the Mayor's spatial development strategy for London.
- **Market Housing:** Private housing for rent or for sale, where the price is set in the open market.
- **Metropolitan Open Land (MOL):** Strategic open land within the urban area that contributes to the structure of London.
- **Metropolitan Town Centre:** Metropolitan centres serve wide catchments areas and can cover several boroughs. Typically they contain at least 100,000sq.m of retail floorspace with a significant proportion of high-order comparison goods relative to convenience goods. These centres generally have very good accessibility and significant employment, leisure, service and civic functions.
- **Mixed tenure:** A mix of affordable and market housing.
- **Mixed Use Development:** Provision of a mix of complementary uses, such as residential, community and leisure uses on a site, within the same building or within a particular area.
- **National Planning Policy Framework (NPPF):** Sets out the Government's planning policies for England and how they are expected to be applied. The NPPF replaces 44 planning documents, primarily Planning Policy Statements (PPS) and Planning Policy Guidance (PPGs), which previously formed Government policy towards planning.

- **Neighbourhood and more local centres:** Typically serve a localised catchment often most accessible by walking and cycling. They include local parades and small cluster of shops, mostly for convenience goods and other services.
- **Open Space:** All land in London that is predominately undeveloped other than by buildings or structures that are ancillary to the open space use. The definition covers the broad range of types of open space within London, whether in public or private ownership and whether public access is unrestricted, limited or restricted.
- **Panorama** - A broad prospect seen from an elevated public viewing place
- **Planning Obligations Supplementary Planning Document:** A guidance document offering support in the implementation of planning obligations on planning applications subsequent to the adoption of the Haringey CIL.
- **Public Realm:** This is the space between and within buildings that is publicly accessible, including streets, squares, forecourts, parks and open spaces.
- **Public Transport Accessibility Level (PTAL):** Public Transport Accessibility Levels are a measure of the extent and ease of access to the public transport network.
- **Regeneration:** The economic, social and environmental renewal and improvement of a rural or urban area.
- **Registered Provider:** organisations that provide low-cost housing for people in need of a home.
- **River Prospect:** Short and longer distance visual experiences of a rivers cape (in HGY case Lee, Moselle or New River)
- **Section 106 Agreements (S106)/Planning Obligations:** These agreements confer planning obligations on persons with an interest in land in order to achieve the implementation of relevant planning policies as authorised by Section 106 of the Town and Country Planning Act 1990.
- **Secured by Design:** The planning and design of street layouts, open space, and buildings so as to reduce the likelihood or fear of crime.
- **Site Allocations Development Plan Document:** This will form part of Haringey's LDF and will guide land use and future development in the borough until 2026.
- **Sites of Importance for Nature Conservation (SINC):** SINC are areas protected through the planning process having been designated for their high biodiversity value.
- **Small and Medium Enterprises (SMEs):** Small and Medium Enterprises (SMEs) comprise businesses with more than 11 but less than 250 staff.
- **Social Infrastructure:** Facilities and services including health provision , early years provision , schools, colleges and universities, community, cultural, recreation and sports facilities, places of worship, policing and other criminal justice or community safety facilities, children and young people's play and informal recreation facilities. This list is not intended to be exhaustive and other facilities can be included as social infrastructure.
- **Social rented housing:** be owned by local authorities or private registered providers, for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above,
- **Spatial Vision:** A statement of long term shared goals for the spatial structure of an area.
- **Statement of Community Involvement (SCI):** The Council's policy for involving the community in the preparation, review and alteration of LDDs and planning applications. It includes who should be involved and the methods to be used.
- **Strategic Environmental Assessment (SEA):** Expression used by the European Union to describe environmental assessment as applied to policies, plans and programmes.
- **Strategic Housing Land Availability Assessment (SHLAA):** An assessment of land availability for housing which informs the London Plan and borough local development documents, as set out in section 48 of the NPPF
- **Strategic Housing Market Assessment (SHMA):** An assessment of housing need and demand which informs the London Plan and borough local development documents.
- **Strategic Industrial Location (SIL):** These comprise Preferred Industrial Locations (PILs) and Industrial Business Parks and exist to ensure that London provides sufficient quality sites, in appropriate locations, to meet the needs of industrial and related sectors including logistics, waste management, utilities, wholesale markets and some transport functions.
- **Supplementary Planning Document (SPD):** Provides supplementary information about the policies in DPDs. They do not form part of the development plan and are not subject to independent examination.
- **Supplementary Planning Guidance (SPG):** Additional advice, provided by the Council on particular topic or policy areas and related to and expanding upon statutory policies.

- **Sustainability Appraisal (SA):** This is a systematic and continuous assessment of the social, environmental and economic effects of strategies and policies contained in the DPDs, which complies with the EU Directive for Strategic Environmental Assessment.
- **Sustainable Urban Drainage Systems (SUDS):** An alternative approach from the traditional ways of managing runoff from buildings and hard standing. They can reduce the total amount, flow and rate of surface water that runs directly to rivers through storm water systems.
- **Tall Buildings:** The Council has adopted the definition of Tall and Large Buildings as those which are substantially taller than their neighbours, have a significant impact on the skyline, are of 10 storeys and over or are otherwise larger than the threshold sizes set for referral to the Mayor of London.
- **Townscape View** - Unfolding close view of built up environment with spaces between and in each case views might or might not contain (but will be more significant if they do)
- **Tree Preservation Order (TPO):** Made under the Town and Country Planning Act 1990 by the local planning authority to protect trees of importance for amenity, landscape and nature conservation.
- **Urban Characterisation Study (UCS):** An appraisal of the character of the borough in terms of built urban form, topography, conservation and heritage value.
- **Use Classes Order:** The Town and Country Planning (Use Classes) Order 1987, as amended, lists 15 classes of use. A change of use within the same Class does not constitute development and thus does not require planning permission.
- **Unitary Development Plan (UDP):** A UDP is a land use plan that seeks to make the most efficient and effective use of land in the public interest. The LDF will eventually replace Haringey's UDP 2006.
- **View Corridor:** Strategic important views designated in the London Views Management Framework.
- **Warehouse Living:** Purpose built and genuine integrated working and living accommodation specifically targeted at the creative industries sectors.

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Report for: Cabinet 24th January 2017

Item number: 11

Title: Community Infrastructure Levy (CIL) Update

Report authorised by: Lyn Garner, Director, Regeneration, Planning & Development

Lead Officer: Matthew Paterson x 5562

Ward(s) affected: St. Ann's, Seven Sisters, West Green, Bruce Grove, Tottenham Green, Tottenham Hale

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1 Haringey Council approved the introduction of the Community Infrastructure Levy (CIL) in July 2014 and started charging on the 1st November 2014. So far (as of December 2016) the Council has issued liability notices for £11.4m and has collected almost £1.4m in Haringey CIL receipts. In addition the Council has collected £5.7m of Mayoral CIL contributions (based on £35/m² for all development types).
- 1.2 In response to an Overview & Scrutiny report in May 2016, a review of CIL rates and procedures for the governance of CIL receipts is being undertaken. This report outlines the findings of viability evidence which supports an increase in CIL rates only in certain parts of the Borough, namely Seven Sisters, St. Ann's, West Green, Bruce Grove, Tottenham Green, and Tottenham Hale wards. A partial review of the CIL Charging Schedule is therefore proposed
- 1.3 The review of CIL rates also offers the opportunity to update Council's Regulation 123 List – the list of infrastructure that the Council intends to spend CIL on.
- 1.4 Lastly, having received CIL payments, the Council needs to identify how it will manage CIL expenditure. This report sets out the proposed governance arrangements for the spending CIL receipts, including:
 - how infrastructure is to be prioritised;
 - the decision making process;
 - the allocation of funds for both the strategic and neighbourhood proportions of CIL;
 - the delineation of neighbourhoods for the purposes of the neighbourhood proportion of CIL;
 - reporting; and
 - auditing.

2. Cabinet Member Introduction

- 2.1 Making sure that regeneration and new development delivers social benefits for residents, not just financial benefits for distant shareholders is a top priority for us.
- 2.2 I am therefore very pleased to be bringing this report to Cabinet, which sets out proposals to consult on increasing the Community Infrastructure Levy in most of Tottenham, now that development is more viable.
- 2.3 When started the original work on the CIL in 2013, Tottenham land values were in a very different place. Regeneration schemes were being planned but hadn't yet started, we were still having to work very hard with developers to convince them that Tottenham was a good place to invest and planning policy to support. Viability was therefore very low and there was little regeneration precedent. The evidence in front of us only justified a very low CIL charge in Tottenham.
- 2.4 Thanks to the Council's strong leadership on regeneration and planning, we have seen significant investment in Tottenham and proposals for many major regeneration schemes coming forward. This has transformed land values in the area, making development more viable and allowing us to secure a much higher contribution towards vital community infrastructure like schools, health centres, improvements to parks and new sports facilities.
- 2.5 We are proposing increasing the charge in South and East Tottenham from £15 per square metre to £130 per square metre. Looking at sites for which we expect planning applications from 2018-2026, we estimate that this change would see CIL income of around £18.8m come in for community investment, instead of the £2.2m due on current charging rates.
- 2.6 This is a game-changer in terms of our ability to invest in much needed community facilities and amenities. As land values continue to grow, we will review the CIL schedule again in the future, to make sure that we continue to capture a fair share of increasing development values for our residents.

Recommendations

That Cabinet:

- 3.1 Approves publication of the revised CIL Charging Schedule (the Preliminary Draft Charging Schedule) and Regulation 123 List as set out at Appendix A for public consultation, in accordance with the CIL Regulations.
- 3.2 Approves publication of the proposal for the governance of CIL expenditure (as detailed in paragraphs 6.22 – 6.43) for public consultation.

3. Reasons for decision

- 4.1 Amending the CIL charging schedule will increase the scope of CIL receipts from new development to fund strategic infrastructure improvements in the borough.

- 4.2 Governance arrangements are required to ensure CIL expenditure is appropriately managed and the processes for allocating both the strategic and neighbourhood proportions of CIL are made clear.

4. Alternative options considered

- 5.1 The Council has been charging CIL on qualifying developments since 1st November 2014. This includes a significant differential in rates between the west and centre of the borough (£265/m² & £165/m²), and the east of the borough (£15/m²). An alternative is to do nothing, and keep the rates as they are, however, evidence suggests that the majority of the eastern area can support a higher CIL rate. It is considered appropriate that a higher CIL rate is proposed for this area, to create additional funding for strategic infrastructure in the borough to support the growth planned.
- 5.2 In respect of the governance of CIL expenditure, there are a range of options for how the neighbourhood proportion of CIL could be allocated. These options were explored in the 'Scrutiny in a Day' exercise that was undertaken by Overview & Scrutiny that resulted recommendations to advance the proposal put forward in this report.
- 5.3 With regard to the strategic proportion of CIL, the only reasonable alternative was to have a bidding process for the use of CIL monies. However, this option was dismissed in favour of using established processes. .

5. Background information

What is CIL?

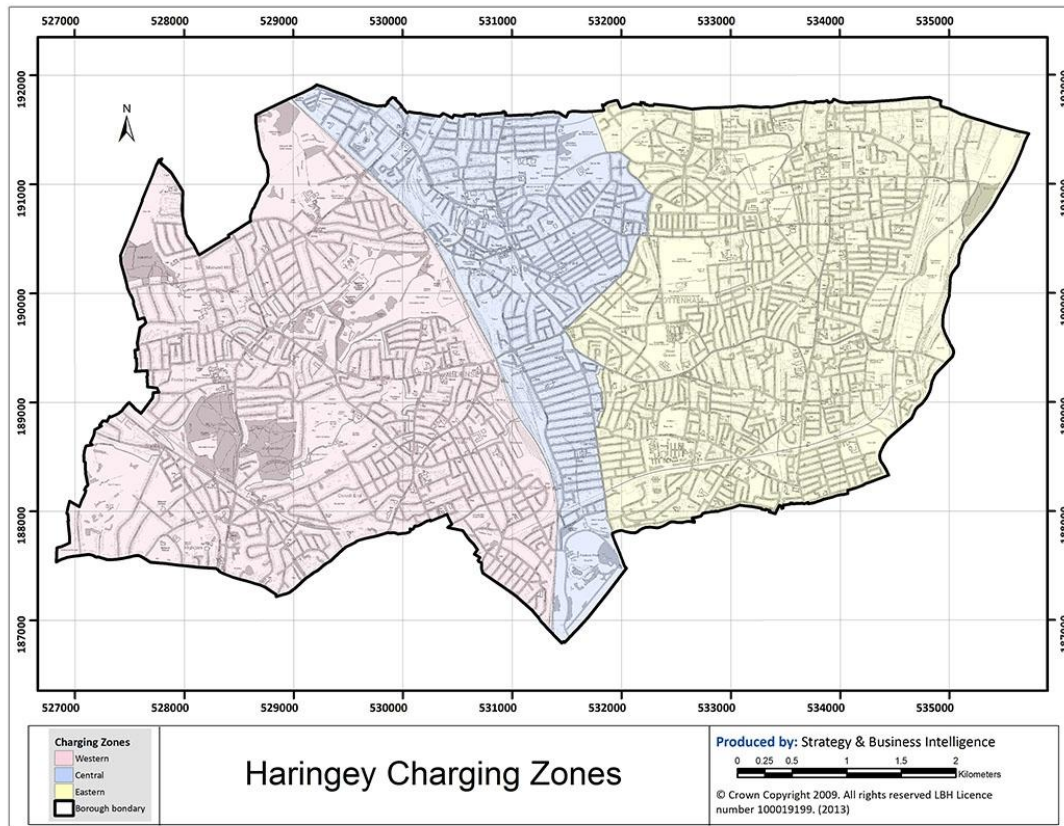
- 6.1 CIL is a standardised non-negotiable local levy placed on development for the purpose of raising funds to support the delivery of infrastructure that is required as a result of new development. CIL provides a more consistent and transparent mechanism to raise financial contributions, than the previous system of s106 agreements. Section 106 contributions can now only be used to secure affordable housing, employment, training and skills obligations and site specific mitigation which is necessary to make a development acceptable such as site specific Highways works, but their use has been significantly scaled back. The delineation between what CIL and section 196 can be spent on will be made clear in the forthcoming review of the Section 106 SPD.

Proposed Changes to the CIL Charging Schedule

- 6.2 There has been a significant increase in property values in the east of the borough over the last 2-3 years. To identify what impact this has on the viability of development, BNP Paribas have been commissioned to complete a viability study of development typologies across the borough in order to understand what changes in CIL rates may be appropriate. BNP Paribas Ltd are specialist viability consultants with a particular expertise and track record in preparing robust borough viability assessments for local authorities across England in support of bringing forward a local CIL.

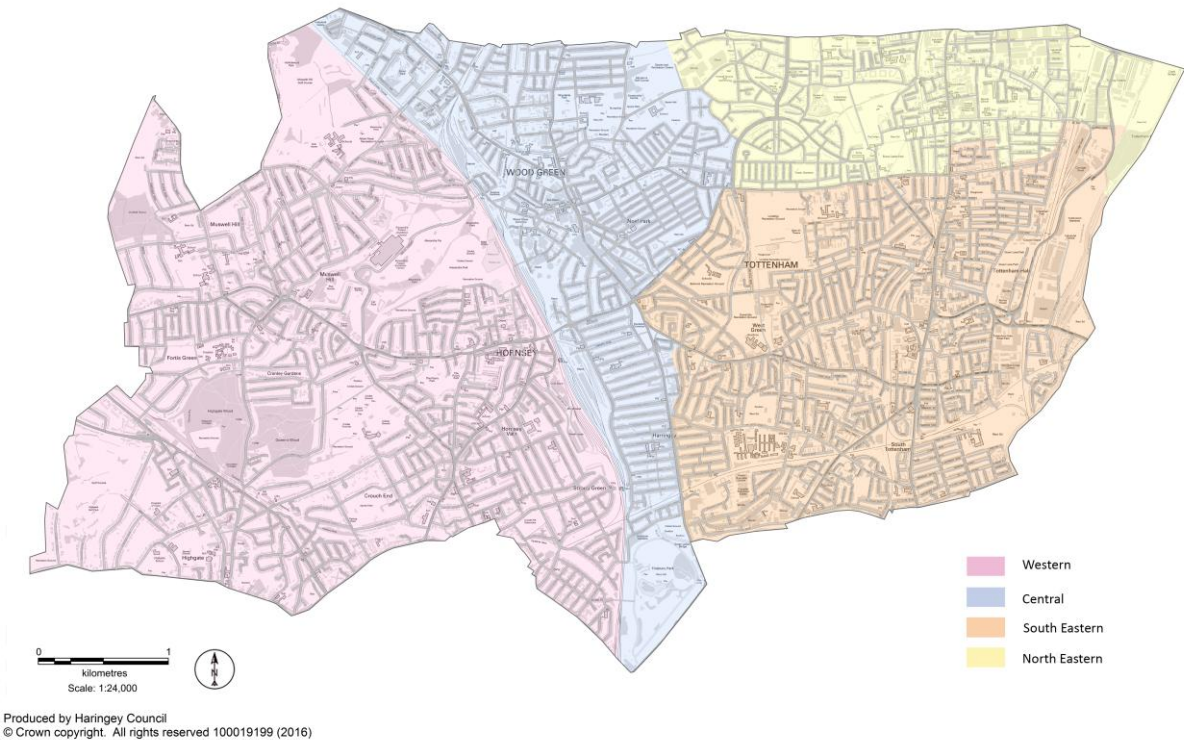
6.3 The BNP Paribas study has identified that there is scope to increase the current CIL rate of £15/m² in Seven Sisters, St. Ann's, West Green, Bruce Grove, Tottenham Green, and Tottenham Hale wards to £130/m². Conversely, the BNP Paribas study does not support changes to the current CIL rates elsewhere across the borough. In particular, the study is clear that there is no scope to increase residential CIL rates in North Tottenham (Northumberland Park and White Hart Lane wards), or within the central or Western Charging Zones. Based upon this evidence base, the remainder of the charging schedule will not be amended.

6.4 The existing CIL charging zones map is set out below.



6.5 The Proposed new CIL charging schedule map is below.

Haringey Charging Zones



6.6 The proposed changes to CIL rates are shown in the track changed table below.

Proposed Amended CIL Charging Schedule for Haringey (for Preliminary Draft Charging Schedule Consultation)					
Use	CIL charge (£/square metre)				
	Western	Central	<u>South Eastern</u>	<u>North Eastern</u>	Mayoral CIL
Residential	£265	£165	<u>£130</u>	£15	£35
Student accommodation	£265	£165	<u>£130</u>	£15	£35
Supermarkets	£95				£35
Retail Warehousing	£25				£35
Office, industrial, warehousing, small scale retail (use class A1-5)	Nil Rate				£35
Health, school and higher education	Nil Rate				Nil
All other uses	Nil Rate				£35

Superstores/supermarkets are defined as shopping destinations in their own right where weekly food shopping needs are met and which can also include non-food floorspace as part of the overall mix of the unit.
Retail warehouses are large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items, and other ranges of goods, catering mainly for car borne customers.

Estimate of change in revenue

- 6.7 Since the implementation of CIL in 2014, the Council has collected approximately £1.4m in Haringey CIL. In addition, liability notices have been issued for a further £11.7m, which will continue to be collected over the coming years. The details by ward are set out below (noting that no CIL liable schemes received planning consent or commenced between Nov 2014- Mar 2015, thus no CIL was collected in FY 2014/15).

Ward	collected 2015-16	collected 2016-17	Total Liability Notices issued by Ward	Outstanding Liability Notices
Alexandra			84,266.75	84,266.75
Bounds Green		55,841.28	576,614.34	520,773.06
Bruce Grove	1,593.00	584.97	34,831.97	32,654.00
Crouch End	70,410.50		1,161,912.80	1,091,502.30
Fortis Green		280,871.12	1,757,426.36	1,476,555.24
Harringay	40,619.00	33,329.67	2,552,023.84	2,478,075.17
Highgate	668,884.35	154,614.25	3,930,074.26	3,106,575.66
Hornsey			558,464.15	558,464.15
Muswell Hill	6,625.00		1,003,313.57	996,688.57
Noel Park			180,214.65	180,214.65
Northumberland Park		2,624.46	26,362.85	23,738.39
Seven Sisters		64.19	9,191.44	9,127.25
Stroud Green	1,245.50		384,657.31	383,411.81
St. Ann's	2,805.00		166,063.92	163,258.92
Tottenham Green	630	12,750.00	67,207.08	53,827.08
Tottenham Hale			23,342.59	23,342.59
West Green	11,595.00		158,279.22	146,684.22
White Hart Lane	705	6,300.00	7,110.00	105.00
Woodside		10,598.97	395,853.94	385,254.97
Total	805,112.35	557,578.91	13,077,211.04	11,714,519.78

- 6.8 The data above shows that the Haringey CIL is still in a “bedding in” period. Due to planning consents lasting for three years, although a total in excess of £13m has been calculated as liable, only £1.4m has been collected. This is due to the payment of CIL being at the point of commencement of development. As such the residual £11.7m-worth of CIL liable development currently has planning consent, but has not yet commenced development. Assuming the developments are commenced in the coming years, the collected amount will increase over the coming years.

- 6.9 Initial modelling on existing site allocations, on which planning applications are anticipated in the period 2018-2026, within the south eastern charging area are set out below. Over a 9 year period (2018-2026), this increases the estimated average CIL receipts across this cohort of sites from £240,900 p.a. to £2.09m p.a.

Site Name	CIL @ £15	CIL @ £130
Bruce Grove Station (BG2)	£2,916.00	£25,272.00
Tottenham Chances & Nicholson Court (TG2)	£4,074.32	£35,310.78
Bruce Grove Snooker Hall & Banqueting Suite (BG3)	£4,664.84	£40,428.59
Tottenham Police Station & Reynardson Court (TG3)	£4,880.14	£42,294.57
Red House, West Green Rd (SA58)	£5,558.05	£48,169.73
L/b Seven Sisters Road & Tewkesbury Road (SA35)	£8,559.00	£74,178.00
Constable Crescent (TH13)	£25,205.40	£218,446.80
Vale/Eade Roads (SA33)	£25,376.25	£219,927.50
Tottenham Delivery Office (BG4)	£25,771.50	£223,353.00
Herbert Rd (TH12)	£33,325.80	£288,823.60
18-20 Stoud Green Road (SA37)	£61,776.00	£535,392.00
Gourley Triangle (SS4)	£100,859.53	£874,115.93
Ashley Road North (TH7)	£113,152.95	£980,658.90
Station Interchange (TH2)	£137,772.00	£1,194,024.00
Welbourne Centre & Monument Way (TH10)	£189,000.00	£1,638,000.00
Hale Wharf (TH9)	£339,916.50	£2,945,943.00
Arena Retail Park (SA29)	£364,045.50	£3,155,061.00
Tottenham Hale Retail Park (TH3)	£897,059.68	£7,774,517.22
Total	£2,168,330.71	£18,792,199.50

6.10 The above data is based on “indicative capacities” as used in the preparation of Local Plan policies, and the capacities should be considered as minima. As CIL is a per square metre levy, the revenue will increase proportionally if higher densities are granted.

What can CIL be spent on?

6.11 The CIL Regulations set the context for the spending of CIL funds on infrastructure required to support the development of an area. The CIL Regulations encourage the accumulation of CIL funds into a 'pot'. Unlike other obligations or charges, CIL spending does not need to be directly related to the donor development and can address infrastructure needs in general within the wider area.

6.12 The key points set out by the CIL Regulations and Guidance relating to CIL funding are:

- CIL should be spent on infrastructure including: roads and other transport, schools and other education, community facilities, health, sport / recreation and open spaces;
- The infrastructure funded must support the development of the area;
- It can only be spent on capital projects, although associated revenue spending to deliver the project or to maintain the capital infrastructure item is also permissible;

- CIL can be used to increase the capacity of existing infrastructure or to repair failing infrastructure, if needed to support development; and
- CIL and Section 106 (s106) should not be secured to fund the same infrastructure project.

The Regulation 123 List

- 6.13 Regulation 123 of the CIL Regulations requires charging authorities (the Council) to set out a list of those projects or types of infrastructure that it intends to fund, or may fund, through the levy. Government guidance indicates that this list should be based on the evidence of the infrastructure required that the Council prepared in support of its Local Plan and has relied upon, for the examination of its draft charging schedule, to demonstrate a funding gap that justifies the introduction of the levy on development.
- 6.14 The Council’s current Regulation 123 list is set out below and contains project specific infrastructure items taken from the Council’s Infrastructure Delivery Plan – the evidence base for the Local Plan of the infrastructure required to support the development and growth planned for therein.

Lordship Lane Recreation Ground Improvements
Down Lane Park Improvements
Bruce Castle Park Improvements
4 Improved Greenway Cycle & Pedestrian Routes
Alexandra Primary School Expansion
Welbourne Primary School Expansion
Bounds Green Primary School Expansion

- 6.15 It is proposed that the Regulation 123 list is revised and, rather than listing specific projects, should set out a list of generic types of strategic infrastructure eligible for CIL funding (as below). This approach is adopted by the majority of boroughs in London and ensures the Council has greater flexibility in allocating CIL funding to the broadest range of strategic infrastructure provision necessary to support development. It also better recognises that development taking place in different parts of the borough are likely to give rise to very different infrastructure needs and that a range of different funding streams may be used to fund these in whole or part, of which CIL may be one option.
- 6.16 In accordance with the CIL Regulations, the revised Regulation 123 List, shown below, will also be subject to public consultation and examination in public.

Haringey CIL funding may be applied in whole or part to the provision, improvement, replacement or maintenance of the following infrastructure:
Educational Facilities
Further Education Facilities
Health and wellbeing Facilities
Parks and Open Spaces
Social and Community Facilities
Transport and Highways (excluding works that area required as part of a development proposal to be secured through a Section 278 Agreement)

Enterprise Space
Sports and Leisure Facilities
Public Realm Improvements
Community Safety Measures
District Energy Network and associated infrastructure
The above list is not in order of priority.
The above list excludes infrastructure projects that are required to make a development acceptable in planning terms in accordance with the planning policies set out in the Council's Local Plan. Whilst CIL will be the Council's main mechanism for securing funding towards the infrastructure that is required to support the cumulative demands from development in Haringey, there will be some instances where individual development gives rise to their own requirements for infrastructure in order to make the development acceptable in planning terms. Such infrastructure will be secured as part of the development through the use of planning conditions or planning obligations. Further details on this approach are set out in the Council's Planning Obligations SPD.
This Regulation 123 list therefore explicitly excludes the provision of infrastructure that is required to make a development acceptable in planning terms and which meets the legal tests of Regulation 122 of the CIL Regulations. Through the publication of this list the Council therefore retains its discretion to negotiate necessary planning conditions and s106 planning obligations to secure such infrastructure.

CIL and Planning Obligations (s106)

- 6.17 Under CIL, developers can still be required to directly provide both 'off-site' infrastructure, through s106 contributions, and 'on site' improvements through planning conditions to mitigate the direct impact of the development proposed (e.g. landscaping, access roads). A Planning Obligations SPD setting out what obligations will be collected through s106 and CIL was adopted by the Council in October 2014.
- 6.18 As it is proposed to alter the approach to the Regulation 123 list, it will be necessary to review the Planning Obligations SPD to ensure there is clarity around the Council's expectations for the infrastructure needs of development that will fall to CIL and that which will be secured via s106, eliminating the scope for any potential 'double charging' of developers for the same item of infrastructure. Further updates to the Section 106 SPD will also be made including, for example, updates to the Employment, Skills and Training requirements.

Distribution of CIL funding

- 6.19 As per the CIL Regulations and Guidance, the Local CIL is proportioned and allocated using the following approach:
- 5% is retained by Haringey Council to cover administrative costs (including consultation on the levy charging schedule, the issuing of liability notices, enforcing CIL, legal costs and reporting on CIL activity);

- 15%, known as the Neighbourhood Proportion, is to be spent on neighbourhood projects within the neighbourhood of contributing development (up to a maximum of £100 per existing Council Tax dwelling). In accordance with Regulation 59C, neighbourhood projects can include funding towards:
 - the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - anything else that is concerned with addressing the demands that development places on an area.The funding allocation rises to 25% where a Neighbourhood Plan is in place. At the present time, no Neighbourhood Plans have been adopted within Haringey, although the Highgate Neighbourhood Plan is at an advanced stage, and one is being developed in Crouch End;
- 80%, known as the Strategic Proportion, is retained by Haringey Council to allocate to projects in accordance with the Council's adopted CIL Regulation 123 List.

6.20 It is very unlikely that CIL will generate enough funds to completely cover the cost of new infrastructure needed to fully support planned development. As such, there will be competing demands for this funding. With this in mind, it is important to ensure that there are robust, accountable and democratic structures in place to ensure the spending of CIL funds are prioritised in the right way.

6.21 The sections that follow set out the proposed governance arrangements and approach for how decisions will be made on the prioritisation and expenditure of CIL.

Identifying the specific infrastructure projects to be funded by CIL

Strategic Proportion

6.22 It is intended that all allocated spend relating to the Strategic Proportion of CIL will be reviewed by the Council's Capital Board, chaired by the Section 151 officer who will have the authority to make decisions within the key decision threshold and other changes in excess of this will be made by the executive using the same process as for all Capital projects on the Capital programme.

6.23 In preparing the Haringey's Local Plan, that sets out how much and where growth in the borough should be delivered, the Council was required to produce an Infrastructure Delivery Plan (IDP) identifying the infrastructure needed to support planned development. The IDP takes account of the more detailed infrastructure assessments undertaken for areas masterplanned to date by the Council, including Tottenham Hale and High Road West, alongside the investment and delivery plans of our partner service providers, such as TfL & the NHS.

6.24 Within the context of the generic infrastructure types set out in the Regulation 123 list, the IDP will be used as the starting point for the identification of specific infrastructure projects for the strategic proportion of CIL expenditure. It is

intended that the IDP be a 'live' document updated periodically to take account of changes in service provision, funding regimes and new projects. All relevant partner infrastructure providers are engaged in the review process. Work will be undertaken on the current IDP to set out infrastructure provision by Neighbourhood Group area (see paragraph 6.31 below) and a trajectory of short, medium, and longer-term projects, including key trigger points and any mutual dependencies for delivery, including alignment with the Council's Capital Programme.

- 6.25 As a result of the work described above it is intended that the Capital Programme will be refreshed so it is very clear which infrastructure improvements are being funded through CIL. The refreshed plan will be reviewed by the Capital Board and will form part of the annual report to Cabinet to approve the overall Capital Programme.
- 6.26 Where CIL funding is requested for new projects proposals for the use of the CIL will be put forward for comment to the Capital Board using the current processes with prior approval from the Assistant Director Planning and they will then follow the same process as for other Capital projects.

Neighbourhood proportion

- 6.27 Where there is a neighbourhood plan in place, the neighbourhood plan should identify the local neighbourhood projects required to support development proposed by the plan or to give effect to policies/proposals within the plan. Projects eligible for CIL funding should be specifically identified and, where appropriate, projects prioritised (see the assessment criteria for prioritising infrastructure to be funded by CIL set out at paragraph 6.39).
- 6.28 CIL eligible neighbourhood projects could include, for example: road and footpath improvements; tree planting; new or improved play spaces and facilities; community safety measures (e.g. CCTV, lighting); new or improved cycling facilities; traffic calming measures; improvements to school grounds and buildings; and the improvement of local facilities such as libraries, community centres or sports halls. Such projects could be funded in whole or part through CIL receipts.
- 6.29 The Council will cost the eligible neighbourhood projects (including project management costs, contingencies and long-term maintenance provision) and will pool the neighbourhood proportion of CIL receipts raised within the designated neighbourhood area to pay for the items therein, investigating other sources of funding (such as grants and match funding) where possible.
- 6.30 Outside of neighbourhood plan areas, the CIL Regulations allow the Council as Charging Authority to decide what its own bespoke definition of a 'local' neighbourhood area is. As such, the wards in Haringey have been grouped into seven CIL Neighbourhood Groups (see Appendix A) based upon having the same CIL rate and having regard to the broad distribution of growth planned through the Local Plan. This is the approach recommended by Scrutiny in order to streamline the process, provide for a meaningful level of CIL funding to deliver larger projects, and ensure an element of strategic decision making across these seven areas:

Area 1 – Fortis Green, Alexandra and Muswell Hill

Area 2 – The areas of Highgate & Crouch End outside of the neighbourhood plan areas, along with Hornsey and Stroud Green

Area 3– Bounds Green and Wood Side

Area 4 – Noel Park and Harringay

Area 5 – White Hart Lane and Northumberland Park

Area 6 – West Green, St Ann's and Seven Sisters

Area 7 – Tottenham Green, Bruce Grove and Tottenham Hale

- 6.31 Supported by officers, ward members will play a key role in consulting with the local communities to identify the local neighbourhood projects that could fall to the Neighbourhood Proportion of CIL to fund in whole or part.
- 6.32 A formal consultation process will be undertaken in each Neighbourhood Group area, commencing in April 2017. In addition to asking for potential specific projects, the consultation will ask people to indicate a priority by broad infrastructure type (i.e. transport, public realm, education, health, community safety, open space, culture and leisure). This information will assist in establishing the priority to be assigned to the specific neighbourhood projects identified.
- 6.33 The proposed list of local neighbourhood projects will then be reviewed by the Planning team to ensure the projects are those eligible for CIL funding. Once the list of neighbourhood projects has been established for each area, officers will cost the projects, will complete a proforma for each, and will prioritise CIL expenditure having regard to the feedback from consultation and the assessment criteria. The final neighbourhood project lists and accompanying proformas and assessments will be published on the CIL pages of the Council's website.
- 6.34 Depending on the outcomes from the consultation and the scope and nature of the neighbourhood projects to be advanced, it may be appropriate to introduce a threshold (e.g. £50,000) to delineate between smaller and larger projects, with the Neighbourhood Proportion of the CIL apportioned on a 40:60 basis to fund the different projects over different timeframes. Decisions on use of the neighbourhood portion for projects under £50,000 will be delegated to the Assistant Director of Planning and where necessary will follow the same process as the Capital Programme projects. Projects over this value will need to be reviewed by the Capital Board and then be authorised through the Capital Programme process.
- 6.33 The Council will then pool the Neighbourhood Proportion of CIL raised from development within the Neighbourhood Group area until such time as the required level of funding is achieved when arrangements will be made to release the CIL monies and deliver the specific project.
- 6.34 Consultation with the community within each CIL Neighbourhood Group will be undertaken every two to three years to ensure the projects and priorities are still the most relevant to the local community.

The proforma

6.35 As with all projects on the Council's capital programme, projects identified to be funded by CIL, will need to be accompanied by a standardised proforma setting out the following:

- The scope of the project;
- Outline business case;
- The overall cost and outline breakdown of costs;
- The timetable for delivery of the project;
- Who will the project be delivered by;
- The public benefits of the project;
- How the scheme will support the development of the neighbourhood area;
- What other funding sources have been identified/explored;
- Arrangements for ongoing maintenance if any; timescale;
- Details of consultation - level of stakeholder support;
- A determination as to any potential State Aid issues.

6.36 As set out above neighbourhood spend under £50,000 can be agreed by the Assitant Director, Planning and where necessary will follow the same process as the Capital Programme projects . Projects over this value will need to be presented to the Capital Board for review and agreed through the Capital Programme process.

Prioritising the infrastructure projects to be funded by CIL

6.37 Strategic infrastructure and neighbourhood projects identified for the allocation of CIL spend will be assessed against the following set of guiding criteria and will be justified and prioritised accordingly:

- a. The proposed project has the support of the service provider or operator;
- b. The use of CIL funding is necessary as no alternative funding sources are available to deliver the proposed infrastructure, including funding that may be made available in a later funding period (the exception is where there is an urgent need for the infrastructure and the Council can secure the CIL funds to be reimbursed at specified later date);
- c. The proposed infrastructure will promote a sustainable form of development and will not give rise to local impacts;
- d. The use of CIL funding can help to optimised the delivery of identified infrastructure through the ability to leverage other sources of funding, such as match or gap funding, or to reduce borrowing costs;
- e. The use of CIL funding can provide additionality to a capital infrastructure project that maximises the benefits of the parent project where mainstream funding does not provide for this;
- f. The use of CIL funding can increase the capacity of existing strategic infrastructure;
- g. The use of CIL funding can help to deliver coordinated improvements within the area;
- h. The use of CIL funding can help to accelerate the delivery of regeneration initiatives;
- i. The use of CIL funding will help further sustainable economic growth for the benefit of the area or the borough;

- j. The proposed infrastructure is of a sufficient scale or scope so as to positively impact the local area;
- k. The proposed infrastructure can be delivered within 24 months of authorisation;
- l. The use of CIL funding represents value for money and will not give rise to long-term liabilities that place a financial burden on the service provider or operator.

6.38 The more criteria met, the greater the priority the CIL funding project will receive.

The decision making process

6.39 Similar to existing s106 arrangements, it is recommended that Officers in the Planning team manage both the Strategic and Neighbourhood Proportion of CIL with recommendations for the Strategic portion, and recommendations for the neighbourhood portion over £50,000 going to Capital Board for review and going through the Capital Programme authorisation process. This includes consultations, the receipt of infrastructure proposals, assessments, recommendations for priorities, monitoring of delivery, auditing and reporting.

6.40 This approach is particularly relevant to the Strategic Proportion of CIL, ensuring that, through the assessment and negotiation of individual strategic planning applications, the infrastructure needs of both the development site and the wider area can be coordinated. It will also enable the consideration of whether the identified strategic infrastructure to be funded by CIL, can be delivered by a developer as 'works in kind'. Such arrangements are both cost effective and ensure the timely delivery of necessary infrastructure, including that to be delivered via S106 or other obligations, to support the development.

6.41 The subsequent disbursement of CIL expenditure following Capital Board review will be authorised by the Assistant Director of Planning, and where necessary will follow the same process as the Capital Board .

Reporting

6.42 C IL spend will be reported through the Capital Programme Board monitoring and reporting processes. Outstanding liabilities and expenditure will also be reported within the Authority's Monitoring Report, which is reported to the Regulatory Committee and Cabinet and published annually. This follows the existing reporting procedures for s106. Where necessary, updates as to the status of large contributions, such as those linked to major development, can be provided on request.

Accounting for CIL

6.43 In order to meet the Council's accounting obligations and to ensure efficient oversight of budget setting, all capital expenditure including CIL funded projects, must be recorded as part of the Council's medium term financial plan.

Next steps in Amending the CIL Charging Schedule and the Regulation 123 List

- 6.44 There are two public consultation stages, and an Examination in Public by an independent inspector in the preparation of a CIL charging schedule. The proposed timeframe to carry out the CIL review is set out below.

Table 2: Milestones in preparation of amendments to the Haringey CIL	
Task	Completion Date
Preliminary Draft Charging Schedule approved by Cabinet	January 2017
Preliminary Draft Charging Schedule consultation	February-March 2017
Draft Charging Schedule and updated Planning Obligations SPD approved by Cabinet	April 2017
Draft Charging Schedule and updated Planning Obligations SPD consultation	April-May 2017
Submission to the Planning Inspectorate	June 2017
Examination in Public	August 2017
Received Inspectors Report	September 2017
Cabinet meeting to recommend adoption of CIL Charging Schedule & adopt Planning Obligations SPD	November 2017
Adoption of CIL Charging Schedule at Full Council	December 2017
Implementation of Haringey CIL	1 st January 2018

6. Contribution to strategic outcomes

- 7.1 Priority 4: Drive Growth from which everyone can benefit. By amending the CIL rate upwards, CIL receipts will be increased as a source of funding for local and strategic infrastructure projects.
- 7.2 Priority 5: Create homes and communities where people choose to live and are able to thrive. By amending the CIL rate, increased revenues will be made available to fund local and strategic infrastructure projects which will ensure that the necessary infrastructure is provided to make Haringey's places

7. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Finance and Procurement

- 8.1 In June 2016 Cabinet approved a 10-year capital strategy and there were a number of infrastructure projects within this strategy which it was anticipated will be funded from the strategic element of the Haringey CIL. This reduces the Council's underlying need to borrow to fund its capital infrastructure programme.
- 8.2 Any new schemes, which it is anticipated will be funded from CIL, will need to follow the same approvals and monitoring processes as outlined in the Council's standing orders and financial regulations in relation to capital expenditure.

- 8.3 This will ensure that CIL infrastructure schemes are fully aligned with the Council's core capital investment programme, affordability is properly considered and appropriate financial controls are in place.
- 8.4 It is understood that the neighbourhood element could be utilised in a number of ways e.g. the Council delivering an infrastructure project itself or by passing monies to an organisation to deliver the scheme. Again, the normal Council approvals and monitoring processes should be followed as above.

Legal

- 8.5 As set out in the CIL Regulations when setting rates in a charging schedule the Council must strike an appropriate balance between the desirability of CIL funding the actual and estimated costs of infrastructure required to support development (taking into account other actual and expected funding sources) and the potential effects of CIL on economic viability in its area.
- 8.6 The process for revising a charging schedule is as set in the report and follows the CIL Regulations. This includes: preparing a draft charging schedule for consultation; publication of the draft charging schedule; submitting it together with a statement of representations received to an independent examiner for the holding an examination in public of the draft charging schedule; having regard to and publishing the examiner's recommendations; and then if applicable, to approve the charging schedule at a meeting of the Council and publish and give notice of the approved charging schedule.
- 8.7 There is no such set process for revising the Regulation 123 list but the Government's Planning Practice Guidance states that the changes should be clearly explained and subject to appropriate local consultation.
- 8.8 Apart from the approval of the charging schedule all other governance arrangements are executive functions and can be allocated and delegated as appropriate and in accordance with the Council's Constitution.

Equalities

- 8.9 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 8.10 An Equality Impact Assessment will be undertaken and accompany final decisions (expected December 2017) on Haringey's Community Infrastructure

charging schedule, updated Regulation 123 list of infrastructure and proposed governance arrangements.

- 8.11 The consultation on the draft proposals will help inform this EqlA and the final recommendations. We will engage with a wide range of people and stakeholders during the consultation process, including those that share protected characteristics.

9. Local Government (Access to Information) Act 1985

Existing CIL Charging Schedule

<http://www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/pre-application-guidance/community-infrastructure-levy-cil>

Infrastructure Delivery Plan

Scrutiny Panel Report on CIL Review

<http://www.haringey.gov.uk/planning-and-building-control/planning/planning-applications/pre-application-guidance/community-infrastructure-levy-cil>

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Report for: Cabinet

Item number:

Title: North Tottenham District Energy Network

Report authorised by : Lyn Garner – Director of Regeneration, Planning and Development

Lead Officer: Joe Baker – Head of Carbon Management

Ward(s) affected: Northumberland Park Ward

**Report for Key/
Non Key Decision:** Key

1. Describe the issue under consideration

1.1. The Council has a major commitment to growth in housing and employment both through the Council’s own Corporate Plan ‘Building a Stronger Haringey together’, and Local Development Plan, with significant regeneration to be delivered at North Tottenham, Tottenham Hale and Wood Green. In addition, the delivery of a District Energy Network (DEN) is a requirement set out in the National Planning Policy Framework (NPPF), London Plan and the Local Plan on all major development sites. District Energy can deliver energy in a more efficient, lower carbon manner. The development and expansion of the DEN in the North Tottenham area is a core contribution to the Corporate Plan Priority 4:

Corporate Plan Priority	Objective
<p>Priority 4: Drive Growth and Employment from which everyone can benefit</p>	<p>Objective 4: Manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy</p>

1.2. The purpose of the report is to present the proposal to establish a District Energy Network (DEN) for the North Tottenham area to support regeneration. Following design, technical studies and analysis of options by WSP Parsons Brinkerhoff, financial appraisal by Deloitte, and legal appraisal by Pinsent Masons the report recommends a 100% Council owned SPV. The report also highlights the merits of partial private-sector investment and contractual performance related payments. It recommends that through the SPV these are considered further and the possibility of minority stake interest by a private entity be investigated as part of a soft market testing exercise. This report has been peer reviewed by Nordic Heat (a Scandinavian District Energy Company) and analysed by the Department for Business, Energy and Industrial Strategy (BEIS, formerly part of DECC) and the GLA.

1.3. In presenting the business case for the preferred delivery structure supporting this, we seek approval to commence a procurement process to procure contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers.

2. Cabinet Member introduction

2.1. Haringey is taking a leading role to deliver carbon reduction within the borough through a number of initiatives. We are currently on target to deliver a 40% carbon reduction by 2020. To maintain this ambition this report sets out the case for a Council owned District Energy Network to support carbon reduction while delivering the growth and regeneration of North Tottenham. This aligns with our local ambition, and regional and national policy.

2.2. Decentralised Energy Networks are an expectation of large regeneration areas through planning to deliver locally secure energy supply to deliver growth, affordable energy for our new communities and deliver carbon reduction. This project will enable the Council to ensure that its growth objectives and priorities are delivered while reducing our carbon emissions. This report sets out the

business case for change, the options assessments for delivery and how we will deliver this network.

3. Recommendations

It is recommended that Cabinet:

- i. Considers the Business Case attached as Appendix 1 in the open report and Appendix 2 in the exempt report setting out the preferred delivery approach for the North Tottenham DEN and demonstrating project viability.
- ii. Agrees to establish a District Energy Network for the North Tottenham area, subject to recommendations iii) and iv) below.
- iii. Agrees that Option 2 as set out in paragraphs 6.25 to 6.31 and 6.60 to 6.64 of this report (the 100% Council Owned Special Purpose Vehicle) is the most appropriate delivery structure and gives delegated authority to the Director of Regeneration, Planning and Development in conjunction with the Council's s151 officer after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to refine and finalise the delivery structure. The final structure and design of the SPV will be reported back to Cabinet for approval.
- iv. Gives Delegated Authority to the Director of Regeneration, Planning and Development in conjunction with the Council's s151 officer, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to agree amendments to the Business Case (and the supporting technical and financial models) that may be required, insofar as the overall objectives and parameters of the Business Case can still be achieved (as set out in section 6.18). This will ensure that the project can alter based on key dependencies and sensitivities changing, and that all agreements (including pricing structure) can be put in place to ensure that the business case can be delivered. Any substantial changes in the business case will be reported back to Cabinet for approval. The business case prior to Financial Close including supporting agreements will be reported back to Cabinet for approval.
- v. To facilitate the development of the Business Case including financial model give Delegated Authority to the Director of Regeneration, Planning and Development in conjunction with the Council's s151 officer after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to progress the project and agree all documentation required to enter into agreements with customers for the supply of heat and electricity and funding agreements to reach financial

close. This will be a commercially viable rate for both parties, and address future energy pricing mechanisms and regulation frameworks.

- vi. Agrees to the commencement of a procurement process to procure contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers.
- vii. Gives Delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to agree all documentation required to support the procurement process subject to funding approval at Council in February 2017.
- viii. Gives Delegated Authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Economic Development, Social Inclusion and Sustainability, to deselect bidders, in line with the evaluation criteria, throughout the procurement process and to return to Cabinet for approval of the preferred bidder following the conclusion of the procurement process
- ix. Agree a capital budget for investment in the SPV.
- x. Agrees a capital budget of up to £1.6m to set up the Special Purpose Vehicle and support the process up to establishment, including procurement costs. This would be funded by the Council and grant allocated from GLA and Central Government to support project development.

4. Reasons for decision

4.1. The Council has set out in its Corporate Plan and associated strategies, a set of challenging social, economic and regeneration objectives. It also has challenging economic and housing growth targets from the London Plan.

4.2. The Council set out its commitment to reducing carbon emissions and managing the impact of growth across the borough in the Corporate Plan Priority 4, Objective 4, and stated aspiration to be a carbon neutral borough by 2050.

4.3. The borough-wide Energy Masterplan, undertaken previously by WSP | Parsons Brinckerhoff, identified North Tottenham, along with Tottenham Hale and Wood Green as initial opportunity areas for area-wide District Energy Networks and recommended the Council continue to sponsor development of each network.

- 4.4.** This project will support the delivery of growth in North Tottenham, through the installation and operation of this planning policy requirement.
- 4.5.** The development and expansion of a DEN in the North Tottenham area is a core contribution to Corporate Plan Priority 4.
- 4.6.** In 2015, the Council commissioned Deloitte to examine the case for a North Tottenham DEN to deliver carbon reduction and manage the impact of new housing and economic growth. The detailed work to assess the strategic case, techno-economic assessment, commercial options, monetary and non monetary analysis, and management case is included in the Business Case at Appendix 1 and considered in detail below.
- 4.7.** The option recommended is that the Council should establish a 100% Council Owned Special Purpose Vehicle (SPV) and seek through a procurement process, private sector contractor/s to deliver the design, build and operation of the DEN. This SPV does not preclude private-sector investment and the possibility of minority stake interest by a private entity. This will be investigated as part of a soft market testing exercise through the procurement process as highlighted in sections 6.65 to 6.68.
- 4.8.** The 100% Council Owned model provides the greatest strategic control and flexibility to the Council including:
- Reducing risk to ensure that delivery of the DEN development is aligned to the speed and scale of the High Road West regeneration and Northumberland Park regeneration programmes, as well as the THFC redevelopment in North Tottenham
 - Delivering wider social benefits such as setting energy tariffs for residents, setting up a local company to support local apprentices and skills development, and reinvesting local spend on energy on service delivery and other improvements in the borough
 - Network expansion and evolution (for example to support future regeneration in Tottenham and measures to reduce resident exposure to high and volatile fossil fuel prices),
 - Allows the Council to have the freedom to develop an energy mutual company with the community, whereby share options could be sold to the community of Haringey. This would increase community buy-in, raise capital, and for community to shape the strategic direction of the SPV
 - It maximises exit options and gains
 - the potential to deliver the greatest contribution to the Council's revenue budget as the Council would benefit from 100% of the distributable profit from the entity, and also maximise the interest received on loans to the SPV

4.9. The Council accepts a degree of risk in that it will commit investment to the vehicle. It will bear the costs of the procurement and establishment of the SPV, and some limited development risk. However, the SPV will contribute to the ambition set out in the Corporate Plan for carbon reduction and support growth and higher design standards in new housing. The Council will also receive a financial return that it can reinvest in the fulfilment of its statutory functions, and particularly in measures to achieve such socio-economic objectives.

4.10. The Council has reviewed the delivery of District Energy Networks across the UK and within Europe. The 100% publically owned model is the most common approach and is seen in developments in places such as the London Borough of Islington, and cities of Nottingham, Gateshead, Aberdeen, Westminster and Manchester.

5. Alternative options considered

5.1. The potential alternative options are considered in detail in the business case attached as Appendix 1, and covered below in section 6.

6. Background and Summary information

6.1. The Council has a major commitment to growth in housing and employment both through the Council's own Corporate Plan 'Building a Stronger Haringey together', and through its contribution to the London Plan, which says that the borough needs to provide 20,000 new jobs and 19,000 new homes over the next 15 years or so. The nature and scale of these ambitions are further set out in the council's Economic Development and Growth Strategy, and in the draft Housing Strategy.

6.2. The Council's commitment to low carbon sustainable growth and delivering on the Corporate Plan Priority 4, Objective 4 is demonstrated by the Zero-Fifty Commission, Innovation Hub pilot, Housing Retrofit and SME support programmes (including the award-winning Smart Homes and Smart Business), reducing emissions from the Council's estate, as well as District Energy Networks in appropriate locations.

6.3. In 2009 the Council and in partnership with the community, made a commitment to deliver a 40% carbon reduction from 2005 by 2020. This means delivering a carbon reduction in household, transportation and businesses carbon emissions. District Energy is seen by both national and regional government as an easy way to reduce carbon emissions and deliver local energy security in regeneration areas. In 2016 the Leader of the Council alongside Sadiq Khan (Mayor of London) indicated support for delivering a Zero Carbon Borough / City by 2050. District Energy is a key project in the delivery of both these ambitions.

6.4. The borough-wide Energy Masterplan and high level feasibility analysis, undertaken previously by WSP | Parsons Brinckerhoff, recommended North Tottenham, Tottenham Hale and Wood Green as initial opportunity areas for area-wide District Energy Networks. The study demonstrated that the delivery of an area-wide District Energy Network would reduce carbon emissions and offer a financial return on investment under the assumptions modelled. Longer term

there may be potential for expansion / interconnection of networks within the borough and with those in neighbouring boroughs. The study recommended that the Council continue to sponsor the development of each of these DEN projects, and along with the North Tottenham project, officers have secured grant funding and commissioned further technical and economic assessment of DENs serving Tottenham Hale and Wood Green. This study informed the local planning policies.

- 6.5.** In 2015, Deloitte were appointed as the Council's advisors and were commissioned to work with the Council and its external legal advisors to develop the business case and preferred structure for a DEN serving North Tottenham, building on the previous study. The conclusion of this work is detailed in the business case attached at Appendix 1 and Appendix 2 and explained below.
- 6.6.** The North Tottenham DEN Business Case has been Peer reviewed by Nordic Heat (a not for profit peer-to-peer organisation established by publicly owned Swedish energy operators), as well as reviewed by the GLA Energy Team, and the Heat Networks Delivery Unit in the Department of Business, Energy and Industrial Strategy (formerly the Department of Energy & Climate Change, DECC).
- 6.7.** In addition, senior officers of the Council's Regeneration Teams have undertaken site visits to look at various delivery models, including a 100% private and 100% public model.
- 6.8.** Both regional and national government are continuing to work towards the delivery of low carbon energy infrastructure. Although work is proceeding to decarbonise the national grid through the use of renewable and nuclear technologies, district energy remains a planning requirement and expectation. District energy delivers both low carbon heat (through greater efficiencies than individual boilers) and low carbon electricity (through the removal of transition losses on the national grid). As set out in section 6.15 of this report and section 4.7.2 of the Business Case once delivered the North Tottenham Network could connect to a waste heat source which is generated at the North London Energy from Waste plant. This waste heat is deemed by national and regional as a lower carbon heat source and if commercially viable would be the ultimate heat source for this network.

What is a District Energy Network?

- 6.9.** Heating and hot water accounts for around 45% of UK energy use: predominantly for space heating (in homes and offices), heating water, cooking and industrial processes. As a result of this it accounts for around 30% of UK carbon emissions. Based on this National Government has identified that it is more cost effective to tackle heating emissions from homes than emissions in other sectors like heavy industry and transport. It has used this to create the current regulatory framework to increase the deployment of District Energy Networks to address these emissions. This has been further built on in the London Plan. Both national and regional government recognise that within urban areas the business case for District Energy is stronger due to the high density of housing numbers and users. This builds on the approach commonly seen in Northern

European Cities (including Scandinavia) and creates the business case for District Energy.

6.10. A district energy (or heat) network is a system of highly insulated pipes that move energy in the form of hot water or steam from where it is created, to where it is needed for use in space heating and hot water production.

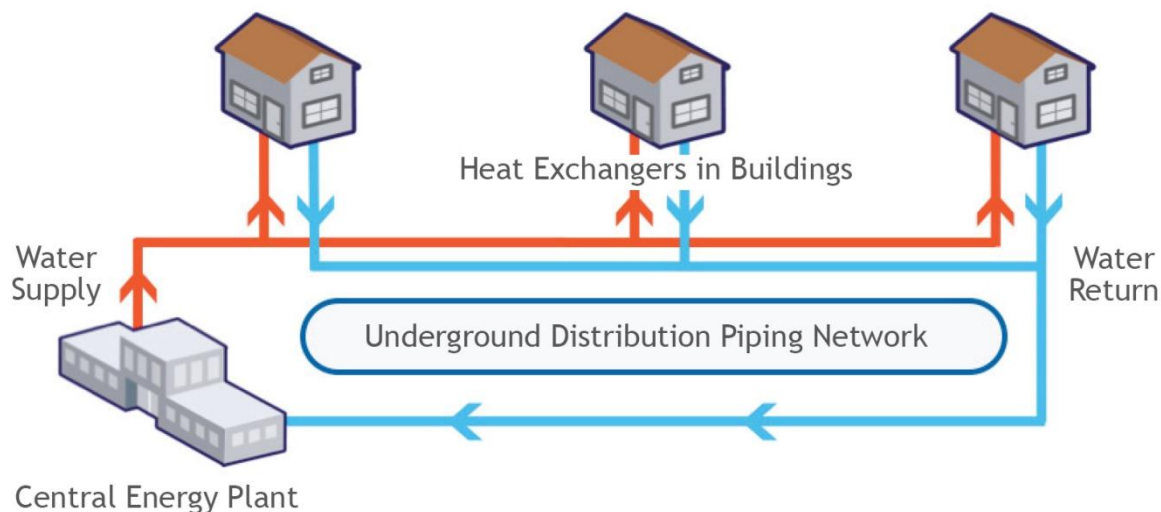


Figure 1 – Schematic of a District Energy Network

6.11. DEN's can provide higher efficiencies and better pollution control than individual household boilers. District Energy Networks with combined heat and power (CHP) is one of the cheapest method of cutting carbon emissions. Developers save on costs as they do not require gas connections to sites and households as all space heating and hot water loads are delivered through the DEN system.

6.12. Historically district and community heating has been seen as inefficient and “one size fits all” with only an “on/off function” that is controlled centrally. Modern heating systems provide end users with the same autonomy as if they had their own boiler. Just as with their own independent heat source, users will pay for only the energy they use. The heat interface units in each dwelling incorporate an energy meter, which accurately monitors and records the energy used to provide heating and hot water. Users also can control the temperature of the heating to suit their needs.

The North Tottenham DEN concept

6.13. Tottenham, in the east of the Borough, has the potential for up to 10,000 new homes and 5,000 new jobs. The change at North Tottenham is already evident, with construction commencing on the £600m new Tottenham Hotspur Football Club Stadium and mixed-use redevelopment, and the Council launching two major procurement exercises in 2016 to deliver a significant number of new homes and jobs at High Road West (HRW) and Northumberland Park as part of its regeneration programme. With HRW and Northumberland Park regeneration anticipated to progress over the next three to five years, the development partners will need to include zero carbon solutions and energy centres as part of

the infrastructure. The Council can capitalise on this planning and development process to ensure an area wide solution is selected and developed in order to meet its objectives and carbon targets.

6.14. The DEN at North Tottenham will include a central energy centre within the High Road West (HRW) development. This will house gas-fired combined heat and power (CHP), gas boilers and a thermal store. CHP is a more energy efficient process than traditional energy processes, generating electricity and heat. This in turn reduces carbon dioxide emissions.

6.15. The North Tottenham DEN would deliver hot water (heat) to High Road West regeneration, Tottenham Hotspur Football Club and Northumberland Park regeneration for the space heating and hot water needs. It will aim to supply electricity to Spurs. Heat and electricity would be supplied from an energy centre within the HRW regeneration area, with potential for longer term option to interconnect to the Lee Valley Heat Network (LVHN) or other low carbon affordable heat sources in future.

6.16. There is an interdependence between the North Tottenham DEN project and HRW regeneration, Northumberland Park regeneration and the Tottenham Hotspur redevelopment, and the timing of the DEN will need to align with the timing of the other developments.

6.17. The overall objective of the Business Case was to determine the optimal scope and technical feasibility of the DEN in the North Tottenham area and, if feasible, to establish an appropriate corporate delivery structure and arrangements to deliver the Project.

6.18. The following Strategic Objectives for the North Tottenham DEN underpin the approach. They were set by the Cabinet Member for Economic Development, Social Inclusion and Sustainability alongside officers. They will underpin the procurement process, the set-up of the SPV and the operation of the DEN and importantly the ability of any solutions are required to meet them:

- To reduce carbon emissions and assist in managing the impact of growth at North Tottenham
- To ensure we have the energy infrastructure to deliver growth and create homes that are affordable for residents
- To contribute to the regeneration of the North Tottenham area and supply low carbon energy to a mix of private and public sector developments
- To improve energy affordability and security for residents and businesses
- To obtain a reasonable return on investment

6.19. The model recommended by Deloitte, and discussed in detail below, is a new separate entity set up as fully owned Council vehicle. This is the model that best provides the means by which the Council can achieve its strategic objectives, and it allows the Council to retain control of the DEN development and potential future expansion.

6.20. Alongside carbon reduction and local energy generation, a DEN can deliver wider social and economic benefits to the community. It can deliver local training and jobs during the construction and operation of the network, fuel affordability

and energy advice to customers, and deliver improved local air quality against a business as usual scenario

The Options

6.21. The business case attached considers in detail the following potential delivery structures which the Council could implement in order to fulfil its objectives.

Option 1: Base Case – “Do Nothing”

6.22. Under this option, no Council led DEN is developed, and the energy solutions and planning requirements are undertaken by the private sector on a site by site basis in line with planning regulations

6.23. Multiple energy centres would not offer the support to the local grid and further public investment in the grid would be required. The Council would still be required to invest in infrastructure on its own sites or sites that it brought forward with partners such as the HDV. Multiple energy centres would be less efficient and result in higher carbon emissions.

6.24. This option carries limited risk to the Council, but in this case the Council would not harness any revenues from selling heat and power to private sector developments. The public sector would also not have control over reducing fuel poverty and carbon emissions, or delivering low carbon energy for new or existing developments in North Tottenham, except through planning requirements. The public sector would not have control over the provision of affordable heat to residents in North Tottenham and there would be no structure in place for a flexible and expandable local energy supply, and impeding connectivity to future schemes or alternative lower cost energy sources.

Option 2: 100% Council Owned Special Purpose Vehicle (SPV)

6.25. A vehicle is established which is wholly owned by the Council. This vehicle is an independent company (i.e. wholly owned by the Council, albeit as an arm's length organisation). Establishing an independent SPV company would allow the Council set its strategic objectives and if needed control an exit route in future if the need arises. The Council would be responsible for developing and implementing the DEN. The Council would create a wholly owned subsidiary, and the vehicle would contract with private sector contractors for works. The Council would retain strategic control of the DEN.

6.26. The SPV would sell heat and power to consumers on the DEN and collect revenues.

6.27. To achieve the Council's aspirations through a wholly-owned company, the Council would need to support all the costs of constructing the DEN through borrowing and grant. The Council has a successful track record of securing

grants to this effect with nearly £3m secured in the last 4 years. All this investment and all the development risk would be the Council's responsibility throughout the process.

- 6.28.** Positively, this option has the potential to deliver the greatest contribution to the Council's revenue budget as the Council would benefit from 100% of the distributable profit from the entity, and also maximise the interest received on loans to the SPV.
- 6.29.** The assets and debts of the company will remain on the public sector balance sheet, with private sector involvement limited to works and services paid for by the company.
- 6.30.** This option would also allow the Council to sell the SPV to a third party as an exit route in future if the need arises (without the complication of a private partner as in Option 3).
- 6.31.** Also known as the 'Municipal Energy Company' model, this approach is common in the Nordic Countries. In the UK, this approach has been taken by Westminster (Pimlico District Heating Undertaking), Woking (Thamesway) and Aberdeen (Aberdeen Heat and Power), with each operating for over 10 years. Enfield (Lee Valley Heat Network), Sutton and Gateshead Councils have also chosen this approach more recently and are currently in the process of implementing their schemes.

Option 3: Joint Venture (JV)

- 6.32.** In this option the Council would partner with the private sector to form a new joint venture (JV) company. For modelling purposes, a 50:50 JV was assessed in the business case in Appendix 1. Under this scenario the investment in the JV and profits are both split 50:50 between the private sector partner and the Council. The JV would finance, develop, implement and operate the DEN. The private sector partner may be involved in some of these tasks, or the JV would contract with separate private sector companies to perform tasks such as construction and maintenance.
- 6.33.** The JV funding will be primarily debt finance from each of the JV partners. The mix of share capital vs. debt will depend on the funds available from each partner, and the offer that the private sector partner brings to procurement.
- 6.34.** The Council would have the option to borrow from PWLB or another similar source of finance and on-lend to the JV in a state aid compliant manner. Loan repayments including interest would be made by the JV to the lenders. Remaining profits would be distributed as dividends to the JV owners in proportion to their shareholding.
- 6.35.** The JV would sell heat and power to consumers on the DEN and collect revenues.
- 6.36.** This option has the highest Net Present Value return to the Council under the assumptions modelled in the business case. However the option may limit the

Council's ability to determine energy prices and their impact on consumers, given the impact of such decisions on the private partner's profitability.

- 6.37.** The JV partner would be selected following a competitive procurement process. The length of the JV is typically aligned with the economic life of the assets and can for DENs run anywhere between 20 years and 40 years with an option to extend, with some models designed to run for 80 year agreements. This would mean that the partnership relationship would have to be strong enough to deliver this long term arrangement while ensuing key performance targets are achieved.
- 6.38.** The view of Deloitte is that this approach will start to move the company away from some of the wider social and affordable warmth aspirations that had been agreed as an objective for the DEN delivery.

Option 4: Outsource fully to the private sector

- 6.39.** The Council would actively procure a third-party private sector partner, who would be responsible for developing, implementing and operating the DEN. The private sector would provide all investment required, and all aspects including strategic control would be retained by the private sector.
- 6.40.** This option is relatively low financial risk, but with the loss of strategic control, the Council risks that private sector operator may not develop or expand the network in line with the Council's wider regeneration, carbon reduction and affordable warmth ambitions. As with Option 1, the public sector would not have control over the price of heat to residents in North Tottenham and there would be no structure in place for a flexible and expandable local energy supply, and impeding connectivity to future schemes or alternative lower cost energy sources.
- 6.41.** As a perceived low risk option, this option was historically a favoured model for Local Authority led schemes. However the preferred public sector models have now moved to the favoured position as they provide Local Authorities better direct control of delivery of their strategic objectives (such as housing growth, the price of heat to residents and reducing fuel poverty) as well as new revenue funding to the Council.

Option 5: GLA led infrastructure vehicle

- 6.42.** This option is similar to Option 4, the private sector led solution, except it is led by the GLA and the Council would not go through a procurement process to identify an operator and it would not deliver direct financial returns to the Council.
- 6.43.** At the most basic level, the GLA would maintain strategic control, however there may be an opportunity for the Council to enter into a partnership agreement of some form with the GLA to agree wider regeneration, carbon reduction and affordable warmth ambitions and deliver non monetary benefits.
- 6.44.** If this option was delivered at scale across London, this may allow for a step-change in network development and future expansion and connection with networks in neighbouring local authority areas, delivering 'city-scale' networks, mirroring the scale that has been achieved in cities elsewhere in Europe and

North America, and overcoming perceived commercial and institutional barriers to developing heat network infrastructure in London

- 6.45.** At present this model does not yet exist and a business case has not been developed by GLA. If the 100% publicly owned SPV (Option 2) was delivered, this option could easily be explored at a later date with the GLA, without the complication of a private sector partner.

Additional option not modelled in the Business Case

Option 6: Overarching DEN Vehicle

- 6.46.** This option builds on the initial concept set out at Option 2 (100% Council owned SPV) and 3 (Joint Venture). Under this option the Council or a strategic partner e.g. an energy company, could create an overarching strategic partnership through an Overarching Vehicle (“OV”) to develop all DENs in the borough.
- 6.47.** Feasibility studies are currently under way for DENs to support the Council’s ambitions for Wood Green and Tottenham Hale. It is too early to include these DENs in the business case in Appendix 1. However, if feasible, the OV could then take these (or other) DENs forward by way of different delivery mechanisms beneath the overarching level through, for example, project development agreements etc. DENs could be taken forward individually, as each business case is developed, and subject to the approval of the Board and partners.
- 6.48.** A local example is the Lee Valley Heat Network Ltd company established by Enfield Council to bring forward both the ‘strategic’ heat network around Meridian Water, and also smaller ‘satellite’ networks as part of Council led estate regeneration projects, such as Alma Estate.
- 6.49.** The SPV will be designed to enable it to grow and become an OV as and when business cases for the other two DENs are delivered and this business case is made. Keeping this option open will deliver efficiencies if the Council procures the projects at Tottenham Hale and / or at Wood Green.

Analysis of options

- 6.50.** The business case considers the pros and cons of each of the options 1-5 in detail, and carries out a qualitative analysis based on the Council’s objectives and each option. Both Option 2 (100% Council Owned SPV) and Option 3 (JV) scored well and both provide many monetary and non-monetary benefits.
- 6.51.** The monetary evaluation examines the monetary benefits and costs of each shortlisted commercial option to the Council. The basis of evaluation includes Return on Investment (“ROI”), Net Present Value (NPV) and cumulative contribution to budget where applicable. The analysis was carried out on the basis of supplying hot water (heat) to High Road West regeneration, Tottenham Hotspur Football Club and Northumberland Park regeneration and electricity to Spurs. Three development scenarios were modelled, with the Low scenario being

fewer homes and less commercial space developed (resulting in a lower consumer base) and the High scenario being a larger volume of homes and commercial space.

6.53. Potential non-monetary benefits were identified and assessed against each of the identified options, benefits were considered in-line with the Council's objectives and will be tracked throughout the Project to ensure realisation.

Option	Meets Objectives?	Notable Benefits	Notable Downsides/Risks
1 – do nothing	No	<ul style="list-style-type: none"> - Low risk - No upfront costs 	<ul style="list-style-type: none"> - Objectives not met - No impact on energy affordability - No control over strategy - Higher costs of the alternative
2 – 100% SPV	Yes	<ul style="list-style-type: none"> - Council retains control/influence - Maximise cash return potential - Maximise exit gains and flexibility - Maximises building of skills and capabilities 	<ul style="list-style-type: none"> - Council takes 100% of risk - Council provides 100% of funding - Increased reputational, operational, construction risk
3 – 50/50 JV	Yes	<ul style="list-style-type: none"> - Council shares risk including decision risk - Private sector skill base to deliver Project - Council can benefit from learning from private sector partner 	<ul style="list-style-type: none"> - Council shares reward - Council loses partial control - Conflict between affordable tariff pricing and commercial return. - Relies on interest from enough potential private partners to drive a competitive process - Exit options for the Council would be more complicated as the interests of the private partner would need to be considered, as well as third party market appetite to take on part ownership
4 – 100% private sector	Few	<ul style="list-style-type: none"> - Accesses 3rd party private sector expertise; - Transfers risk away from Council 	<ul style="list-style-type: none"> - Lack of Council control/influence - High profit expectations in the private sector - Less ability to meet carbon and heat supply stability objectives

Option	Meets Objectives?	Notable Benefits	Notable Downsides/Risks
5 – GLA led	Some	- It is assumed that the GLA and Council would have aligned views on Project development	- Lack of Council control/influence - Doesn't improve Council skills/capabilities;

Table 2 – Non-monetary Assessment Results

6.54. The analysis demonstrates that Options 2 and 3 are finely balanced, with a decision to be made based on the Council's appetite for control/flexibility, exit options, risk, and reward, as well as in the case of the JV model - finding a suitable partner willing to invest for the forecast returns.

6.55. It is recommended that Option 2 (the 100% Council Owned SPV) is pursued as the preferred option. This is based on the balancing of the benefits and risks set out in the table above, plus the following considerations.

6.56. Compared to other cases where a joint venture approach may be preferred – for example in a property development context such as that sitting behind the creation of the proposed Haringey Development Vehicle – the investment required from the Council in order to secure the benefits of a 100% Council Owned option is on a scale that is manageable in the context of the Council's wider capital programme, and appropriate in light of the risk profile associated with an energy project.

6.57. As set out in the table, in order to successfully pursue the JV option in a way that secures value for money for the Council through a competitive process, it will be essential to attract a number of potential JV partners to this opportunity. However, based on the Council's soft market testing, there are reasons to believe this may be a challenge including:

- a) The rate of return indicated by the modelling would not be attractive to a number of private investors
- b) The uncertainty associated with timing of returns – given the current position with development proposals at High Road West and Northumberland Park – may also be an issue, especially as (unlike the Council) a prospective private partner would have little control over the timing of these developments.
- c) A 50% stake (compared to a larger stake, and correspondingly larger degree of control and greater returns) may be less appealing to potential partners than infrastructure investment opportunities elsewhere where a larger stake is on offer.
- d) The transaction costs, complexity and risk associated with a JV might be offputting, especially given the relatively small scale of the project and the likely rate of return. Even where a potential partner was prepared to bid, they may seek to pass back a significant proportion of risk to the

Council, diluting the benefits of the JV approach while still ceding 50% of financial returns.

6.58. The Council through its direct control of the DEN can influence the low carbon heat source, stabilisation of end user prices and consumer protection. In the current absence of regulation for heat by ofgem (as exists for gas and electricity), this consumer protection exists within the Council.

6.59. Through direct control the Council is also able to see that the investment and revenue spending contributes to local jobs and business opportunities, and support for residents

The preferred option – 100% Council Owned Special Purpose Vehicle

6.60. As a result of the analysis, Option 2 (the 100% Council Owned SPV) is the recommended option. This model provides the best means by which the Council can achieve its strategic objectives and maintain full control of the DEN development and potential future expansion. Alongside these strategic management issues, the financial returns are positive, delivering a high contribution to Council revenue in the long term. This revenue could be maintained by the SPV for re-investment or returned to the Council. It keeps all options open at a later date should the Council seek a new management structure or private investment. This makes Option 2 a compelling route to delivering a successful DEN.

6.61. The rates of return offered through this project are not attractive to the private sector to fully invest and deliver. But there are merits of partial private-sector investment and performance contracts which will be considered further. This includes the possibility of minority stake interest by a private entity this would increase capital funding into the project and incentivise performance. Increased performance can also be secured through performance related contractual arrangements. Therefore to maximise performance with the private sector both these options will be investigated further as the Council designs the SPV, and investigated as part of a soft market testing exercise through the procurement process.

6.62. A company limited by shares ("CLS") is the recommended vehicle for the SPV as it provides the appropriate level of flexibility; governance; Council control; ability to introduce new partners; and exit provisions.

6.63. A schematic of the proposed structure is provided in Figure 2

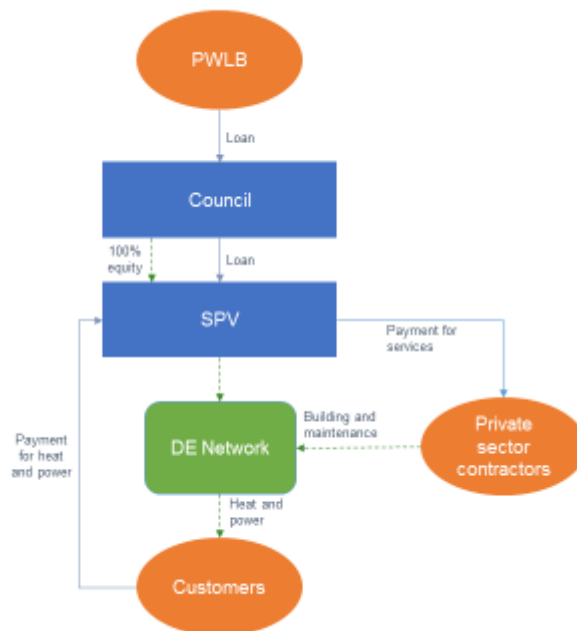


Figure 2 - Option 2: 100% Council Owned Special Purpose Vehicle

6.64. To ensure that the project remains on target with its objectives, there will be a report issued to the Council’s Cabinet in Spring 2022 (the 5 year point). This report will report on the SPV performance against the agreed objectives, ensure that the project is on target with its financial profile, and highlight any issues that have arisen during the delivery of the network. It will also report on the ownership model of the DEN and whether the 100% SPV model is working to maximum effect and commentary on methods of improvement for the SPV.

Procurement and Commercial Development

6.65. The Council would need to procure from the market:

- Design and Build contractor – engagement of contractors to design and construct the DEN infrastructure
- Operation and maintenance contractor/s – For operation, maintenance, monitoring, verification of the network
- Customer services – metering, billing and business development
- Optional: funding partner – potential opportunity for any of the above to help fund the project via a loan facility or minor equity

6.66. The option exists to engage a single contractor by competition to ‘design, build, operate and maintain’ to include the comprehensive services described above.

6.67. The preferred procurement process is to be determined subject to soft market testing outcomes. All procurement will be undertaken with the procurement team and legal advice. As above (in section 6.61), the potential for minority stake equity and/or investment, or performance related contracting arrangements will be investigated as part of a soft market testing exercise.

6.68. It is proposed to cast the scope of the procurement wide enough to include potential future phases (e.g. Tottenham Hale and Wood Green), giving the Council the option to move towards an 'Overarching Vehicle' model (as described above) over time. This will be articulated within the OJEU Notice and provision included within the contractual documentation to enable the Council, at its option, to introduce additional sites/schemes on a non-exclusive basis.

6.69. A Communications plan for the project for internal and external stakeholder groups will be developed with the input of the Council Communications team

7. Contribution to strategic outcomes

7.1. The proposal contributes to achieving the strategic outcomes set out in the Corporate Plan 'Building a Stronger Haringey together'. District Energy ensures we are taking action on our 40:20 commitment to reduce the borough's emissions (Priority 4, Objective 4).

7.2. Alongside delivery of the Corporate Priority, the North Tottenham DEN offers a return on investment to cover public borrowing and a revenue stream for either the SPV or the Council to use.

8. Comments of the Chief Finance Officer and financial implications

8.1 This new project creates an additional financial call on the Council's 10-year capital strategy approved by Full Council in July 2016.

8.2 The financial requirements of the project will be assessed for affordability alongside the Council's core capital programme for 2017/18 and beyond which will be presented to Council in February 2017.

Exempt - This is restricted due to issues of commerciality and impact on future procurement.

9. Comments of the Assistant Director of Corporate Governance and legal implications

9.1. The Assistant Director of Corporate Governance notes the contents of the report.

9.2. The Council's external legal advisors have advised that the Council has sufficiently broad powers to establish a District Energy Network; enter into agreements for the supply of heat and electricity (as long as produced in association with heat); establish a company to trade; borrow funds and on-lend to the company. These powers are explained in more detail in Appendix 11 of the Business Case.

9.3. Legal advice should be sought as appropriate; in particular in the procurement of the contractor(s) referred to in 3(vi) and establishment of the Special Purpose Vehicle and in relation to any potential state aid issues.

10. Equalities and Community Cohesion Comments

10.1. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not

10.2. Appendix 2 of the accompanying business case for the North Tottenham District Energy Network (DEN) assesses the potential socio-economic benefits of each of the delivery options. It concludes that the preferred 'option 2' for a 100% Council SPV where the Council retains full strategic leverage over the project, has the potential to bring the following benefits for all groups of residents living in and around the North Tottenham area:

- Stabilisation of end user energy prices – the Council's retained influence over the DEN should help ensure that energy prices for groups of residents and business owners occupying buildings connected to the network are kept affordable and reasonable
- Consumer protection – the Council will use its retained influence over the DEN to ensure all groups of residents and business owners connected to the network have adequate protection over the connectivity of their building to energy and heat markets
- Skills and employment opportunities – the Council will use its retained influence to ensure that the DEN capital project and operations supports the creation of local apprenticeship opportunities
- Reinvestment of future revenue generated from the DEN into service and other improvements for local residents and businesses

10.3. Socio-economic impacts and equalities considerations will continue to be monitored and overseen through the SPV company board charged with the governance and delivery vehicle for the DEN. Equalities considerations and compliance with the Equalities Act 2010 will also be built into the procurement exercise for contractors to design, construct, operate and maintain the DEN.

11. Head of Procurement Comments

11.1. It is noted from Para 6.67 that it is intended to carry out soft market consultations to determine the preferred procurement process for the construction and operation /maintenance of the DEN infrastructure as well as the customer services and the option of securing a commercial funding partner.

11.2. Regulation 40 of the Public Contracts Regulations 2015 supports the principles of pre-procurement market consultation by enabling the Council to consult with industry to assist in our procurement preparations and informing industry of our

plans and requirements. This early engagement can help the Council understand the market's current capabilities and interest in the project.

- 11.3. To avoid prejudicing any future competition, the Council should raise a Prior Information Note (PIN) for any preliminary market consultations. This clearly signals to potential bidders/investors that the Council are making an initial enquiry only. Using other less structured methods will risk creating a perception that there is a definite intent to commit to contract.
- 11.4. Where the costs are justified, the Council can run Market Interest Days or Industry Days. We must advertise the dates for these days in the PIN, or Contract Notice as appropriate.
- 11.5. The Council must take care to minimise the risk of any possible conflict of interest due to industry's participation during the pre-procurement definition stage that could later distort competition.
- 11.6. Central Procurement Unit will allocate a resource to support the project team on the proposed pre-procurement market consultation and implementation of the procurement process.

12. Local Government (Access to Information) Act 1985

The North Tottenham District Energy Network was first proposed to the Council in 2008, as part of the Greater London Authority's promotion of low carbon and locally generated energy. The Council signed up to deliver and develop a network at North Tottenham in line with the London Plan. The first part of the network was secured in the 2010 planning permission for the redevelopment of the Tottenham Hotspurs site. The proposal at this time was for the stadium site to house an energy centre serving heat to local schools.

Since then the regeneration of North Tottenham have developed further and wider, and the opportunities to deliver a larger energy network has been identified. This larger network would be able to offer greater carbon savings and increased local energy supply. The policy basis for this growing the North Tottenham network has been set out through policy documents listed below. And the Council in partnership with the Greater London Authority and the Department of Energy and Climate Change the Council has developed a business case which captures the opportunities and enables the regeneration of north Tottenham to deliver carbon reduction and a business opportunity for investment.

Key papers to support the Council Position:

London Heat Map

This work lead by the Greater London Authority sets out the business case for the strategic ambition of Decentralised Energy Networks across the capital. It frames this deliver alongside policy requirements and technical guidance to ensure delivery.

Haringey Decentralised Energy Master Plan (2015)

This study identifies a number of key areas of high heat densities and development focus, and envisages that in the long term, Decentralised Energy Networks could emerge. This identifies that the regeneration of North Tottenham is a suitable location for a Decentralised Energy Network.

Haringey Strategic Planning Policies (2013-2026)

This builds on the above documents and delivers the planning policy requirements to deliver and grow District Energy Networks in key regeneration areas in the borough.

Tottenham Physical Development Framework: High Road West (2016) This sets out the case for the delivery of a North Tottenham District Energy Network and for the energy centre to be delivered as part of the redevelopment of High Road West in North Tottenham

13. Appendices

Appendix 1 – Business Case

Appendix 2 – Business Case (attached to the exempt report)

North Tottenham Decentralised
Energy Network

DOCUMENT INFORMATION

File Name	:	North Tottenham Decentralised Energy Network Business Case
Distribution	:	London Borough of Haringey

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Glossary

BEIS	Department of Business, Energy and Industrial Strategy
CHP	Combined Heat and Power
COP	Conference of the Parties
DBFO	Design, Build, Finance and Operate
DCLG	Department for Communities and Local Government
DECC	Department of Energy and Climate Change
DEN	Decentralised Energy Network
DH	District Heating
DHN	District Heating Network
EfW	Energy from Waste
ESCo	Energy Services Company
GenCo	Energy Generation Company
GLA	Greater London Authority
GVA	Gross Value Added
HCA	Homes and Communities Agency
HDV	Haringey Delivery Vehicle
HMT	Her Majesty's Treasury
HNDU	Heat Networks Delivery Unit
HRW	High Road West
IRR	Internal Rate of Return (nominal)

JV	Joint Venture
KW	Kilowatt
kWh	Kilowatt-hour
LA	Local Authority
mod	money of the day
MOU	Memorandum of Understanding
NPC	Net Present Cost
OJEU	Official Journal of the European Union
PipeCo	Pipeline Company
PPA	Power Purchase Agreement
PWLB	Public Works Loans Board
RDA	Regional Development Agency
RHI	Renewable Heat Incentive
RIF	Regional Infrastructure Funding
Spurs	Tottenham Hotspur Football Club
SPV	Special Purpose Vehicle
THFC	Tottenham Hotspur Football Club
VAT	Value-Added Tax
VFM	Value for Money

Executive Summary

1.1 Approval sought

This Outline Business Case (“OBC”) seeks approval of funding for the development of a Council owned and controlled SPV delivering a Decentralised Energy Network across the North Tottenham area. The total funding ask includes the capital expenditure for the supply and install of the required plant, distribution pipework and associated works, as well the cost of financing debt whilst the project is built out and lifecycle commitments.

Under this proposal the Decentralised Energy Network will provide the space heating and hot water requirements for all the development at High Road West, Tottenham Hotspur Development Site and Northumberland Park regeneration.

This Business Case has been prepared for submission to Cabinet. Using the Business Case, Cabinet will be able to make an informed decision as to whether to proceed with preferred approach to establish a 100% owned Council SPV and procurement of contractors.

The Business Case was prepared by Deloitte LLP, with the input of WSP PB, and Pinsent Masons LLP.

1.2 Introduction

Haringey Council is seeking to deliver both a reduction in carbon emissions as well as ambitious housing and economic growth in the borough. The purpose of the OBC is to examine and set out the results of analysis to develop a Decentralised Energy Network (DEN) in the North Tottenham area (“the Project”) as a means of delivering low carbon regeneration and supporting the Council’s aims as set out in the Corporate Plan.

The geographic area of focus is the Northumberland Park Ward, specifically the area in the vicinity of the Tottenham Hotspur Football Club (Spurs) redevelopment, as well as High Road West and Northumberland Park regeneration schemes.

A Decentralised Energy Network¹ (DEN) is a system of highly insulated pipes that move energy in the form of hot water or steam from where it is created, to where it is needed for use in space heating and hot water production. A DEN has the potential to provide energy in a more efficient (and lower carbon), cost competitive, and locally secure and environmentally beneficial manner, over conventional energy supply.

The OBC assesses the case for change, and outlines the relevant strategic, technical, financial, commercial and management considerations for the Project. And provide a recommendation as to the most appropriate corporate delivery structure and arrangements to deliver the Project.

¹ A Decentralised Energy Network may also be referred to as District Heating, District Energy, or simply a heat network

1.2.1 The case for change

Tottenham, in the east of the Borough, has the potential for up to 10,000 new homes and 5,000 new jobs. The change at North Tottenham is already evident, with construction commencing on the £600m new Tottenham Hotspur Football Club Stadium and mixed-use redevelopment at White Hart Lane, and the Council launching two major procurement exercises in 2016 to deliver a significant number of new homes and jobs at High Road West and Northumberland Park as part of its regeneration programme. Given the projected growth in the borough, without action, carbon emissions would be expected to increase.

The Government has set ambitious carbon reduction targets to reduce carbon emissions by 80% by 2050 as well as recent COP 20 targets around climate change, and the Council has made its own 40:20 pledge to reduce carbon emissions in the borough by 40% by 2020.

The London Plan also contains policies to reduce carbon emissions and increase the amount of decentralised energy in London, whilst setting challenging economic and housing growth targets for Haringey.

Against this context, the Council wishes to consider the case for a Decentralised Energy Network (DEN) at North Tottenham as a means of delivering the regeneration, growth and carbon priorities set out in the Corporate Plan whilst also delivering on National and Regional and Local policies. The Council sees the development and expansion of the DEN in the North Tottenham area as being a core contribution to the Corporate Plan Priority 4:

Corporate Plan Priority	Objective
<p>Priority 4: Drive Growth and Employment from which everyone can benefit</p>	<p><u>Objective:</u> Manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy</p>

In addition, the DEN Project at North Tottenham also supports the following Council Corporate Plan Priorities and objectives:

Corporate Plan Priority	Objective
Priority 4: Drive Growth and Employment from which everyone can benefit	<u>Objective:</u> Enable growth, by securing key infrastructure – including transport, broadband, schools and health services – and providing a great planning service
Priority 5: Create homes and communities where people choose to live and are able to thrive	<u>Objective:</u> Achieve a step change in the number of new homes being built <u>Objective:</u> Drive up the quality of housing for all residents

1.2.2 The role of the Council

The Department for Communities and Local Government (DCLG) through the National Planning Policy Framework (NPPF) and the Department of Business, Energy and Industrial Strategy (BEIS), as well as the Mayor of London through the London Plan have stated that local authorities should play a proactive role in identifying appropriate locations and sponsoring the initial development of Decentralised Energy Network opportunities in their local area. As a project promoter or sponsor these may include:

- Local Authorities have greater knowledge over their own local issues such as the specific nature of existing heat demands (often these may be public sector properties), prospective new build and regeneration schemes, and local heat supply opportunities that the private sector might not be sighted on
- A DEN may contribute to a Local Authority's wider social, economic and environmental objectives such as improving energy affordability, fuel poverty, and local energy security, creating local jobs and growth, and reducing carbon emissions
- Local Authorities may act as a relationship broker between parties, influence developers through the planning process and stimulate regeneration to deliver homes;
- As applicable to the local opportunity, Local Authorities may choose to fund a range of infrastructure (including DENs) to de-risk and unlock development sites and regeneration; and
- In addition Local Authorities may choose to access lower public sector borrowing rates to improve the viability of low carbon schemes above a fully private sector funded option.

Recognising the role of LA's as project sponsors for DENs, the Government established the Heat Network Delivery Unit (HNDU) as part of the Department of Energy and Climate Change (now part of the Department for Business, Energy and Industrial Strategy) to provide grant funding and guidance to local authorities in England and Wales. The Council has secured support for the development of the North Tottenham DEN project from both HNDU and GLA.

The Commercial case examines in more detail the North Tottenham DEN opportunity and options for the public sector and private sector in delivery.

1.2.3 Objectives for the Council

The overall objective of this business case is determine the optimal scope and technical feasibility of the DEN in the North Tottenham area and, if feasible, to establish an appropriate corporate delivery structure and arrangements to deliver the Project.

The Council held stakeholder meetings and workshops² to define the Project's core strategic objectives. This OBC focuses on these underpinning strategic objectives shown in Figure 1 below and the ability of any proposed solutions to meet them.

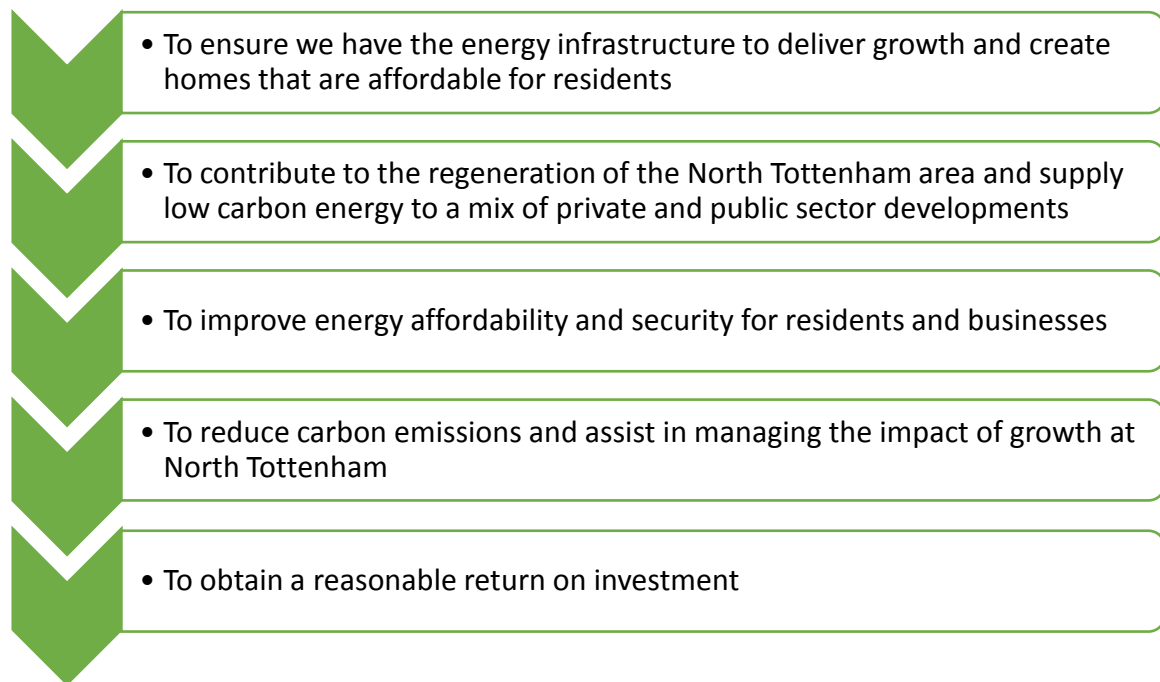


Figure 1 – Strategic objectives

The OBC considers each proposed option against these Project objectives, from a techno-economic then commercial stand point.

1.3 Techno-economic assessment

The techno-economic assessment considers the overall design and related economic positions of options proposed to determine an economically preferred technical solution and to determine, via a NPV analysis, if this technical solution should be taken forward to the commercial options appraisal.

The assessment considers the technical operating costs and revenues of the DEN such as sale of heat and electricity to consumers and costs of constructing the infrastructure and purchasing fuel³.

² See 2.8 Business Case Methodology Figure 5 – Table of Workshops

1.3.1 Preferred technical option

The preferred scheme, following techno-economic modelling, is to connect Spurs, High Road West and Northumberland Park Regeneration schemes to a single energy centre at HRW. The design would include connection options to other sites in the wider area.

On completion, the Spurs redevelopment will consist of a new 61,000 seat stadium, hotel, extreme sports centre, residential towers, and a community/health facility. To assess the potential heat loads for the High Road West and Northumberland Park regeneration schemes, three heat load scenarios were modelled, varying the quantum of domestic and non domestic development at these sites. The analysis is on the basis of the following spread of housing demand scenarios shown below in Table 1.

Development load scenario	High Road West homes	Northumberland Park homes
Low	1,400	2,700
Medium	1,700	3,200
High	2,000	3,600

Table 1 – Spread of homes

1.3.2 1.3.3 Conclusion on techno-economic assessment

Based on the results above, each of the three load scenarios have a positive NPV, without the inclusion of financing costs or on-costs (included in the next section), suggesting that there is positive value in the system and the DEN is potentially viable.

1.4 Commercial Options Appraisal

The techno-economic assessment has determined the most economically preferred scope and technical specification of the DEN. The commercial options appraisal seeks to determine the level and nature of involvement the Council should have (if at all) and the funding vehicle/strategy that should be employed in order to achieve the preferred technical solution. The commercial options considered are in Table 4 below:

Option	Council Involvement?	Ownership & Council Impact
Option 1: Do nothing –	None.	None.

³ Therefore the NPV analysis does not consider all costs and benefits which may be included in the preferred solution, such as finance costs, administrative costs, procurement implications and wider social benefits. A more comprehensive financial analysis including these elements will be assessed in Section 4, pending the outcome of the techno-economic assessment.

base case		
Option 2: 100% owned Council SPV	Council funds SPV and procures supply chain delivery partners	Council retains ownership, flexibility, risks and reward
Options 3: 50/50 JV	Council partners with a private sector partner to deliver the Project	50/50 ownership, equal share of risk and reward
Option 4: Outsource / Concession	Council procures partner and influence DEN roll out on a strategic level.	100% owned by private sector so no risk/reward (Council retain IP and strategic shaping of DEN)
Options 5: GLA Infrastructure Led	GLA procure partner and influence DEN roll out on a strategic level (working with GLA).	100% owned by GLA so no risk/reward

Table 4 – Summary of the Commercial options

1.6 Non-monetary assessment of options

1.6.1 Key non-monetary benefits

Potential non-monetary benefits were identified, mapped to objectives and assessed against each option. Non-monetary benefits have been considered in fine detail when assessing options to determine which option best meets the Council's objectives. The results of the detailed analysis are attached in Appendixes 2a, 2b, and 2c, with outline results shown in this section. Benefits will also be tracked by the Council throughout the Project in order to monitor the realisation of these benefits. Although an option may provide less or no monetary benefit to the Council, it may provide non-monetary benefits.

The analysis in Appendixes 2a, 2b, and 2c indicated that Options 1, 4 and 5 meet few of the Council's objectives and provide few benefits. A high level summary is provided in Table 6 below:

Option	Meets Council Objectives?	Notable Benefits	Notable Downsides/Risks
1 – do nothing	No	<ul style="list-style-type: none"> - Low risk; and - No upfront costs 	<ul style="list-style-type: none"> - Objectives aren't met at all; - No change; - No impact on energy affordability; and - No control over strategy.
2 – 100% SPV	Yes	<ul style="list-style-type: none"> - Objectives are fully met - Maximises the Council's flexibility and levers/options to adjust DEN delivery and expansion - The Council retains Governance and Regulation roles, setting policies on consumer protection and transparency of heat tariffs; 	<ul style="list-style-type: none"> - Potential for increased reputational, operational, construction risk to the Council through no private sector partner (although can mitigate through effective contract negotiation and risk transfer with supply chain);

Option	Meets Council Objectives?	Notable Benefits	Notable Downsides/Risks
		<ul style="list-style-type: none"> - Council maximises nominal cash return potential (reward); - The SPV can be sold, or new partners could take a stake in the SPV in future (transitioning to a JV) once the strategic objectives are delivered; and - Maximises the Council's flexibility over exit options and has full control in that exit process. 	<ul style="list-style-type: none"> - Council to secure 100% of initial funding; - Skills and profitability from performance may be missed (but could be put into contracts or share offer).
3 – 50/50 JV	Yes	<ul style="list-style-type: none"> - Council shares funding required; - Council shares risk; - Leverage private sector skill base to deliver Project (potentially reducing risk); 	<ul style="list-style-type: none"> - Council shares reward; - Council has to share decision making and loses half of its control over delivery of DEN and regeneration; and - Conflict between affordable tariff pricing and commercial return. - High profit expectations in the private sector (15% plus) exceed project IRR (meaning unlikely to attract a JV partner) - Any exit strategy will have to be agreed with JV partner
4 – 100% private sector	Few	<ul style="list-style-type: none"> - Accesses 3rd party private sector expertise; - Transfers risk away from Council 	<ul style="list-style-type: none"> - Risk strategic objectives are not fully met. Less ability to meet carbon reduction, energy affordability and infrastructure to deliver growth objectives - High profit expectations in the private sector (15% plus) exceed project IRR
5 – GLA led	Some	<ul style="list-style-type: none"> - It is assumed that the GLA and Council would have aligned views on Project development so civic benefits and ability to connect to other LA projects would be maximised 	<ul style="list-style-type: none"> - Lack of Council control/influence - No operating or planned examples of this option in London

Table 6 – non monetary benefits

1.7 Conclusion of most preferred commercial option

The techno-economic assessment has established that the DEN is potentially viable with a forecast positive NPV. The commercial options appraisal has discussed various commercial structuring options for implementing the DEN in terms of monetary, non-monetary benefits and risks.

Therefore, the recommended commercial option is Option 2 – the Council SPV option.

1.9 Procurement and commercial development

The final Procurement Strategy, along with the evaluation strategy, will provide a blueprint for the procurement phase of the Project.

1.9.1 1.9.2 Market interest and capability

Similar models of this projects are taking place in boroughs surrounding the area (Enfield, Islington, Barking & Dagenham) as decentralised energy grows through the support of the Mayor of London, GLA and London Plan Policy.

Discussions have taken place with Tottenham Hotspur Football Club (THFC), one of the main customers of the network, for both heat and electricity. For the two other anchor heat customers of the network, for HRW regeneration, the procurement documents for a Development Partner outlines the DEN requirements to bidders, and for Northumberland Park regeneration, discussions will also take place with the short-listed bidders for the Haringey Delivery Vehicle (HDV).

The Council will need to approach the market to perform soft market testing for potential private sector partners. And establish through the procurement process the level of investment a private sector partner may be willing to make in the SPV, if at all. This will include decisions around the level of debt / equity mix, and governance arrangements. The Council's advisers are aware of similar schemes in the market place which are attracting market attention, which suggests that pending successful approval of the OBC, this Project will be of interest to the market too.

1.9.2 1.9.3 Procurement Strategy

It is expected that full competition will be considered to be the most appropriate as a procurement solution for any private sector partner and the Competitive Dialogue procedure will be the favoured option. It is preferable to run a detailed procurement process due to the nature of the technical and commercial solution which may need to be refined through procurement and the level of private sector partner investment to be decided. This will enable the market participants to put forward their solutions so that these can be developed as part of the procurement, and encourage competitive bids and ensuring value for money.

1.10 Programme management

The project will be delivered by the Carbon Management Service, with support from a team of advisors including financial, legal and technical specialists. If a private sector partner takes a stake in the entity, it will be expected to provide expertise and management of the entity.

The Council will appoint directors to the SPV to safeguard the assets and provide a governance framework over the Project. The SPV management and financial accounts will be presented to the Council on an agreed regular basis.

1.11 Conclusion on achievability

The Council has considered the Projects risks and mitigating actions, the potential benefits and realisation tracking of these, and practical arrangements to deliver the Project including procurement considerations, services required and project management arrangements. The project is expected to be achievable for the Council, with a dedicated project manager and staff input into the Project as well as support from specialist legal, technical and financial advisors.

1.12 Conclusion and Next Steps

The conclusion of the OBC recommends that a North Tottenham DEN is viable under the assumptions modelled, and the monetary and non-monetary analysis undertaken of the options, concluded that Option 2: 100% owned Council SPV would be the most suitable delivery approach for the Council in order to fulfil the Council's objectives and aims of the Corporate Plan. It also provides the flexibility to support the development programmes for HRW and Northumberland Park, and longer term exit options for the Council.

2. Strategic Case

2.1 Purpose

This OBC aims to assess the case for change and developing a Decentralised Energy Network (DEN) (the “Project”) in the North Tottenham area. This section is to provide the strategic justification for the project, including outlining the background and Haringey Council’s (“the Council”) strategic case and associated objectives for the Project.

2.2 Background to the Project

The Council has set out in its Corporate Plan and associated strategies, a set of challenging social, economic and regeneration objectives. The London Plan also sets out challenging economic and housing growth targets for the borough.

Tottenham, in the east of the borough, has the potential for up to 10,000 new homes and 5000 new jobs to be delivered by 2025. In North Tottenham, the change is already evident with construction commencing on the new £600m Tottenham Hotspur Football Club Stadium and mixed-use development, delivery of over 200 homes at Brook House and a new school, Transport for London have submitted plans for the upgrade of White Hart Lane station, and Council led regeneration is also progressing following Cabinet approval of the procurement of a private partner for the ‘Haringey Delivery Vehicle’ and procurement of a Development Partner for the High Road West (HRW) regeneration scheme.

The Council has clearly set out in its Corporate Plan the commitment to reduce carbon emissions and manage the impact of growth in the borough. The Council seeks to balance the energy trilema of: carbon reduction and reducing reliance on fossil fuels; energy affordability and energy security in the short and longer term.

Against this context, the Council wishes to consider the case for a Decentralised Energy Network (DEN) at North Tottenham as a means of delivering the regeneration, growth and carbon priorities set out in the Corporate Plan whilst delivering on National and Regional and Local planning policies.

A Decentralised Energy Network⁴ (DEN) is a system of highly insulated pipes that move energy in the form of hot water or steam from where it is created, to where it is needed for use in space heating and hot water production. A DEN has the potential to provide energy in a more efficient (and lower carbon), cost competitive, and locally secure and environmentally beneficial manner, over conventional energy supply in the UK. The strategic case for North Tottenham is considered in more detail below.

⁴ A Decentralised Energy Network may also be referred to as District Heating, District Energy, or simply a heat network

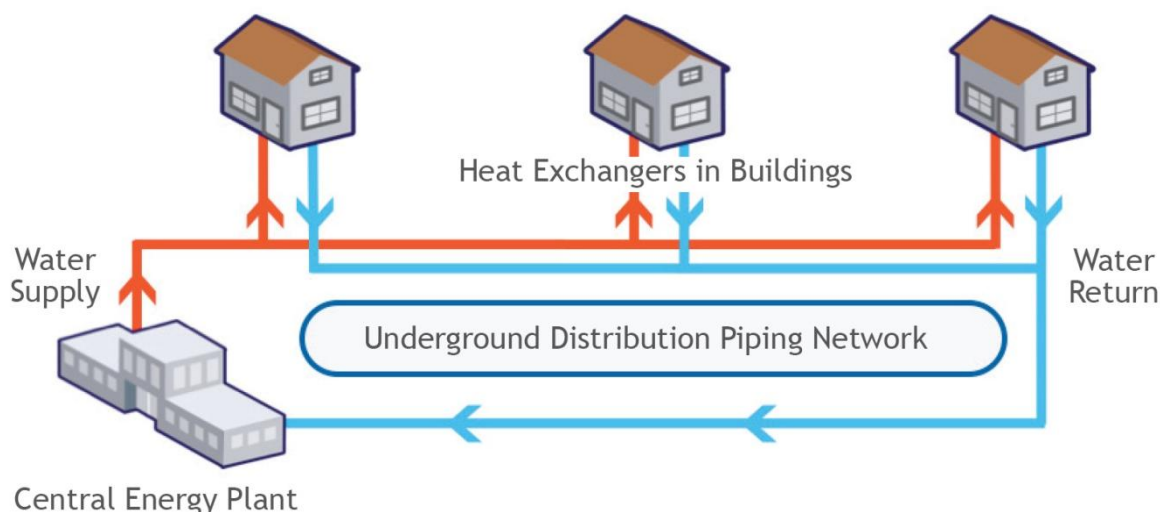


Figure 1 – Schematic of a District Energy Network

2.2.1 National, Regional and Local Policy

European and UK legislation recognises the importance of reducing carbon emissions. The carbon targets in question have their basis in several levels of legislation⁵ including the National Planning Policy Framework (NPPF), London Plan, and Haringey's Local Plan. At the continental level, the European Union aims to improve energy efficiency by 20% and to increase the supply share of renewable energy to 20% by 2020. There are three relevant levels of policy guidance:

- **National** - The United Kingdom has a target of an 80% carbon emission reduction by 2050 over a 1990 baseline under the Climate Change Act
- **Regional** - The London Plan targets a 60% carbon emission reduction by 2025 over a 1990 baseline, as well as to increase the supply share of decentralised energy to 25%
- **Local** - Inspired by a local residents' campaign, Haringey Council has responded to these developments by committing to the Haringey 40:20 pledge, setting a borough-wide 40% carbon emission reduction target by 2020 over a 2005 baseline. The local development plan requires all major development sites to deliver district energy networks supplying all space heating and hot water loads in all new units and taking opportunities to grow this network when situations arise.

Emissions associated from energy use in buildings (including space heating) will have to fall to close to zero by 2050 in order to meet the overall UK carbon reduction target. In 2012, the Government published 'The Future of Heating: A strategic Framework', setting out the challenge of providing affordable, secure and low carbon heating up to 2050 in the UK. This was followed in 2013 with 'The Future of Heating: Meeting the Challenge', and in 2015 the Government published 'Delivering UK Energy Investment: Networks'. The reports set out the potential benefits of heat networks in appropriate locations as a viable means of decarbonising heat, providing local energy resilience, and ensuring energy security in the UK. In addition, the Government established the Heat Network Delivery Unit (HNDU) as part

⁵ NPPF para 17/93/96, London Plan policy 5.5/5.6, LBH local plan SP4

of the Department of Energy and Climate Change (now part of BEIS) to provide grant funding and guidance to local authorities in England and Wales. The Council has secured support for development of the North Tottenham DEN from both HNDU and GLA.

The Government also estimates up to £800m of capital investment opportunity for heat networks over the next 10 years⁶. As a result of the various assessments, the Government has allocated £320m of capital funding to increase the volume of heat networks being built, deliver carbon savings, and help create the conditions necessary for a self-sustaining heat network market.

Figure 2 below illustrates that the main source of emissions in Haringey currently arise from domestic consumption. Given projected population growth, Haringey carbon emissions would be expected to increase. Therefore the Council is undertaking a range of measures.

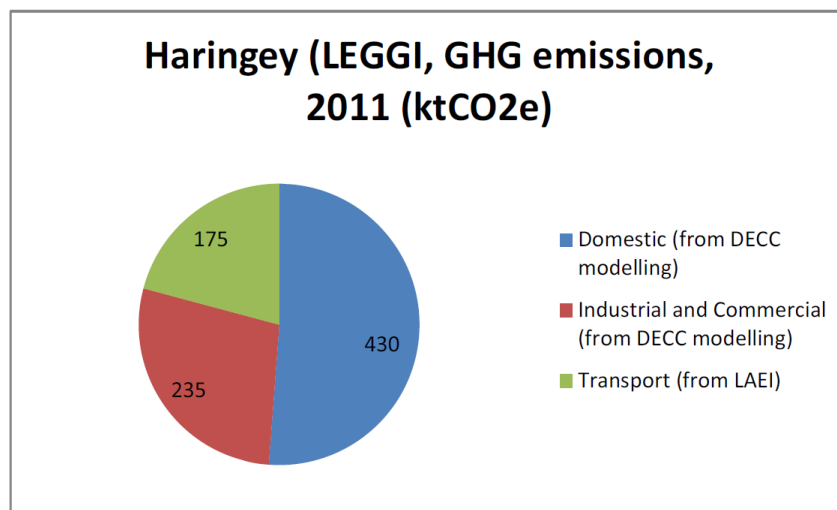


Figure 2 - Sources of Green House Gas emissions in Haringey

The National Planning Policy Framework (NPPF), which sets out the planning guidelines for Local Plans, highlights that Councils should use planning to support the development of delivery infrastructure such as low-carbon district heating networks.

As illustrated in Figure 2 above, the majority of carbon emissions emanates from the domestic sector. By constructing a heat loss map, the Council has identified that many residential properties are “*very energy inefficient*”. The Local Plan calls for carbon reduction measures such a retrofitting with low carbon technology, while the Sustainability Appraisal of Strategic Policies Alterations identifies renewable energy generation and decentralised energy as important options. However, it is noted that any measures taken may be offset by population growth, and that progress regarding efficiency standards for new homes and appliances will have a significant impact as well.

⁶ Department of Energy and Climate Change, 2015, ‘Delivering UK Energy Investment: Networks’

2.2.2 Local Context

In general, household incomes in Tottenham are around £8,000 below the London average. Haringey is ranked as the 4th most deprived borough in London and the 13th most deprived local authority in England. These statistics emphasise the need for action in order to impact energy affordability, as a large fraction of these households is likely to spend a significant amount of their disposable income on heating and energy.

According to the latest version of the London Plan, informed by the 2011 Census projections, Haringey has a target of providing 1,502 new homes per annum (up from the previous target of 820 per annum), with a total planned delivery of 19,800 new homes by 2026. At least 40% of these homes are expected to be affordable housing. This is somewhat below the affordable housing requirement identified in the Strategic Housing Market Assessment 2014, which puts the required fraction closer to 60%. The London Plan sets an employment target of 22,000 additional jobs in Haringey by 2036.

Increasing funding constraints are putting considerable strain on Local Authority revenue and capital budgets.

Based on these facts, Haringey Council has a clear set of incentives to support regeneration, affordable housing, energy efficient homes and affordable warmth for its citizens. This is reflected in the stated priorities, and the establishment of DE networks is a solution that supports the majority of these priorities.

2.2.3 Haringey Corporate Plan

The priorities of the Haringey Corporate Plan 2015-2018 are depicted in Figure 3 below.



Figure 3 - Corporate Plan 2015 – 2018 Priorities

The Council sees the development and expansion of the DEN in the North Tottenham area as being a core contribution to the Corporate Plan Priority 4:

Corporate Plan Priority	Objective
Priority 4: Drive Growth and Employment from which everyone can benefit	<u>Objective:</u> Manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy

In addition, the DEN Project at North Tottenham also supports the following Council Corporate Plan Priorities and objectives:

Corporate Plan Priority	Objective
Priority 4: Drive Growth and Employment from which everyone can benefit	<u>Objective:</u> Enable growth, by securing key infrastructure – including transport, broadband, schools and health services – and providing a great planning service
Priority 5: Create homes and communities where people choose to live and are able to thrive	<u>Objective:</u> Achieve a step change in the number of new homes being built <u>Objective:</u> Drive up the quality of housing for all residents

2.2.4 The Case for Change

The Council's key drivers for considering the Project are:

- to deliver carbon savings aligned with local, regional and national policies
- to support the regeneration, new developments and growth ambition for North Tottenham
- to improve energy affordability, and deliver local energy security.

London Plan policy is focused on reducing carbon emissions, and 'zero carbon' targets come in to force in 2016. In the absence of a dedicated programme developing a district heat network and CHP scheme, carbon reduction targets will have to be met through capital investment on a site by site basis.

As presented in Section 1.2.1, the carbon reduction targets and strategy of the Council, as well as the new developments underway in the coming years indicate a strong case for change from the current system. Fuel supplies may come under pressure or be subject to price increases, leaving consumers subject to price volatility, while climate change is a high priority challenge being tackled by Government.

The new developments in North Tottenham are required by planning policy to contain energy centres for supply of the local development and using low carbon technologies. The

traditional system of using boilers for heat will not meet these targets, so developers will have to consider CHP and DEN type systems. This means they will be incentivised to work with the Council or private providers to secure low carbon heating systems and may be willing to be involved with energy centre schemes sized to serve wider areas. Further, implementing carbon reduction or energy saving equipment on a piecemeal basis building by building or even site by site can be expensive and inefficient. Implementing area-wide schemes which service a larger number of buildings and heat loads may prove to be more efficient, provide better returns and improve carbon reduction results.

Consideration of energy provision solutions in the North Tottenham development is no different in this regard: planning targets include the development of DENs and emphasise carbon efficiency, and a DEN for the proposed developments may create overall energy saving efficiencies, energy security and affordability in the borough via the establishment of an area-wide scheme. Without it, the North Tottenham development is greater exposed to higher carbon, energy price inflation and associated higher costs of regeneration from alternative piecemeal energy solutions. Additionally, heat networks at scale can take advantage of the benefits of more than one heat source at a time (lower carbon / lower cost of heat), and also allows heat sources to be changed with little disruption to customers once the heat network is in place, which further supports the transition to lower carbon sources in the future.

2.3 Project Scope

2.3.1 Preliminary Studies Performed

Energy planning for Haringey has been considered in the following most recent studies, which inform the background section above and this business case overall:

- WSP | Parsons Brinckerhoff / London Borough of Haringey – Energy Master Plan (January 2016)
- Haringey Council - Haringey's Local Plan: Development Management Policies (January 2016)
- URS / Haringey Council - Sustainability Appraisal (SA) of the Strategic Policies Alterations (February 2015)
- Haringey Council – Fifth Annual Carbon Report (2015)
- Haringey Council – Corporate Plan 2015-18 (2015)
- WSP | Parsons Brinckerhoff – Techno feasibility study (2015-2016)

2.3.2 Project Focus - Site & Technology

The scope and focus area for the Project is North Tottenham, in the Northumberland Park Ward, and including the area in the vicinity of the new development at the Tottenham Hotspur Football Club (Spurs), as well as High Road West (HRW) and Northumberland Park regeneration.



Figure 4 - London Borough of Haringey ward map

These three key new developments at North Tottenham consist of:

- High Road West regeneration scheme: a c.11ha redevelopment, anticipated to include at least 1400 new dwellings and c.10,000 m² of commercial space and new community facilities situated to the west of the High Road in Tottenham. The Council commenced procurement of a development partner (s) in mid 2016 and anticipates the preferred bidder will be confirmed in mid 2017
- Northumberland Park regeneration scheme: a c.32ha redevelopment anticipated to include 2300-2800 new dwellings, and a new all-through academy school, situated between Northumberland Park, the High Road and Park Lane. It is proposed that this regeneration scheme will be led by the Haringey Development Vehicle (HDV), a 50:50 JV between the Council and a private sector partner. Following a competitive procurement process by the Council, the HDV preferred bidder shall be confirmed in Q3/4 16/17.
- Spurs Stadium development: redevelopment of the Tottenham Hotspur Football Club (THFC) stadium site, comprising a new 61,000 capacity stadium, extreme sports centre, residential towers (579 homes), community/health building and a hotel (180 bedrooms). This redevelopment is being led by THFC.

Figure 5 below shows the area in question:

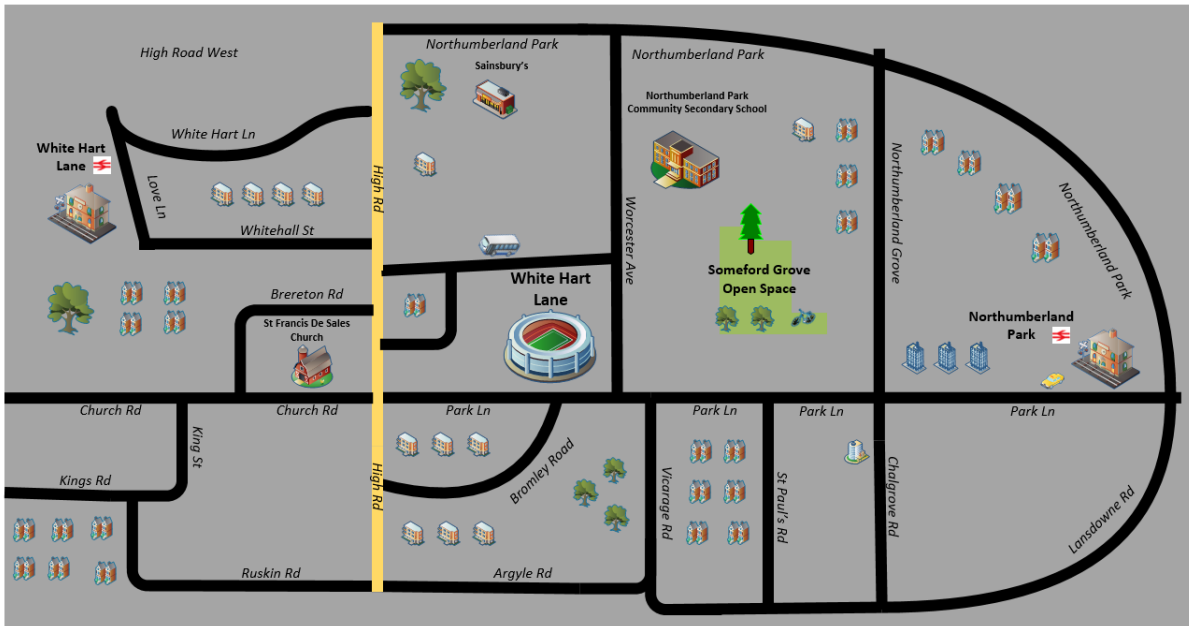


Figure 5 - Map of area

The preferred option, subject to techno-economic assessment (set out in Chapter 3), is to connect HRW regeneration, Northumberland Park regeneration, Spurs and any other feasible sites with a single energy centre. The design is to include connection options to other potential regeneration sites and other DE networks in the wider area.

In terms of technology approach, WSP | Parsons Brinckerhoff expect that *“there will be a tipping point in a medium-term timeframe at which efficient heat-pumps operating in conjunction with low temperature heat distribution networks deliver greater carbon savings than gas-fired CHP. However, heat pumps will never deliver entirely carbon-free heat, which is the case with renewable CHP. The recommended strategy for Haringey, therefore, is to develop the key enabling technology that is district energy infrastructure, and to plan for a mix of gas-fired CHP and heat pumps in the short and medium terms, with a view to moving toward renewable-fuelled CHP generation in the longer-term”*. As the Haringey Strategic Policy SP4 sets out the target for residential development to be zero carbon by 2016 and non-residential development to be zero carbon by 2019, Parsons Brinckerhoff notes that *“the only technologies with sufficient carbon-saving potential to make significant contribution towards this aspiration are renewable-fuelled CHP units – i.e. biofuel CHP engines”*, as formulated in the Energy Master Plan⁷.

With HRW and Northumberland Park regeneration going ahead over the next three to five years, the development partners will need to include zero carbon solutions and energy centres as part of the infrastructure. The Council can capitalise on this planning and development process to ensure an area wide solution is selected and developed in order to meet its objectives and carbon targets.

With the new developments going ahead around the North Tottenham area, several sites have been suggested as suitable for a large energy centre to serve the area. These are in the High Road West Development, Northumberland Park school site, or at the Spurs

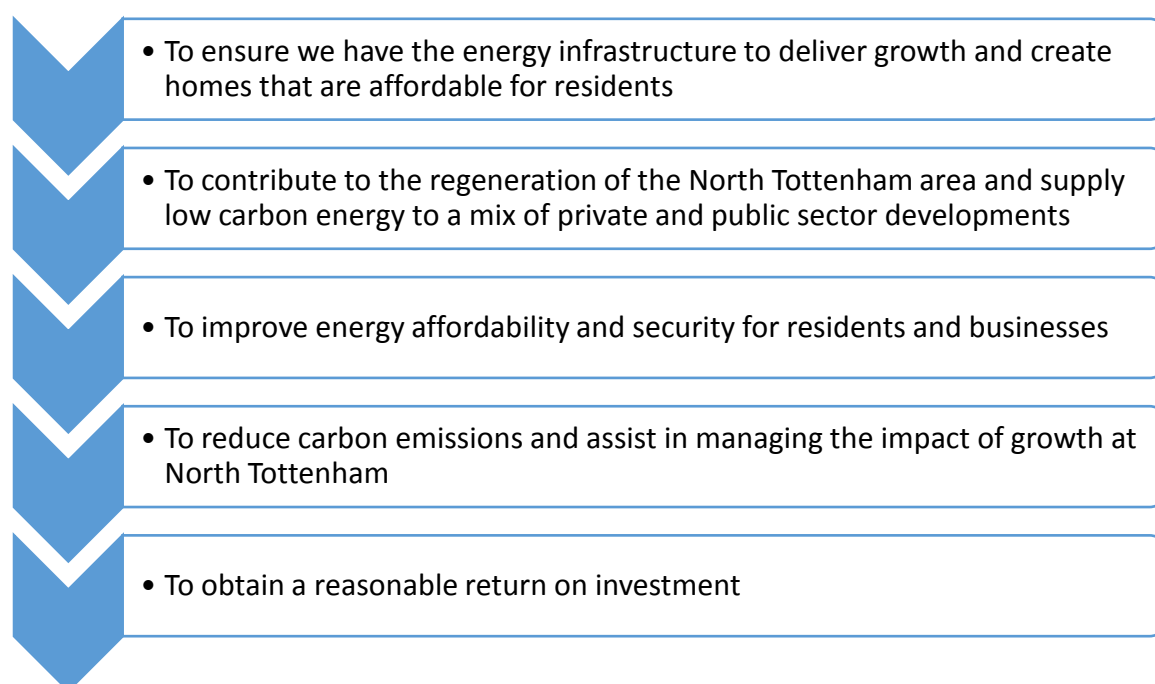
⁷ PB – Energy Master Plan

redevelopment. These sites have been investigated by the Council and WSP | PB through feasibility studies and this outline business case to find the optimal solution (in Section 3).

2.4 Project Objectives

The Council has held stakeholder meetings and workshops, and through these workshops developed core objectives it wishes to achieve from the Project, operating within the EU/UK policy and regulatory framework as well as in line with the Council's Corporate plan.

In light of the strategic context outlined above for both pursuing decentralised energy and for Council involvement in the project, the key Council objectives for business case purposes are as follows:



All viable options which meet these objectives will be considered by the Project team. These objectives will be used to assess the options and develop a short list of options to take forward to the commercial options appraisal. They will also be used in the technical design and techno-economic assessment leading to a go/ no-go decision. Any chosen solution must align with the stated strategic objectives in terms of financial results as well as qualitative benefits, risks, commercial structures and procurement routes.

2.5 Benefits Sought

This section sets out high level expected benefits of establishing a DEN. Achievement of the Council's objectives will deliver many benefits to North Tottenham and the wider community. Benefits, both monetary and non-monetary, are discussed in greater detail in the commercial options appraisal section and include improved regeneration, positive financial returns for the Council, improved affordable energy and stability of energy supply. These benefits are expected to extend from the DEN to the Council and the surrounding area. These are based

on discussions with stakeholders at the Workshops, and relate to the Council's objectives and other benefits to stakeholders of implementing a DEN. A comprehensive list of potential benefits which may be realised from the project is attached in Appendix 2a. The key benefits are mapped to the objectives in Appendix 2b and are used to score options in the commercial options appraisal in Section 4.

2.6 Inter-Dependencies, Assumptions, Constraints & Limitations

The success of the DEN project is dependent on a number of key factors, both internal and external.

Internally, the project is dependent on and constrained by the availability of funding. The case for change, project modelling and affordability analysis must demonstrate enough robustness in the scheme and structure to secure the investment required. Equally, and for example where Council funding is preferred, there must be sufficient access to funding in light of the Council's other broader capital project needs.

The risks associated with the above project limitations are discussed both in the next section and in Appendix 3. A full list of assumptions underpinning the project and the financial modelling is contained in Appendix 6.

2.7 Risks to Consider

This business case considers all viable options for achieving the strategic objectives, assessed against the key benefits, risks and constraints inherent to the project. In this section we outline the key risks and constraints which have the greatest impact on the selection of a preferred option. A full list of risks which have been considered further during the project and corresponding mitigation measures is attached in Appendix 3.

Some of the key risks to note at the strategic phase include:

Risk	Mitigation
Failure to secure public or private funding	Develop robust feasibility studies and financial modelling to ascertain the benefit to the public sector of investment. Identify various potential sources of investment and hold meaningful negotiations with flexibility around pricing structure, commercial structure and contract terms
Fuel price inflation – unable to pass on to consumers	Long term fuel contracts or flexible contracts to be considered. Contingencies built into business plan and feasibility assessment
Lack of consumer uptake; heat offtake risk	Price offer differential for new/existing customers, build into pricing structure through procurement. Secure contracts with developers, housing associations and sites with strong council influence and an anchor load early on in process. Secure long-term offtake contracts from developers and anchor loads

Technology risk/obsolescence risk

Engage with a private sector partner with relevant experience and presence in the market to respond to changes in technology and the market. Robust feasibility study performed. Build flexibility into the project for potential future changes. Demonstrate a feasible and viable technical solution including supply chain.

These key risks along with those in Appendix 3 will be considered throughout the business case and in particular in the evaluation of the short list of commercial options to arrive at a preferred option.

2.8 Business Case Methodology

The case for change has been made and the Council intends to support the development of a decentralised energy network if it is deemed viable and feasible. The Council, through this Outline Business Case, wishes to determine a viable scheme design and, if feasible, the preferred commercial solution. The business case has therefore been structured to perform a techno-economic assessment first, followed by a commercial options appraisal. The Outline Business Case will take the following approach:



3. Techno-Economic Assessment

3.1 Purpose

This element of the business case seeks to arrive at the economically preferred technical solution, and to determine via a net present value analysis if this technical solution should be taken forward to the commercial options appraisal. The information in this Section is based on the report provided by WSP | PB entitled 'North Tottenham Techno Economic Modelling' in September 2016. The full report is attached in Appendix 15. The information contained in the report has been extracted and summarised here to demonstrate the process taken and rationale for the technical solution chosen.

The process of establishing a preferred technical specification included:

- Heat load profiling
- Head and electricity demand assessment
- Resultant CHP sizing
- Energy centre initial design and layout
- Energy centre location
- Assessment of various infrastructure options to determine the preferred infrastructure to use;
- Monetary assessment of costs and benefits associated with the preferred option to determine Net Present Cost/Value of the proposed system;
- Decision whether or not to proceed with preferred technical solution to a more detailed commercial and financial analysis
- Only monetised benefits

The techno-economic assessment has taken account of the costs and monetary benefits of the DEN system such as sale of heat and electricity to consumers and costs of constructing the infrastructure and purchasing fuel. Therefore the NPV analysis does not consider all costs and benefits which may be included in the preferred solution, such as finance costs, administrative costs, procurement implications and wider social benefits. A more comprehensive analysis including these elements will be assessed in Section 4, pending the outcome of the techno-economic assessment.

3.2 Identification and analysis of heat loads

The technical specification is based on identified heat loads in the connection area. The proposed loads which are included within the North Tottenham network are attached in Appendix 5 and are based on the proposed developments which would connect to the DEN and build data provided by the Council. The development build quantities and split of property type for each development, which was used to estimate heat demands, is also attached in Appendix 5.

There are three large developments within the North Tottenham area. These are the Spurs redevelopment (consisting of a new stadium, hotel, extreme sports centre, community/health building and residential towers), High Road West and Northumberland Park regeneration. As new builds, these are attractive for connection to a district heating system for the following reasons:

- New developments are required under the London Plan to connect to a district heating system if one exists in the vicinity to which connection can be made. This is an incentive that does not apply to existing buildings
- Developers are able to save on installing heat provision technology, and as such a connection charge can be levied by the network for connection. This is in contrast to existing buildings, where there are likely to be additional costs involved in retrofitting to allow connection to be made
- On-site heat distribution technologies can be tailored to the district heating system. For example, under-floor heating systems allow lower operating temperatures, which can be beneficial for heat networks. This is generally not possible with existing buildings.

In terms of existing developments, there is a preference to connect to existing communal heating networks and Council or other public sector owned buildings,.

To assess the potential heat loads for the High Road West and Northumberland Park regeneration schemes, three heat load scenarios were modelled, varying the quantum of domestic and non domestic development at these sites. These scenarios provide a key sensitivity for the network and relate to the scale of build out of the development which will impact the heat demand and resultant revenue and costs. The analysis is on the basis of the following spread of housing demand scenarios shown below.

Development load scenario	High Road West homes	Northumberland Park homes	Non residential space
Low	1,400	2,700	-30%
Medium	1,700	3,200	Base scenario
High	2,000	3,600	+ 30%

In order to calculate annual heat usage from the data provided, heat demand benchmarks were applied. It is assumed that the decentralised energy network would have a phased implementation, with construction of the first phase in 2018 for operation in 2019 in line with the build out of the first phase of houses. As more houses are built and connected to the network, the network is expanded.

3.3 Identification and analysis of heat demands

Heat demand was calculated from the data provided on the number of dwellings and space above. In order to do this benchmarks were applied to estimate the total heat demand on the network under the various scenarios. Non-domestic heat demand benchmarks were based on CIBSE TM:46 figures. For residential units, heat demand was calculated using SAP methodology.

These heat demands together were used to model the required fuel input (gas required in the CHP) and heat demand and resultant sales (heat output from the CHP) in the techno-economic model.

3.4 Identification and analysis of electricity demand

The financial viability of a CHP district heating scheme is highly influenced by the ability to obtain a competitive price for the electricity generated. This is best achieved through sales to a private wire network – where electricity is sold direct to the end user, and thus a higher price is able to be commanded than for sales to the grid.

3.5 Technical specification – preferred technical solution

3.5.1 CHP sizing

The CHP will produce the required heat for the DEN with electricity also produced as a by-product to be sold. The energy centre containing the CHP has been designed with plant to meet the medium load scenario, but is future proofed allowing sufficient space for plant to meet the high load scenario/ future loads to connect.

One aspect of heat supply which needs to be considered is that of increasing demand through time. Although initially a small CHP will easily meet initial heat demands, something much larger is required later in the project lifetime.

As such, it is proposed that two CHPs be installed, one at the start of the project and the second when required by future proofing heat demand.

Several CHP sizes were tested with sufficient thermal storage to deal with low demand times and were analysed for heat output per engine, electrical output per engine and fuel input per engine.

3.5.2 Technical specification- energy centre location

A long-list of potential energy centre locations was compiled, and split into locations suitable for temporary energy centres (i.e. interim location to serve phases of development which might come forwards before a permanent energy centre is built – most likely for siting containerised boiler plant) and permanent energy centres.

A detailed analysis of potential sites and commentary on the assessment is attached in Appendix 10. An analysis was also carried out on required flue heights, air quality control measures and building sizes. Following the analysis carried out, and discussions with Council and other stakeholders, it was agreed that the energy centre would be located on the HRW “cinema” site for the purposes of modelling. The exact location is not fixed: this will depend on the ultimate design selected for HRW by the developer.

An initial network was plotted taking the following factors into account:

- Avoidance of major utilities

- Avoidance of major roads (works on major roads likely to engender significant cost and disruption)
- Minimising the distance between the energy centre and loads
- Use of soft dig where possible to minimise costs

The modelling assumes a single point of connection from the DEN to each development, with the respective developer responsible for designing and delivering their onsite heat network to the DEN specification.

The resultant energy centre together with the network route showing proposed initial and future connections is presented in Figure 6 below.

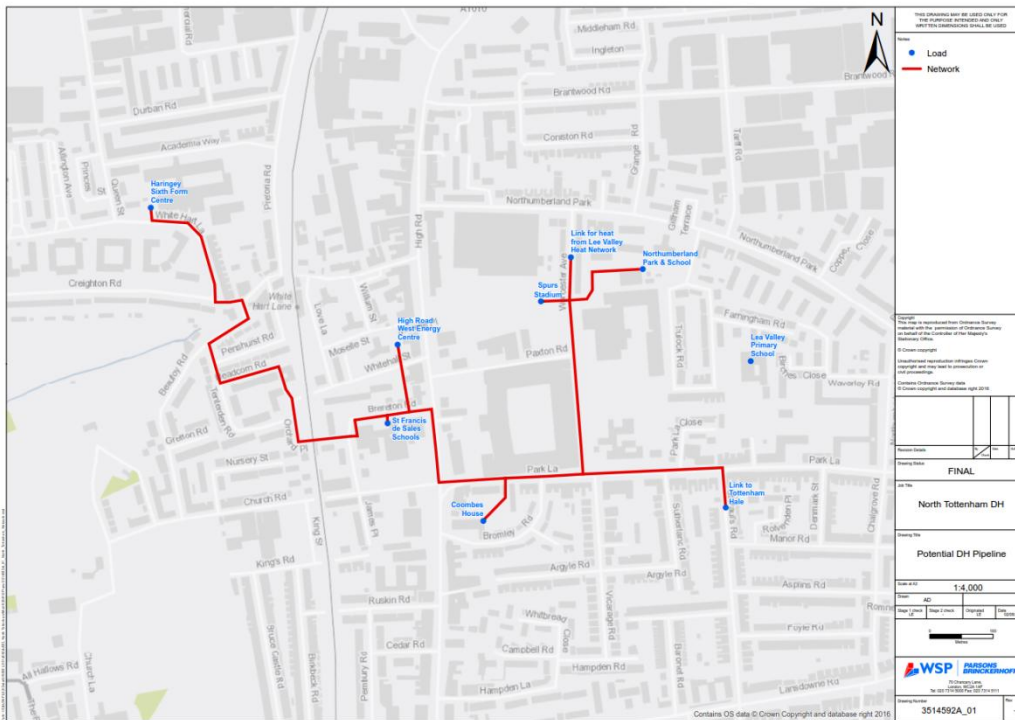


Figure 6 - Network Route

WSP | PB's proprietary pipeline model was used to model the pipe networks. This allows the diameter of pipe lengths to be calculated, DH network pumps to be sized, and indicative heat loss and network cost to be calculated. This has led to the chosen Network Route and

pipeline sizing. The output of pipeline modelling is illustrated in Figure 7 below.

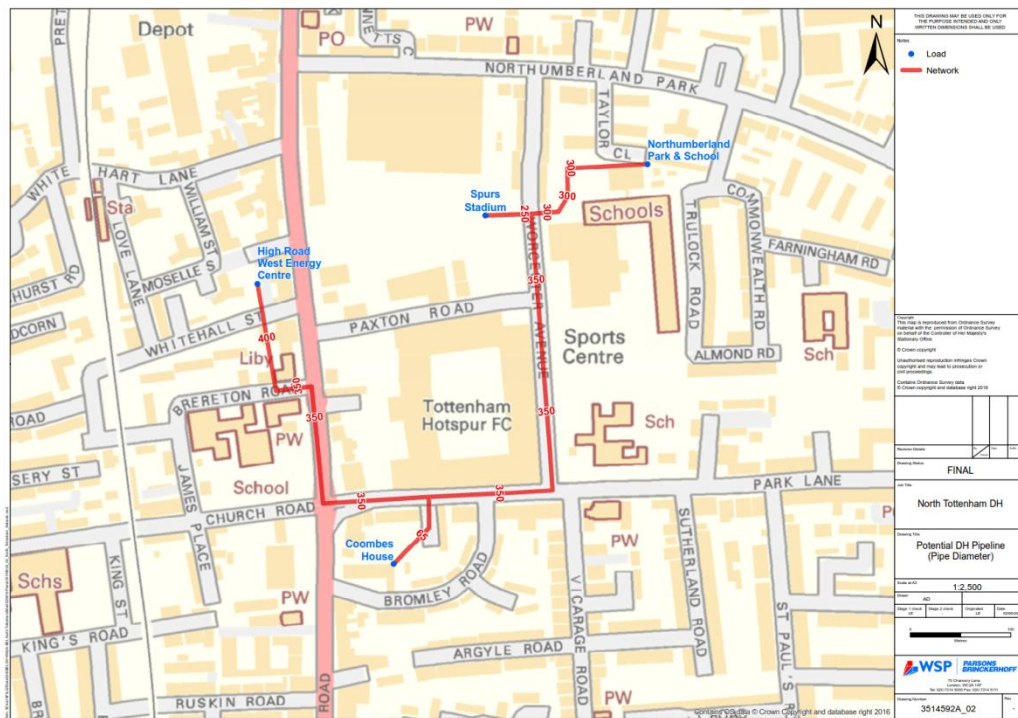


Figure 7 - Pipe diameters

3.7 Net present value analysis of preferred technical solution

3.7.1 Introduction

The basis for the comparison is the Net Present Value (NPV), calculated on the basis of benefits and capital and revenue expenditure incurred. This gives the value in the system of the chosen technical specification. Based on the technical solution specified in the Sections above, the net present value of the scheme has been calculated. This was calculated in order to determine the viability of the DE network and to inform the decision to proceed with the options appraisal. The NPV analysis assessed potential revenues from selling heat to the developments in line with the estimated heat demands and prices rising in line with the applicable DECC curves.

3.7.2 Net present value of preferred technical solution

This section shows the resultant cash flow under each of the low, medium and high load scenarios.

3.7.2.1 Low load scenario

This section shows the results of the low load scenario.

3.7.2.2 Medium load scenario

This section shows the results of the Medium load scenario.

3.7.2.3 High load scenario

This section shows the results of the High load scenario.

3.8 Conclusion on techno-economic assessment

Based on the results above, each of the three load scenarios have a positive NPV, without the inclusion of financing costs or on-costs resulting from a preferred commercial structure. The results indicate that there is positive value in the system and the DE Network is potentially viable.

4. Commercial Options Appraisal

4.1 Introduction

The techno-economic assessment has determined the most economically preferred scope and technical specification of the decentralised energy network. This was based on WSP | Parsons Brinkerhoff's technical study.

The commercial options appraisal in this section seeks to assess the preferred funding method, corporate structure, legal and commercial structure, in light of the Council's objectives and constraints. It will assess a variety of options for the monetary impact on the Council, whilst also considering each option's risks and benefits. The objective of the commercial options appraisal is to determine, based on the scheme design set out in Section 3, what level and nature of involvement the Council should have (if at all) and what funding vehicle/strategy should be employed in order to achieve the preferred technical solution. In addition, legal considerations for each option are discussed.

4.2 Case for Council Involvement in one or more project roles

The Department for Communities and Local Government (DCLG) through the National Planning Policy Framework (NPPF) and the Department of Business, Energy and Industrial Strategy (BEIS), as well as the Mayor of London through the London Plan have stated that local authorities should play a proactive role in identifying appropriate locations and sponsoring the initial development of Decentralised Energy Network opportunities in their local area.

4.3 Commercial options

4.3.1 Long list options

To determine the options to be taken forward (shortlisted) for detailed financial and commercial analysis a long list of options has been drawn up. The long list of options was derived during the Workshops carried out by the project team. These options were considered for their risks, benefits, and ability to meet the Council's objectives.

The table in Appendix 1a describes the comprehensive long list of options that was considered during the workshops and the risks and benefits associated with each one. Each option was then assessed against the Council's objectives. Options which best met the Council's objectives were taken forward to the shortlist. Options which did not meet the Council's objectives were rejected. This shortlisting process is depicted in Appendix 1b.

4.3.2 Shortlist options

Through the selection process described above, five commercial options were chosen which best meet the Council's objectives. The Council decided on the following short list of options

which it wanted to analyse further. Table 10 below outlines the five shortlisted commercial options.

Short list commercial option	Description
Option 1: Do nothing – the base case	No council led DEN. Heating for each site being otherwise developed in the area is done on a site by site basis by developers in line with planning regulations. No incremental revenues, benefits, risks or costs to council.
Option 2: 100% Council owned SPV	The Council will set up a wholly owned subsidiary which will be responsible for developing the DEN. The SPV will procure a private sector contractor for construction and operation of the DEN, but will maintain control over the DEN and all DEN revenues.
Option 3: 50:50 JV	The Council will partner with a private sector partner to form a joint venture company. This will be shared 50:50 between the private and public sector. The JV will own the DEN. The JV will procure construction and operation of the DEN. Profits will be shared between the private and public sector owners.
Option 4: No Council involvement - fully outsourced to private sector	The Council will outsource the project completely to the private sector. The private sector will control all aspects of the DEN including construction, operation and revenues. Strategic control is given to the private sector. The Council will procure an ESCo to deliver the DEN, for example through a concession agreement.
Option 5: GLA led infrastructure vehicle	This option is similar to option 4- private sector led solution; however it would be led by the GLA with the Council handing over strategic control.

Table 11: Shortlist of options

These five shortlisted commercial options will be subject to detailed analysis within this Section in order to determine the preferred way forward.

4.4 Identification and description of options

Each of the shortlisted options is described in more detail below.

4.4.1 Option 1: Do nothing

Overview:

This option is included in the shortlist to provide a base case comparator. Under this scenario no DEN network is developed, and the energy solutions and planning requirements are undertaken by the private sector on a site by site basis in line with planning regulations. Each public sector building included within the Project's catchment area would have to upgrade its existing energy infrastructure as and when required through maintenance programmes and government policy around carbon targets. In addition, developments of new housing would be left to developers and the private sector to connect to the grid or alternative heat and electricity supplies, within planning regulations, and may result in multiple energy centres and no area wide DEN.

Multiple energy centres would not offer the support to the local grid and further public investment in the grid would be required. The Council would still be required to invest in infrastructure on its own sites or sites that it brought forward with partners such as the HDV. Multiple energy centres would be less efficient and result in higher carbon emissions

In this case the public sector would not have control over reducing carbon emissions or delivering low carbon energy for new or existing developments in North Tottenham except through planning requirements. There would also be no commercial structure in place for the connectivity of future schemes or projects. The potential revenues from selling heat and/or electricity to the private sector developments would not be harnessed by the Council or a vehicle in which it was a participant.

Outline contract structure:

N/A – there is no contract structure under this option. Developers will set up energy solutions privately and separately in line with planning requirements.

Corporate Structure:

N/A - there is no separate corporate structure set up. The Council carries out planning activities as part of Council functions.

Funding Structure:

Developers fund energy solutions and infrastructure. The Council pays for its own heat / electricity on an ongoing basis.

Legal implications of Option 1:

N/A there is no separate corporate structure or commercial arrangements against which to consider legal arrangements.

The risks and benefits are analysed in detail for all options in Sections 4.7 and 4.8.

4.4.2 Option 2: '100% Council owned SPV'

Overview:

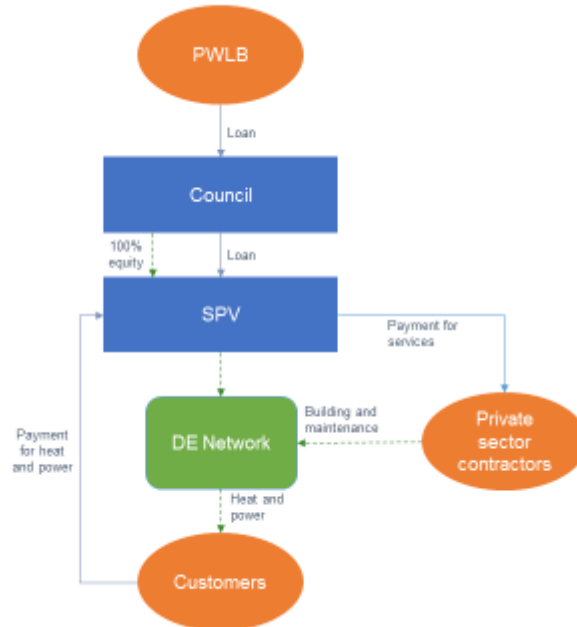


Figure 8 - Option 2 structure

Under this option, the Council would be responsible for developing and implementing the DEN. In order to do so, it would create a wholly owned subsidiary. A separate SPV has been chosen in order to limit the Council's liability to creditors, to provide flexible exit options and potential exit gains and to enable it to trade for profit with more flexibility. The SPV will be responsible for implementing and operating the DEN. It would contract with private sector contractors for the necessary works such as construction and maintenance. Strategic control will be retained by the Council through its ownership of the SPV, and the Council could make the major decisions about the delivery and operations of the DEN without a third party complexity. This option maximises the Council's flexibility and levers/options to adjust DEN delivery and expansion with strategic regeneration partners and development phasing at North Tottenham

The Council can enable the Governance and Regulation roles, setting policies on consumer protection and transparency of heat tariffs for residents (in the absence of regulation by ofgem or equivalent).

Outline Contract structure:

The SPV procures private sector contractors to build and operate the DEN. The SPV sells heat and electricity to consumers connected to the network.

Outline corporate structure:

Outline funding structure:

Legal structure:

The legal structure is constructed around a corporate vehicle wholly owned and established by the Council. The SPV has a separate legal identity which can contract and own assets in its own right. The Council's governance arrangement and scope of delegation will be enshrined within the incorporation documentation for the vehicle (e.g. voting right and matters reserved for the Council). The SPV will procure and contract with private sector contractors for the design, build and operation of the DE Network. The SPV will contract directly with the residential and commercial customers for the supply of heat and retain all revenues. There are various forms a corporate vehicle can take. These have been considered in the long list of options in Appendix 1a and in the SPV structuring advice in Appendix 14.

The choice of vehicle for the SPV will need to be reviewed following confirmation of the funding sources for the SPV, however given that the Council is seeking for the SPV to be revenue generating, a company limited by shares, would appear the most suitable vehicle.

Exit strategy:

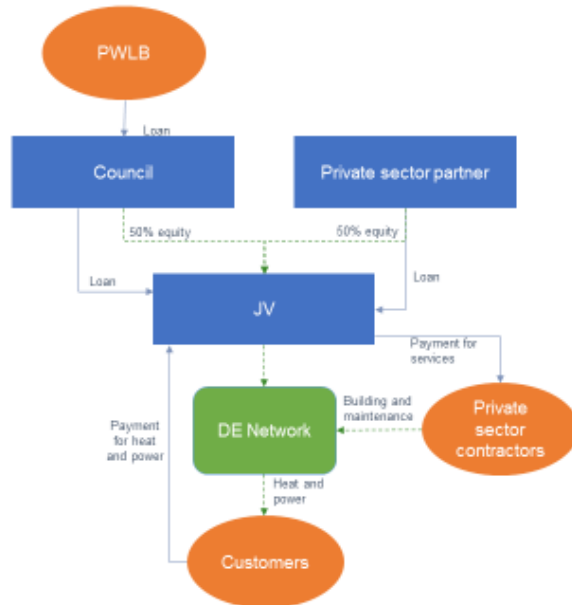
Once the DEN has been fully built out with the regeneration programme at North Tottenham, the Council may take a position that it is confident that scheme has been implemented such that the strategic objectives will be delivered. In addition, as the scheme demonstrates full operation, the private sector may take an improved view of investing in and/or owning the DEN the project.

Although there are various ways the Council could develop the DEN in-house, its potential exit strategy has been a key factor in the selection of an SPV as a short listed option. This option would allow the Council to refinance or sell the SPV to a third party as an exit route in future if the need arises (without the complication of a private partner) or new partners could take a stake in the SPV in future (potentially transitioning to a JV) once the strategic objectives are delivered.

Further, if the Council were to develop the DEN in-house without a separate legal vehicle, it may be difficult to then sell the DEN as a ring-fenced business at a future date. However, if it has an SPV, such as a company limited by shares, it may be able to sell the shares in that company to a third party as an exit route. As well as the relative ease of selling shares rather than a group of assets, the SPV would also have financial statements showing the performance and position of the company, making it easier for a potential buyer to value the company in the event of a sale. For this reason, an in-house solution was not shortlisted despite the corporation tax benefits of a Council division as distinct from a Council subsidiary.

4.4.3 Option 3: '50:50 JV'

Overview:



2

Figure 9: Option 3 structure

In this option the Council will partner with the private sector to form a joint venture company. For modelling purposes this will be a 50:50 joint venture with the private sector partner, with investment in the JV and profits both split 50:50. In reality, this would need to be tested commercially to determine market appetite to join the JV. The JV will finance, develop, implement and operate the DEN in which the private sector partner may be involved. The JV will contract with separate private sector companies to perform tasks such as construction and maintenance.

Both the Council and the private sector partner will invest share capital into the JV. This is likely to be pinpoint equity (minimal up-front cash as share capital). The remainder of the JV funding will be debt finance from the JV partners. The mix of share capital v debt will depend on the cash available in both the Council and private sector partner and the offer that the private sector partner brings to procurement.

Outline contract structure:

The JV would contract with third parties to construct and maintain the DE Network. The JV would sell heat and electricity to consumers on the network and collect revenues.

Outline corporate structure:

The Council and the private sector will both own 50% of the equity in a newly formed company.

Outline funding structure:

It would be funded by equity and loans from the two JV partners. Loan repayments including interest would be made to the lenders. Remaining profits would be distributed as dividends to the JV owners in proportion to their shareholding.

Legal structure of option 3:

The legal structure for option 3 is similar to option 2 and the same governance, structural and legal considerations will apply save that the private sector partner (PSP) will share all risk and revenue on a 50:50 basis. The Council and the PSP shall enter into a shareholders agreement to regulate their respective roles and responsibilities with a view to achieving an alignment of economic and strategic interests. This will need to align with the Council's scope of delegation and, in particular, key strategic decisions may be reserved for the Council (e.g. funding commitments). This will create a commercial tension and increase the risk of the parties reaching deadlock / impasse. For example, the PSP may block a decision to expand the heat network where the increased capital investment does not satisfy its commercial viability tests/requirements. The PSP will not share the Council's wider socio-economic aspirations and requirements for the DE network (e.g. alleviating energy affordability).

The shareholders agreement will also need to include a controlled winding up process in the event the parties opt to or are forced to wind up the entity with rights reserved for the Council to acquire the DEN assets to enable continuity of supply to the residents (subject to a valuation mechanism). In the event of default by the PSP, we would expect the Council to have the right to acquire PSP's interest in the SPV and act as the supplier of last resort unless and until a replacement contractor can be procured. The shareholders agreement will need to be carefully considered to determine whether there is joint control, or whether the Council is deemed to control the entity, as this will impact upon the accounting treatment and resultant budgetary impacts for the Council. At the outset it is assumed control would be shared, resulting in equity accounting by the Council.

The JV partner would be selected following a competitive procurement process.

Exit strategy:

This option would also allow the Council to sell its stake in the JV to the private partner or to a third party as an exit route in future if the need arises. However it may be complicated as the interests of the private partner would need to be considered, as well as third party market appetite to take on part ownership.

4.4.4 Option 4: Outsource fully to private sector

Overview:

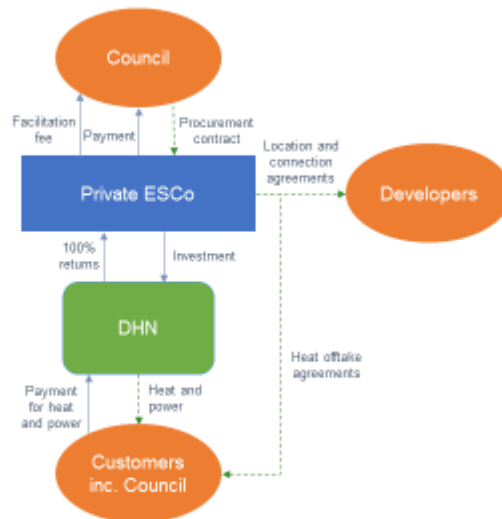


Figure 10: Option 4 procuring an ESCo

In this option the Council will actively procure and then allow the private sector to develop, implement and operate the DEN. The private sector will provide all investment required and take all variable returns in the DEN. All aspects of the DEN including strategic control will be retained by the private sector other than through planning permissions which the Council (in its capacity as planning authority) may influence. The Council buildings within the catchment area will connect to the DEN. The Council will therefore have to pay the private sector for the heat it purchases. It may negotiate preferential rates for its heat offtake, although the baseline model assumes consumers are no worse off with the DEN so it is unlikely rates paid under this option would vary from the other options modelled.

In this case the Council loses strategic control of the DEN and there is the risk the private sector partner may not be found to develop it and the Council would have no control over the pace of development or expansion in the future. However the objectives of lowering carbon emissions and improved energy affordability could still be achieved if it was a private sector led solution, given the scale of the overall scheme.

This Option could be executed by the Council procuring a private ESCo. The only Council involvement would be at procurement stage to set out the contract at the outset and procure the right partner. The Council would incur costs of procurement with this approach, but may, subject to the commercial viability of the DEN, also be able to charge an up-front fee for facilitating the project for a private sector supplier. See Figure 10 above for a diagram of this option. The Council selected this option for the shortlist as an example of ring-fencing the IP for the project with a view to being able to market this to the private sector to deliver the DEN on an area wide basis (as distinct from the site by site basis in the developer led do nothing option).

Outline contract structure:

Potential contract with private sector to sell the intellectual property including technical scheme design of DE Network and agree facilitating heat off-take agreements/ developer agreements.

Corporate Structure:

N/A No corporate structure with Council involvement.

Funding Structure:

Up-front costs incurred by Council to find an operator and negotiate with the private sector. Potential for payment from the private sector partner if it presents an attractive opportunity for the market.

Legal implications of Option 4:

Option 4 would be structured as a services concession under which a private sector ESCo would:

- a. be granted the right to exploit the DE Network;
- b. derive its income directly from the third party customers who purchase the supply of heat and/or electricity from the DE Network; and
- c. assume all risks inherent in designing, constructing and operating the DE Network.

Under this option all risk will be passed to the ESCo and the Council's role will be limited to the procurement of the concession. The concession length would be procured in accordance with the new Concession Contracts Regulations 2016. The Council may, as part of the procurement, include safeguards within the concession agreement around minimum requirements for supply, connection terms (e.g. customer care charter and transparency over heat and electricity tariff pricing models), although the extent of such contractual controls may impact on the commercial attractiveness of the opportunity.

The ESCo will assume entire responsibility for the design, build and operation of the DE Network and, typically, it will undertake such works/services intra-group or as part of a consortium arrangement.

The Council will need to consider the implications of the ESCo defaulting (e.g. insolvency or abandonment if not commercially viable) and contractual safeguards may need to be included in the concession agreement to enable it to step-in and either act as the supplier of last resort or procure a replacement contractor.

Exit Strategy

The Council would have no need of an exit strategy as the asset would be managed and owned by another individual.

4.4.5 Option 5: GLA led infrastructure vehicle

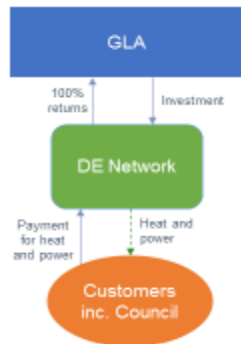


Figure 11 - GLA led solution

Overview:

This option is similar to Option 4; the private sector led solution, except it is led by the GLA instead and the Council would not go through a procurement process to identify an operator. The Council would not have involvement in operating the DE network and would not invest in the scheme or earn returns on the business. The GLA would maintain strategic control of the network except through planning permissions issued by Haringey. The Council may be involved in the initial discussions with the GLA and key developers or stakeholders in order to hand over the scheme and project information already gained through the business case process. There may be an opportunity for the Council to invest in the scheme, or to secure preferential rates from the GLA led scheme. This would need to be explored in consultation with the GLA.

Outline contract structure:

N/A no contracts with Council involvement

Corporate Structure:

N/A no corporate vehicle with Council involvement

Funding Structure:

No funding provided by the Council. GLA will obtain funding for the project and retain the profits.

Legal Structure of Option 5:

N/A there is no separate corporate structure or commercial arrangement against which to consider legal arrangements.

4.5 Additional Legal considerations concerning all options

4.5.1 Powers of the Council to develop a district heat network

The Council can take comfort from the fact that, from a consolidated position, the powers to develop and participate in decentralised energy networks are relatively well established and understood in this context. Specifically, the Council has sufficiently broad powers to enable it to produce heat and/or electricity; enter into agreements for the supply of heat and electricity (as long as produced in association with heat); establish a company to trade; borrow funds (e.g. PWLB) and on-lend to the company (i.e. ESCo).

The precise powers to be relied upon should be continually reviewed and tested as the project scope evolves and the Council's role is more clearly defined. The Council should also remain mindful of State aid considerations which are set out in Appendix 13. The full legal considerations regarding the powers to invest and powers to trade are set out in Appendix 11.

4.5.2 Regulation

Currently customers on district energy networks are not covered by regulation. "The Heat Trust Code of Practice" is designed to protect customers who are on energy networks. And this is funded by membership fees. This Code provides best practise support, minimum operations standards, advice on billing, and signposting to dispute resolution. The government has stated that if this code of good practise is not effective, they will regulate this market to ensure consumer protection. The Council will adhere to the guidelines set out in the Heat Trust code of practise and will monitor any future regulatory developments and work towards these standards. The Council has yet to determine whether it would pay for membership for the Heat Trust Code of Practice and as has to determine whether this offers value for money. As a public body users would have several routes of recourse in any dispute and other issues covered by the Code will be embedded through the procurement and design of the network. The business case has been designed to ensure that bills are transparent and customers protected, this includes the management of light regulation. But if regulation is enforced and is too burdensome for the SPV to manage the Council will have greater flexibility for managing this under the SPV model, through developing strategic partnerships, while ensuring customers are protected.

The regulations requiring schemes to connect and deliver district energy networks are set in the National Planning Policy Framework (NPPF), the London Plan and the Haringey Local Plan. The refresh of the London Plan (due 2019) aims to continue the requirement for district energy networks as these offer low carbon energy and local energy generation for London. The schemes that are designed into this business case will have received planning permission before any of these changes are able to be enforced.

Regulatory changes are therefore picked up in the risk register.

4.6 Monetary evaluation

4.6.1 Introduction

In this section the monetary benefits and costs of applicable shortlisted commercial options are examined. The basis for the comparison is a series of metrics which result from the varying levels, and the nature of participation from the Council. These include ROI, NPV and the overall cumulative contribution to the Council's budgets, where applicable to the option. The results of each commercial option are predicated on the financial health of the project itself, shown first in the next section, with the impact of the corporate and financing structure then overlaid in the following sections.

4.6.3 Financial results of each applicable option

This section builds on the financial results of the core project from the previous section, with the inclusion of financing costs and equity profiling. The impact of these inclusions is different across the various options presented here. The financial results of each applicable option described above are set out below⁸ and are processed from a financial model and on the basis of a series of detailed assumptions

4.7 Financial results under alternative scenarios (sensitivity analysis)

This Section analyses the cumulative cash position of the Council (i.e. returns to the Council) under various sensitivities

4.7.2 Further Sensitivity: connection to the Lee Valley Heat Network (LVHN)

The LVHN exists as a potential future source of heat for the SPV or JV. A prudent assessment of when this heat source would be available for connection is around 10-15 years after the commencement of the core scheme in North Tottenham, and the potential timeframe for a new Energy Recovery Facility (ERF) to be delivered at the Edmonton Eco-Park.

4.8 Non-monetary assessment of options

4.8.1 Introduction

In addition to a monetary assessment, the business case must assess the non-monetary benefits associated with each option. The benefits identified are qualitative factors underpinned by the Council's objectives.

⁸ The results are based on a draft model and as such are subject to change

The adopted approach to addressing non-monetary factors has been designed to take account of best practice. In considering the non-monetary benefits with the options, two principles should be observed:

- non-monetary analysis must be conducted with reference to the needs and Objectives established at the beginning of the appraisal in Section 2.8 and
- the analysis must be clear on how the options compare in regard to these factors.

Given this guidance, the approach has been to identify and define a set of key non-monetary benefits which map to the Council's objectives, and, to compare each option against these benefits.

As discussed in Section 2.4, the objectives of the project are to:

- To ensure we have the energy infrastructure to deliver growth and create homes that are affordable for residents
- To contribute to the regeneration of the North Tottenham area and supply low carbon energy to a mix of private and public sector developments
- To improve energy affordability and security for residents and businesses
- To reduce carbon emissions and assist in managing the impact of growth at North Tottenham
- To obtain a reasonable return on investment

These objectives were used to develop the key non-monetary benefits and assess the impact of each option on those benefits. A long list of benefits was brainstormed using the objectives. This is attached in Appendix 2a. The long list of non-monetary benefits was then mapped to objectives as shown in Appendix 2b.

4.8.2 Key non-monetary benefits

Identification and scoring of the non-monetary benefits was based on The Workshops with the key stakeholders. Through the brainstorming and mapping process, the Council and stakeholders agreed the following key non-monetary benefits which could be used to differentiate between options.

Benefits
Improved energy affordability
Reduced carbon emissions
Regeneration of North Tottenham
Alignment to planning requirements
Contribution to government green energy targets
Improve links to community/ other associations in North Tottenham
Build skills and capabilities at Council
Improve commercialisation and opportunities for future revenues at Council
Reduce heating costs in area including Council owned buildings
Job creation and economic activity in the area
Attract third party capital into North Tottenham
Haringey known as 'green' borough
Meet Haringey 40:20 plans
Income stream for Council activities

Potential for future expansion
Support developers in meeting carbon neutral requirements
Connect to other local authorities
Stable heat price
Council influence in North Tottenham energy strategy
Council stake in value in the system
Ability to recycle capital receipts for future investment

These benefits have been considered when assessing options to determine which option best represents the Council's objectives. They will also be tracked by the Council throughout the project in order to monitor the realisation of these benefits.

4.8.3 Impact upon the non-monetary benefits

This section explores the impact of each option on the non-monetary benefits underpinned by the Council's objectives. During the Workshops, the Council requested that non-monetary benefits are assessed on the basis of pass/fail in respect of each option. As a result, the Table 15 below shows the pass/fail applicability of each non-monetary benefit on each option.

Non-monetary benefit	Option 1- Do nothing Business as Usual	Option 2 -SPV	Option 3 – 50:50 JV	Option 4 – Outsource to private sector	Option 5 – GLA led
Improved energy affordability	X	✓	✓	XX	✓
Reduced carbon emissions	X	✓	✓	✓	✓
Regeneration of North Tottenham	X	✓	✓	XX	✓
Alignment to planning requirements	X	✓	✓	XX	✓
Contribution to government green energy targets	X	✓	✓	XX	✓
Improve links to community/ other associations in North Tottenham	X	✓	✓	XX	XX
Build skills and capabilities at Council	X	✓	XX	XX	XX

Non-monetary benefit	Option 1- Do nothing Business as Usual	Option 2 -SPV	Option 3 – 50:50 JV	Option 4 – Outsource to private sector	Option 5 – GLA led
Improve commercialisation and opportunities for future revenues at Council	x	✓	✓	XX	XX
Reduce heating costs in area including Council owned buildings	x	✓	✓	XX	XX
Job creation and economic activity in the area	x	✓	✓	✓	✓
Maximise Exit Gains for Council	x	✓	XX	XX	XX
Haringey known as 'green' borough	x	✓	✓	✓	✓
Meet Haringey 40:20 plans	x	✓	✓	XX	✓
Income stream for Council activities	x	✓	✓	XX	XX
Potential for future expansion	x	✓	✓	XX	✓
Support developers in meeting carbon neutral requirements	x	✓	✓	✓	✓
Connect to other local authorities	x	✓	✓	XX	✓
Stable heat price	x	✓	✓	XX	✓
Council influence in North Tottenham energy strategy	x	✓	✓	XX	XX
Council stake in value in the system	x	✓	✓	XX	XX
Ability to recycle capital receipts for future investment	x	✓	✓	XX	x
Total	0	21	19	4	12

Table 16 - Key non-monetary benefits applicable to each option

Option 1, 4 and 5 meet few of the Council's objectives and provide fewer benefits.

4.8.4 Option 1

Option 1 does not achieve the Council's objectives and is therefore not considered appropriate. It does provide some benefits in that it is low risk and the Council does not incur any up-front procurement or investment costs.

4.8.5 Option 4

Option 4 crystallises very few benefits underpinned by Council's objectives. However, it represents a private sector comparator for the Council. If the project does not progress at the public sector level in any fashion then the Council, via this option, will have the management information and intellectual property to go to market to offer out the DEN to the private sector as a complete package. A benefit with this option would be bringing third party expertise to the project, as a private sector owner may have the capabilities and experience to govern the DEN most effectively. It also transfers risk away from the Council and on to the private sector.

4.8.6 Option 5

Option 5 meets the third highest number of non-monetary benefits. It is assumed that the GLA's objectives in controlling the scheme would be similar to the Council's. Therefore, many of the civic benefits connected with a Council-led solution are assumed to be crystallised under a GLA led solution. However, the GLA option fails to meet the benefits of improving skills and capabilities at the Council, improving future commercial opportunities for the Council or influencing heating prices in the area.

4.8.7 Options 2 and 3

The Figure 12 above indicates that Options 2 and 3 have the greatest impact on the Council in terms of non-monetary benefits. Both of these options demonstrate a fundamental Council involvement in a decentralised energy scheme, where the Council is both controlling stability and the economics around heat and electricity provision to the local area. They also allow control of heat pricing better under a 'do no harm principle, where heat should be no more costly to users than the counterfactual.

Conversely to the above, there is potentially a skillset issue to consider in Option 2. Generation and provision of energy supply is not typically a core Council skill. A private sector partner may have experience operating a DEN company, have access to economies of scale and bring with it governance procedures and processes. In this way having a JV partner may enable the company to access a greater wealth of knowledge and experience in operating the DEN in a more successful fashion and mitigate some of the risks associated with setting up ESCos. In this way Option 3 provides a key specific non-monetary benefit that could have a material impact on the success of the project.

This risk of skills can be overcome by bringing on board the expertise of a Private Sector Partner which, to secure the benefits of their expertise and to get them engaged is often better done if it has a 'stake' in the business. Therefore, we recommend the SPV option but

further recommend that the Council market tests the option of having a contractor as a minor investor in the project. The investment could be just as a lender, or very minor equity, or it could be set up as a joint operation, all of which have different implications from and are a different legal structure to a JV, and incentivises increased performance.

4.8.8 Conclusion on non-monetary benefits

In light of the above it can be argued that Option 2 and 3 score similarly well and both provide many non-monetary benefits underpinned by the Council's objectives. Option 2 would leave the Council with more flexibility and ultimate control over the contract, while Option 3 may provide greater comfort in terms of running and operating a successful business in the DEN sector.

4.9 Risk Assessment

4.9.1 Introduction

The purpose of this section of the business case is to identify and analyse the risks that might impact upon the project. This section considers how sensitive options are to changes in particular risk factors not already analysed through optimism bias and sensitivities. The assessment will consider whether there are risks and uncertainties in relation to any of the shortlisted options that:

- Would prevent any of them being the preferred way forward; or
- Provide more clarity on the differentiating factors that will help identify which is the preferred way forward.

The Council has also considered whether those risks can be mitigated and managed in order to proceed with the option and realise the financial and non-monetary benefits.

4.9.2 Risk descriptions

A full list of risks with descriptions and mitigation actions is set out in Appendix 3. These risks have been considered when assessing the preferred option to take forward. This was further refined through The Workshops where the key risks and constraints were identified to assess the shortlist of options against.

The mitigating actions will be monitored and updated by the Council as the project progresses through the programme management process.

4.9.3 Discussion of shortlisted options based on risk

A list of key risks was identified. Where an option would be likely to cause the risk occurring it has been given a red tick. Where the option does not present that risk it has been left blank. The impact of each risk has been developed based on the project intelligence that is currently available including feasibility studies and The Workshops. Table 16 below depicts the key risks and applicability to each option.

Risks	Option 1 - Do nothing Business as Usual	Option 2 - 100% Council owned SPV	Option 3 - 50:50 JV	Option 4 - Outsource to private sector	Option 5 -GLA led option
Loss of potential NPV from not investing in the project	✓			✓	✓
Liability to third parties resulting in financial loss					
Complex commercial structure resulting in protracted negotiations			✓	✓	
Decision making complexity and conflict			✓		
Strain on Council resources		✓	✓		
No exit strategy - tied in to contract			✓		
Appropriate bidders- JV partner or other private sector partner			✓	✓	✓
No public sector approval		✓	✓		✓
Failure to secure public or private funding		✓	✓	✓	✓
Operational cost increases		✓	✓		
Fuel price inflation		✓	✓		
Poor installation		✓	✓		
Optimism bias on forecast cash flows		✓	✓	✓	✓
Lack of consumer uptake- heat offtake risk		✓	✓		
Technology risk/ obsolescence risk		✓	✓		
Ability to secure anchor load: Spurs buy in		✓	✓		✓
Timing and caps on funding received		✓	✓		
Availability of contractors to build DE network		✓	✓	✓	✓
Timing to meet any housing development requirements	✓	✓	✓	✓	✓
Carbon reduction targets not met	✓	✓	✓	✓	✓
Obtaining planning and other third party consents		✓	✓		
Delivery of technical plans and specification		✓	✓	✓	

Risks	Option 1 - Do nothing Business as Usual	Option 2 - 100% Council owned SPV	Option 3 - 50:50 JV	Option 4 - Outsource to private sector	Option 5 -GLA led option
Meter readings and data collection		✓	✓		
Regulatory change		✓	✓		
State aid rules		✓	✓	✓	✓
Licensing (e.g. utilities licence)		✓	✓		
Variable returns		✓	✓		
Credit risk		✓	✓		
Pricing structure		✓	✓	✓	
Managing contracts		✓	✓		

Table 17 - Key risks applicable to each option

Option 1:

This option carries low financial risk, as the Council would not develop any new infrastructure or DE scheme. However, this option carries the greatest risk of not meeting the Council's objectives of tackling carbon emissions, regeneration and energy affordability. In particular:

- The Council may suffer carbon penalties, the cost of sustained fuel poverty or lost future economic gains through regeneration plans, DEN profits and business rates
- Risk of not meeting the 40:20 carbon reduction targets
- No impact upon energy affordability
- No strategic control over a DEN

Option 2:

While it is recognised that both options 2 and 3 trigger the highest number of risks shown in the table above, as denoted by a ✓ and which distinguish them from options 1, 4 and 5, the quantum of these risks is ultimately informed by the ownership structure. This is because in the JV scenario the Council would share the risks and rewards with the JV partner and would only be subject to half of the variable returns.

The 100% SPV option carries the greatest financial risk for the Council, as it would own 100% of the infrastructure and DE Network without the ability to rely upon the knowledge and expertise of a private sector partner. It also results in greater potential reputational, operational, demand and construction risk for the Council.

However, this Option leaves strategic control and decision making to the Council, reducing the risk of conflict with a corporate partner, or third party conflict with the objectives of improved energy affordability and carbon emissions. The construction and operation would also be contracted out to a private sector contractor.

Option 3:

This option reduces the financial risk to the Council by involving a private sector partner to share the investment requirements. It also reduces the reputational and operational risk by bringing in external expertise.

However, this option still leaves the Council open to some construction, operational and residual value risk, as well as the added risk of any conflicts arising in decision making. This may be able to be mitigated through the shareholders agreement. It also increases the risk of non-delivery of strategic objectives around ensuring fuel affordability.

Option 4:

This option leaves the Council with low financial risk as it will not have to invest in or operate the DE network. However, as with option 1, there is the risk that carbon reduction and energy affordability targets will not be met.

There is also the risk that a private sector ESCo may not be found to develop the DE Network in which case the objectives of the Council would not be met. Other points worth noting for this option in particular are:

- Loss of strategic control by the Council
- Loss of future revenue streams for the Council
- May not be able to attract private sector investment and funding
- If returns do not meet private sector thresholds parts or all of the network may not be developed

Option 5:

This option leaves the Council with low financial risk as it will not have to invest in or operate the DE network. However, the loss of strategic control implies the possibility of Borough-specific carbon reduction and energy affordability targets not being met.

In addition, obtaining the required buy-in and funding approval by the GLA may prove challenging and time-consuming, with no known operating or planned examples of this option in London.

Conclusion:

The risk analysis indicates that Option 1, 4 and 5 have less impact on the risks for the Council, however they mean the Council may not achieve its strategic or financial goals set down at the outset of this project.

Although Option 2 and 3 place the greatest risk on the Council, these risks may be mitigated and managed through robust planning and project management and a shareholders agreement in the case of a JV.

Option 3 specifically triggers a number of risks in Appendix 3 such as more protracted negotiations, decision making complexity, finding an appropriate partner at the outset and potentially a more difficult exit strategy for the Council. However, it follows that with the Council owning 100% of the shares in the SPV option 2, it has a higher share of overall project risk. The experience of the JV partner may mitigate some of these project risks.

Option 3, although triggering many of the same risks as Option 2, transfers half of those risks to a JV partner.

Legal risk considerations/ mitigations

In addition to the risks identified above there are legal risks to be considered. Option 2 and 3 would also allow for setting up a separate corporate entity. This provides mitigation against the following legal risks to a project such as this undertaken by a local authority:

- **Insulation of risk:** depending on the structure, an SPV could obtain limited liability status which is not available to the Council. HM Treasury encourages local authorities to not underwrite the cost/losses of trading ventures making them non-recourse to the relevant local authority. Even though any venture will be subject to detailed business case analysis, a prudent local authority should not be taking on unnecessary business risk.
- **Funding:** the establishment of a company opens up additional potential sources of finance outside of the Council, although some sources of funding available to the Council may not be available to an SPV (e.g. Public Works Loan Board (PWLB)). The Council may consider "on-lending" to the SPV (via PWLB), thus creating a commercial return in the Council on monies lent to the SPV (as any on-lending would need to be consistent with Market Economy Investor Principles (MEIP) – please also refer to Appendix 13 for further details.
- **Non-core Council business:** Along with the specialist nature of the skills and knowledge required to manage an ESCo/SPV (e.g. contracting for gas/heat offtake contracts to provide energy security at a best value price, managing O&M contracts, heat supply agreements, etc.), an SPV would need to be better placed to source and retain such skills. The SPV would have to ensure it was able to source and retain the necessary skills/knowledge required to manage the decentralised energy network (including energy trading, contract management, etc.).
- **Trading risk:** again this is non-core Council business and may be better managed by an ESCo/SPV with dedicated skills and resources to undertake this activity. Further discussion in relation to the 1976 Act is attached in Appendix 11.
- **Price risk:** any heat price charged to customers must be capable of adapting to market conditions. This will normally be captured through "heat tracker" and benchmarking which will take into account the general price of gas, the maintenance and servicing costs of a domestic boiler and the replacement cost against the price of district heat. The Council may not be able to take this risk without adverse reputational damage. An SPV creates a degree of separation which may be helpful to mitigate any political/reputational risk.

4.10 Conclusion of most preferred commercial option

The techno-economic assessment has established that the DEN is potentially viable with a forecast positive NPV. The commercial options appraisal has discussed various commercial structuring options for implementing the DEN in terms of monetary, non-monetary benefits and risks.

4.11 Accounting treatment of preferred option

The preferred commercial option represents an SPV, and is a Council controlled subsidiary.

5. Procurement and commercial development

5.1 Procurement and commercial development

In developing the commercial options appraisal, alternative structures have been examined to determine the most appropriate fit to achieve the Council's objectives and the requirements of the preferred option. This involved assessing the correct allocation of risk and responsibility, the legal implications of alternative structures, and practical considerations.

This section examines the following areas:

- services that the preferred option seeks to procure in order to meet the project objectives;
- capacity and interest of the market to supply the required services and the implications of this for the Procurement Strategy;
- sourcing options;
- most suitable procurement approach with risks and recommendations; and
- proposed outline procurement timetable.

The aim of the Procurement Strategy is to ensure that:

- there is an awareness of correct procedures to be followed ensuring a fair and open approach is adopted throughout the procurement;
- recommended sourcing option is justified;
- whole life value for money is achieved;
- timescales are realistic;
- key commercial milestones are identified;
- an appropriate balance is achieved between commercial risk and cost and commercial risks have been identified and considered; and
- final contractual arrangements deliver a flexible arrangement that is fit for purpose and can as far as can be foreseen adapt to future legislative and political changes.

The final Procurement Strategy, along with the evaluation strategy, will provide a blueprint for the procurement phase of the project.

6. Programme Management Case

6.1 Introduction

The purpose of this section is to assess the 'achievability' of the project on the basis of the preferred option. The project will be delivered by personnel experienced in de-centralised energy project management, and with support from a team of advisors including financial, legal and technical specialists.

6.2 Project Management Arrangements

The project is being managed by the Council's Carbon Management service, with representatives from finance and planning. The Project has a dedicated project manager. These officers will be responsible for the project management and procurement of the SPV and DEN. It has also procured the services of financial, technical and legal advisors who are working with the Project team throughout the business case process and planning of procurement and implementation. If a private sector partner takes a stake in the SPV, it will be expected to provide expertise and management of the SPV.

6.4 Decision making in the SPV

6.4.1 Board of Directors of the SPV

The mechanics of setting up the SPV are fairly procedural but it will be important consider the governance arrangements in the terms of the memorandum and articles of association of the SPV and who the directors will be to ensure that the correct skills set and appropriate expertise is available for the delivery of the scheme.

The directors of the SPV are responsible for managing the business of the SPV on a day to day basis within the parameters of their delegated authority. The Council will need to understand the differing role it will be playing as a shareholder and "owner" of the SPV (which has no obligation to the SPV and the Councils decisions will be unfettered) and the fiduciary duties of the directors of the SPV who must act at all times in the best commercial interests of the SPV.

The Council may consider senior officer representation on the board of directors of the SPV given the statutory obligations of the directors and the relevant need to act in the best commercial and fiduciary interest of the SPV (and potential reporting requirements to Companies House etc.). The advantage of senior officer representation is that it provides for continuity upon changes in administration and ensures that the business plan of the SPV continues in the long term. It also helps to mitigate the risk of conflicts. It is suggested that in any quorum in order to conduct a meeting of the directors that the relevant quorum required to conduct and resolve issues at board level should include two directors.

6.4.2 Shareholder decisions

Certain key strategic decisions of the SPV may be reserved for determination by the Council as the majority shareholder of the SPV. Decisions taken by the Council as a shareholder will

be taken in its capacity as a local authority and will therefore be "unfettered" by the interests of the SPV.

There will be a list of matters reserved to the Council as a shareholder of the SPV in relation to those decisions which sit outside the day to day activities of SPV. It is envisaged that such reserved matters will include:

- any amendment to the objectives of the SPV;
- signing off business plans or material variations to the business plans for SPV;
- committing to finance or procuring external finance;
- admitting new shareholders;
- making any decision to wind up the SPV.

The shareholder agreement and reserved matters will need to be tested at procurement and agreed with the potential private sector partner.

6.5 Benefits management strategy

The Project's key benefits have been described in this business case. These benefits, along with the key risks inherent in the project, were used to analyse the options and arrive at the preferred option.

The key benefits, both monetary and non-monetary will be documented in a benefits management strategy, with a description of the benefit, measurement, key dates, dependencies, risks and the owner. Benefits must be measured regularly and reported on to the Board or Council. Each benefit will have an owner who is responsible for measuring and reporting back on the benefit realisation.

An example of a Benefit Realisation Tracker is attached in Appendix 9.

6.6 Risk management

Key risks have been identified in Section 4.9. The key risks of the project have mitigating actions, as described in Appendix 3. Risks will be monitored through the monthly board meetings, benefits realisation tracking, and project reviews throughout the project.

Regular reviews and updates to the risk register will ensure mitigating actions are carried out to minimise the impact of risks upon the project.

6.7 Change Management

This investment will involve minimal change for the Council other than in additional capacity and capability in managing the SPV. The change required needs to be managed and embraced.

6.9 Conclusion on achievability

The Council has considered the Projects risks and mitigating actions, the potential benefits and realisation tracking of these, and practical arrangements to deliver the Project including procurement considerations, services required and project management arrangements. The project is expected to be achievable for the Council, with a dedicated project manager and staff input into the project as well as support from specialist legal, technical and financial advisors.

6.10 Conclusion and Next Steps

The conclusion of the OBC recommends that a North Tottenham DEN is viable under the assumptions modelled, and the monetary and non-monetary analysis undertaken of the options, concluded that Option 2: 100% owned Council SPV would be the most suitable delivery approach for the Council in order to fulfil the Council's objectives and aims of the Corporate Plan. It also provides the flexibility to support the development programmes for HRW and Northumberland Park, and longer term exit options for the Council.

Appendix 1a: Identification of long list of commercial funding and structuring options

Appendix 1b: Short listing of options

Appendix 2a: Benefits

Appendix 2b: Benefits Mapping

Appendix 2c: Benefits Scoring

Appendix 3: Risks & Mitigations

Appendix 3a: Risk Scoring

Appendix 4: Example template responsibilities matrix

Appendix 5: Heat load data

Appendix 6: Assumptions

Appendix 7: Energy Centre Requirements for High Road West

Appendix 8: Potential Energy Centre Locations

Appendix 9: Energy Centre Design

Appendix 10: Assessment of Energy Centre Location

Appendix 11: Powers to trade

Powers of the Council to discharge its functions by provision of the a District Heating Network

The main powers in relation to local authority functions regarding heat and electricity are set out in Section 11 of the Local Government (Miscellaneous Provisions) Act 1976 (1976 Act). Except in relation to restrictions on the sale of electricity, these powers are without prejudice to the exercise of any other power that may be available apart from this Section. The powers provided by Section 11 of the 1976 ought to be sufficient to enable the Council to carry out the district heating activities as envisaged for the decentralised energy network.

In summary, Section 11 permits the Council to:

- produce heat or electricity or both
- establish and operate generating stations or installations for such production
- buy or otherwise acquire heat
- use, sell or otherwise dispose of heat produced or acquired or electricity produced by the Council
- enter into and carry out agreements for the supply of such heat to premises within or outside of the Council's area

Although Section 11 of the 1976 Act permits the sale of heat (whether purchased, acquired or produced by the local authority) to public and private sector third parties, a local authority cannot purchase electricity under Section 11 or sell electricity it has purchased, acquired or produced, unless, in the case of production only, the requirements of Section 11(3) are met. Section 11(3) limits the power to sell electricity to where it has been produced *in association with heat*, or as may otherwise be prescribed (e.g. from certain specified renewable sources - wind, solar, biomass, landfill gas, etc. - see Sale of Electricity by Local Authorities (England and Wales) Regulations 2010). For the purposes of the decentralised energy network, the Council would be selling electricity that had been produced in association with heat. Note that any top up electricity purchased from the grid would not be permitted to be sold under this power.

In relation to heat infrastructure, Section 11(4) provides the power to:

- construct, lay and maintain pipes and associated works for the purpose of conveying heat produced or acquired by the Council; and

- contribute towards costs incurred by another person in providing or maintaining pipes or associated works connected with pipes provided by the Council.

Section 11(5) provides the power to break open roads to lay pipes and carry out associated works.

No specific statutory power to oversize or “future proof” the district heating network is needed, but any decision to oversize or future proof will need to meet the tests of best value and affordability. Future-proofing will also need to form part of the risk analysis, in particular the question of sharing this risk with other public and private bodies where future supplies will be made beyond the Council’s own estate.

There are a number of more general powers which can be relied on by the Council for carrying out activities via an ESCo which are relevant to the options analysis below:

Section 1 of the Localism Act 2011 (2011 Act) "General Power of Competence" ("GPC") provides: "*A local authority has power to do anything that individuals generally may do*" even if:

- It is unlike anything else the authority may do.
- It is unlike anything that other public bodies may do.
- It is carried out in any way whatever, including:
 - anywhere in the UK or elsewhere;
 - for a commercial purpose or otherwise for a charge, or without charge; and
 - for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.

The GPC is a very broad power and the general application of the power is not limited by the existence of any other local authority power that – to any extent – overlaps the GPC.⁹ However, there are limitations set out in Section 2 of the 2011 Act and imposed on the GPC. These are:

- if the exercise of the GPC overlaps with a power that pre-dated the commencement of the GPC, then the GPC is subject to the same restrictions as that power;
- the GPC does not enable a local authority to do anything which it is unable to do because of a limitation that pre-dated the commencement of the GPC; and

⁹ Equally, any such other power is also not limited by the existence of the general power.

- the GPC does not enable a local authority to do anything that it has been unable to do because of a limitation that existed prior to the commencement of the GPC, even if it is expressed to apply to GPC.

The Power to Trade:

Section 95 of the Local Government Act 2003 ("**2003 Act**") enables local authorities to trade in function related activities through a "company". The section provides that the relevant Secretary of State may authorise local authorities to do for a commercial purpose anything which they are authorised to do for the purpose of carrying on any of their ordinary functions.

A local authority must have regard to any guidance issued by the Secretary of State in relation to the exercise of this power. Detailed guidance has been published (the "**Guidance**").¹⁰

Under section 95 of the 2003 Act, a local authority cannot be authorised:

- to do in relation to a person anything which it is required to do in relation to him under its ordinary functions; or
- to do in relation to a person anything which it is authorised, apart from this section, to do in relation to him for a commercial purpose.

The current implementing instrument for section 95 of the 2003 Act is the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 ("**2009 Order**"). In conjunction with section 95 of the 2003 Act, the 2009 Order authorises all local authorities to trade, provided that certain conditions are fulfilled:

- trading must be through a "company";
- before exercising the power, the local authority must prepare and approve a business case in support of the exercise of the power; and
- the authority must recover the costs of any accommodation, goods, services, staff or any other thing that it supplies in pursuance of or to facilitate the arrangement.

A "business case" is defined in the 2009 Order as a comprehensive statement as to the objectives of the business, the investment and other resources required to achieve those objectives, any risks the business might face and how significant those risks are and the

¹⁰ Guidance issued by ODPM in 2004 together with updated addendum issued in 2007 by DCLG

expected financial results of the business and the outcomes the business is expected to achieve.

It should be noted that if the Council is relying on Section 11 of the 1976 Act, a local authority is not required to establish a Section 95 trading company in order to sell heat, irrespective of whether profits are generated or not.

The Guidance to the 2003 Act

Under the Guidance, in deciding whether and how to exercise the power to trade, authorities must still have regard to "their own procedural rules; Wednesbury principles of reasonableness; proper purposes; and fiduciary duty."¹¹

Furthermore, the Guidance outlines the limited extent to which it expects a local authority to assume the losses and obligations of a subsidiary trading company. It implies that, in principle, a local authority can give a guarantee to a trading company, but also notes that a local authority should take "*appropriate steps to avoid automatically assuming responsibility for any aspects of an unsuccessful company*":

The local authority will only be responsible for debts and losses of a limited liability company to the extent of the nominal value of its shareholding, and, more significantly, **to the extent of any guarantee or contractual arrangement that it has entered into**. If there is no such guarantee or agreement, the local authority would not be under any obligation to meet the company's debts, and if it wished to do so it would have to satisfy itself that it had the legal power and that it was exercising that power properly.

However there are other risks if the company cannot meet its debts, if that company provides services that would otherwise be provided by the authority. This might arise in the context of insolvency or where the company is unable to deliver on any contracts with the authority which may give rise to losses or liability on the authority in respect of any failure by the company to deliver. In considering structures, **the authority should ensure that it takes appropriate steps to avoid automatically assuming responsibility for any aspects of an unsuccessful company**. This should include the actual provision of services.¹²

¹¹ *Ibid*, para 30.

¹² *Ibid*, paras 68 & 69.

Aside from highlighting various diligent precautions that a local authority should take before entering into any type of contractual arrangement in the exercise of its power to trade, the Guidance does not in principle preclude a local authority from giving a parent company guarantee to a subsidiary trading company.

Power to borrow and invest

Section 1 of the Local Government Act 2003 – provides local authorities a power to borrow for any purpose relevant to their functions under any enactment or for the purpose of the prudent management of its financial affairs. So long as the authority is borrowing for a function it can on-lend to a corporate vehicle in addition to making loans from other funding services.

Section 12 of the Local Government Act 2003 – provides a separate power to invest for any purpose relevant to their functions. In exercising their powers of investment, local authorities must have regard to the statutory guidance issued by the Secretary of State and specified guidance published by CIPFA.

Section 111 of the Local Government Act 1972 ("**Incidental Power**") – provides that a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The Incidental Power may not be relied upon in its own right for the establishment of the district heating network and it requires a valid underlying power to attach the Incidental Power.

Best Value

In terms of Section 3 of the Local Government Act 1999, the Council will be required to obtain best value in the provision of a decentralised energy network by:

- securing continuous improvement in the performance and delivery of a decentralised energy network
- maintaining an appropriate balance between quality and whole life cost
- having regard to efficiency, economy, effectiveness and equal opportunities and
- contributing to sustainable development.

Conclusion

The Council can take comfort from the fact that the powers to develop and participate in decentralised energy networks are relatively well established and understood in this context.

Specifically, the Council has sufficiently broad powers to enable it to produce heat and/or electricity; enter into agreements for the supply of heat and electricity (as long as produced in association with heat); establish a company to trade; borrow funds (e.g. PWLB) and on-lend to the company (i.e. ESCo).

Appendix 12: Procurement

Appendix 13: State Aid

Appendix 14: ESCo Structure

Appendix 15: WSP | Parsons Brinckerhoff technical feasibility study

Appendix 16: Council financial impact Option 2 base case

Appendix 17: Council financial impact Option 3

Appendix 18: Income Statement of SPV/ JV

Appendix 19: Balance Sheet of SPV/ JV

Appendix 20: Cash flow statement of SPV/ JV

Appendix 21 – Detailed graphical Results for the Techno-economic study

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Report for: Cabinet on 24 January 2017

Item number: 13

Item number: Leasing of Wolves Lane
Horticultural Centre

Report

Authorised by: Stephen McDonnell
Assistant Director: Commercial and Operations

Lead Officer: Simon Farrow, Interim Head of Direct Services

Ward(s) affected: Woodside Ward

Report for Key/

Non Key Decision: Key decision

1. Describe the issue under consideration

- 1.1. At its Cabinet meeting on 17 May 2016 the Council resolved to cease provision of the current service at Wolves Lane Horticultural Centre (WLHC) in April 2017 and to seek expressions of interest for the future use of the site from suitably qualified organisations.
- 1.2. An expression of interest process was launched by the Council in July 2016. Three bids were received and evaluated. The bidding organisations are the Friends of Wolves Lane (FoWL), Greens and Glass and OrganicLea. A summary of each organisation can be found in Appendix 1.
- 1.3. Members agreement is being sought for the leasing of the site to the successful bidder.

2. Cabinet Member Introduction

- 2.1. The recommendations within this report represent an exciting new chapter in the history of Wolves Lane Horticultural Centre. The site will be retained as a community asset and will offer a new source of organically grown vegetables for supply into the local community. People will still be able to volunteer at the centre and will have the opportunity to learn new skills and enjoy working alongside their neighbours and other members of the community. I am very pleased to see the commitment of OrganicLea to work with the other bidders to

explore how key elements of their bids can be incorporated to make the new offer at Wolves Lane even richer.

3. Recommendations

- 3.1. That Members agree to grant a lease of the property known as Wolves Lane Horticultural Centre to OrganicLea, for a term of 25 years based on the Heads of Terms set out in Appendix 2 and that delegated authority be given to the Assistant Director of Property and Capital Projects to agree the rent beyond the initial five year total rent of £19,300.

4. Reasons for decision

- 4.1. Based on the evaluation process that all three bids were subjected to, OrganicLea's bid scored highest on its contribution to the Council's Corporate Plan.
- 4.2. Whilst the bids from FoWL and Greens and Glass proposed a greater level of rental income to the Council both are brand new organisations with no financial history. OrganicLea have a proven track record in delivering schemes similar to those they are proposing for WLHC and have a robust financial history. They also stated that they are willing to take on the site 'as is' with no ongoing liability to the Council.

5. Alternative options considered

- 5.1. Cabinet's decision in May 2016 to cease provision of services at WLHC rules out the option of continuing as now.
- 5.2. The option to recommend offering a lease to a consortium consisting of all three bidders was explored and whilst there were synergies between bidders there were also some significant points of difference. Based on the feedback from the bidders this option was rejected as it was not supported by all the bidders and would require a greater level of ongoing support from the Council.

6. Background information

- 6.1. In February 2009, the Council took over the management of the Wolves Lane Horticultural Centre from a charitable organisation. At that time the Council's intention was to move the management of the

centre into a partnership agreement with a not for profit organisation by 2012.

- 6.2. The Council's Corporate Plan and MTFs for 2015-18 were approved in early 2015. This included a proposal to reduce the Centre's budget from £70k to zero from April 2016/17. In addition further funding is being withdrawn as part of the MTFs savings from Adult Services, Regeneration and Commercial & Operations. The total reduction over two years is £205,000.
- 6.3. The Parks Service conducted a review of the services on offer at the Centre. The aim of this review was to recommend the future operating model for the Centre which would meet the savings targets and the Council's objectives.

7. Expression of interest process

- 7.1. The expression of interest process was launched via an advert on the Council's website on 8 July 2016. It ran for 10 weeks with a deadline of 16 September.
- 7.2. During this period the Council received 16 requests for application packs and three bids were received by the deadline.
- 7.3. The application pack clearly stated that expressions of interest should recognise the Council's intention to achieve its objectives by:
 - Working together with our communities
 - Building resilient communities where people are able to help themselves and support each other
 - Value for money
 - Achieving the best outcome from the investment made
 - Working in partnership
 - Delivering with and through others
 - Ensuring compatibility with the requirements of Metropolitan Open Land status.
- 7.4. The application pack also explained the evaluation scoring process. The contribution of the bids to each of the Council's aims and priorities under the Corporate Plan were equally weighted and equated to 60% of the overall score. 20% of the score was applied to income to the

Council and 20% to the viability of the business plan. A higher proportion of the overall score was given to the corporate plan contribution to ensure that expressions of interests from community groups were not unfairly disadvantaged by the standard 60/40 price/quality split.

- 7.5. Having evaluated the bids in line with the methodology set out in the expression of interest, the bid with the highest evaluation score was OrganicLea. The evaluation has been subjected to an independent quality assurance review by the Procurement Team. Full details of the evaluation can be found in Appendix 1. But the key points are summarised in the table below.

Organisation	Pro's	Con's	Score
Friends of Wolves Lane	Less disruption to existing users of the site. Local community organisation. High level of rent	New organisation with no track record Expectation of high level of ongoing support from to maintain a number of key facilities on the site. Perpetuation of services the Council had agreed to cease.	44%
Greens & Glass	Supported by Mill Project Co. Innovative use of site and its features. Potential to create a number of jobs and apprenticeships. High level of rent.	New organisation with no track record Expectation that council would undertake a number of repairs on the site	68%
OrganicLea	Existing organisation with strong track record. No expectation that the Council would invest any money in the site. Track record of securing external funding	Low rent levels offered Existing service users would need to be transferred to other sites.	74%

- 7.6. Areas to be leased to OrganicLea can be found in Appendix 3 marked in green and blue. Part of the existing Wolves Lane site has been set aside for a potential new parks depot (shown in red). The use of this site as a parks depot is part of a wider options appraisal based on future service need. Part of the area marked in red may also be used to facilitate the potential partnerships with other bidders.

8. Other Bidders

- 8.1. During the evaluation process it became apparent that there were synergies between the bidders and complimentary uses of the site were recognised. Whilst officers felt there was potential for bidders to work together there were also conflicting areas that needed to be addressed between the three parties.
- 8.2. During the evaluation process discussion and feedback with all three bidders indicated they were happy to consider developing partnering arrangements. Therefore, officers concluded it was appropriate for OrganicLea to engage with the other bidders to explore partnering arrangements which would allow elements of their bids to be included within the overall site offer.

9. Staffing Implications

- 9.1. There are eight staff at WHLC directly employed by the Council. The May 2016 Cabinet report confirmed that all posts would be retained until April 2017.
- 9.2. The posts of Centre Manager and Nursery Team Leader will be retained post April 2017 to deliver a variety of landscape improvements including the production of the plants for the use within the landscape improvement schemes.
- 9.3. Prior to April 2017 the posts of Nursery Operative and Gardener will be transferred to the Parks Operational Team to provide further support to the Council's parks. This will support the reduction of the current financial subsidy.
- 9.4. As set out in the May 2016 Cabinet report the four remaining staff will be subject to the Council's redeployment/redundancy process as there is no continuation of current services offered by the Council.

10. Financial considerations

- 10.1. The proposals outlined in this report will from 2017/18 deliver the full £205,000 savings required by the MTFS.
- 10.2. The Council is required to ensure it obtains best consideration from the leasing of the site. Both Greens and Glass and FoWL are offering a five year rent of £54,000. However, whilst these two bids offer a level of income higher than that being offered by OrganicLea they also require additional investment or ongoing revenue expenditure from the Council that would reduce the level of income received by the Council.
- 10.3. The bid submitted by OrganicLea indicates that they would be prepared to take on the Wolves Lane site with no expectation of investment or ongoing liabilities from the Council. Therefore, the £19,300 rental income over five years would be received by the council. OrganicLea also identified in their bid how they planned to fund key infrastructure investments both in the short and medium term.
- 10.4. The bid submitted by Greens and Glass indicated that they would wish to discuss with the Council (post award) a level of investment into the site to address key issues identified within the Wolves Lane condition survey. The condition survey identifies a total of £230,000 worth of work to be undertaken. Any agreement to fund more than 15% of the backlog maintenance identified by the condition survey would eradicate any differential between the Greens and Glass bid and the OrganicLea bid.
- 10.5. The bid submitted by FoWL indicated that they would expect the Council to continue to maintain the palm house, desert area, rain forest area and the public toilets as an existing community space and asset with the friends carrying out day to day maintenance. Officers have calculated the ongoing liability of the Council. The expected costs would include utilities, cleaning, weekly safety/maintenance inspections, repairs and maintenance and would total circa £15,000 per annum. Over the five year period the Council would receive £54,000 worth of income and incur circa £75,000 worth of costs leading to an ongoing subsidy of £21,000 over five years. In addition the bid included an expectation to contribute to some of the condition survey works.

11. Contribution to strategic outcomes

- 11.1. The evaluation criteria for the expressions of interest sought to test the alignment of the bids against the strategic outcomes of the council. OrganicLea's bid was deemed to provide the strongest contribution to the strategic outcomes. Organic Lea scored 53% out of possible 60% on the quality of their bid. Their bid sort to:
- 11.2. Support children and young people in the borough by offering horticultural training opportunities to those young people not in education, employment or training (NEETs). Also by offering healthy eating and healthy food choice education.
- 11.3. Support adults in the pursuit of healthy and long fulfilling lives by offering opportunities to volunteer and be trained to produce organic vegetables that they could use for themselves or to use those skills to start their own business.
- 11.4. Support a clean and well maintained borough by producing food organically and by reducing food miles leading to less carbon emissions
- 11.5. Support employment of local people by giving them the skills to set up their own food growing business. Also by providing jobs within partner organisations.
- 11.6. Support the creation of a community food hub that would provide a unique local facility that people want to be involved in and see as making a positive contribution to Haringey being a great place to live and work.

12. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

12.1. Finance and Procurement

- 12.1.1. The centre currently cost the Council £88,000 per annum in running costs which comprises £294k on staffing, £172k on other costs and income of £378k. Current estimates of capital investment needs are £230k but there is currently no provision for any investment in the site in the Council's 10-year capital programme.

An earlier cabinet decision was made in May 2016 to close the Wolves Lane Centre in March 2017 and to make some staff redundant and the cost of redundancy to be funded centrally.

Under the Council's current MTFs, the requirement is for saving of £205k to be made in 2016/17, which is made up of reducing the Centre's budget from £70k to zero in 2016/17 within the Commercial Services and the residual contribution from Adults Services (£100k)

would also cease in 2016/17. The contribution from Economic Development (£35k) would cease in 2017/18. The proposal to lease the site to the preferred body, OrganicLea would generate an income of £19,300pa over the 5 years with no additional revenue cost to the council. The income receivable is phased as follows year 1 and 2 would be £1800 £2500 respectively and then in years 3-5 £5,000 per year. The total rent expected in business plan would be £19,300 at the end of year 5.

The income to be generated is proposed for an alternative use to Wolves Lane which is not part of the MTFS savings.

There will be no staff TUPE'd to OrganicLea as part of the new arrangement. However, there will now be 1 voluntary redundancy and 4 compulsory redundancies of which the costs will be met corporately, at present we have no cost for this. The remaining staff will form part of the Parks Service or be subsumed within existing staff vacancies in Finsbury Park & Nursery.

12.2. Assistant Director of Corporate Governance

12.2.1. The grant of a lease for a term of 25 years is a disposal for the purpose of section 123 of the Local Government Act 1972. The Council must therefore obtain best consideration otherwise the consent of the Secretary of State is required.

12.2.2. It is unlikely that any of the staff at WLHC employed by the Council will transfer to OrganicLea's employment under the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") in the event that Cabinet agrees recommendation 3.1. Only those employees assigned to WLHC's growing plants and shrubs operation could potentially transfer to TUPE, as OrganicLea will not be running the school education and adults with disabilities learning services currently provided at WLHC. Apart from the Centre Manager, the employees assigned to WLHC's growing plants and shrubs operation will be permanently reassigned to the Parks service prior to the 31st March 2017. As they will not be assigned to the growing plants and shrubs operation as at 31st March 2017 they cannot TUPE transfer to OrganicLea. Although the Centre Manager will be working on that operation at that date, as part of winding down that operation, he could not be considered as assigned to that operation as against to WLHC as a whole. Accordingly he would also not TUPE transfer to OrganicLea.

12.3. Assistant Director Corporate Property & Major Projects

12.3.3. In terms of satisfying the requirement for the council to achieve "best consideration" the offers from all three bidders has been reviewed. OrganicLea are an established company, satisfying all due diligence

tests as being a properly structured/funded company, they do not require the investment that the other companies, which are new entities, need and despite offering a lower level of initial rent – because there is an open market rent review in the 5th year, as well as providing additional non financial returns to the Council, I am satisfied that their offer represents best value.

12.4. **Equality**

12.4.1. The Council has a public sector equality duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment, victimization and any other conduct prohibited by or under the Act.
- Advance equality of opportunity between people who share a ‘relevant protected characteristic’ and persons who do not share it. ‘Relevant protected characteristic’ means the characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.
- Foster good relations between people who share a ‘relevant protected characteristic’ and persons who do not share it.

12.4.2. As a leaseholder of Wolves Lane Horticultural Centre, OrganicLea will be expected to demonstrate a strong commitment to fairness and equality in its site uses and employment practices and comply fully with duties under the Equality Act 2010.

12.4.3. The site is being leased on condition that the land is used for activities that benefit the local community. As part of their bid OrganicLea will provide horticultural volunteering and training opportunities, including work with the Council’s Pupil Referral Units. They are to promote healthy eating and affordable local food growing and distribution. The site will remain public facing and as a local community asset for all groups to enjoy.

12.5. **Procurement**

12.5.1. The evaluation process for technical and financial aspects of this contract has been satisfactorily carried out.

13. **Use of appendices**

Appendix 1 – Evaluation report

Appendix 2 – PART B Community buildings heads of terms

Appendix 3 – Map of site

Wolves Lane Horticultural Centre
Expression of Interest Evaluation Report

Introduction

This report will:

- Provide a summary of the expression of interest process launched by the Council in relation to Wolves Lane Horticultural Centre (WLHC)
- Provide an overview of the bidding organisations and the nature of their bids
- Explain how the bids were evaluated and the scoring system that was applied
- Provide a financial risk assessment of the bidding organisations

Executive Summary

During July and August 2016, the Council received 16 requests for application packs in response to its expression of interest advert. Three organisations submitted bids that are now under consideration by the Council, the organisations are:

- The Friends of Wolves Lane (FoWL)
- Greens and Glass
- OrganicLea

Background

At the cabinet meeting on May 17th 2016 the Council agreed recommendations to cease provision of Council funded services from April 2017 and to seek expressions of interest for the future use of WLHC from 'suitably qualified organisations'. The expression of interest process was launched on July 8th 2016, running for 10 weeks with a submission deadline of noon on September 16th. The opportunity was advertised on the Council's website. During the 10 week period 16 application packs were sent to interested parties (See **Appendix 1** for full distribution list). The application pack contained a detailed explanation of the site's current provision and the Council's priorities. In addition the pack contained an explanation of how the EOIs would be evaluated. Contrary to the Council's usual policy of weighting evaluation scores 60% for financial viability and 40% for quality, Cabinet agreed to a weighting of 60% for quality and contribution to the Council's priorities and

40% for financial viability (split equally between income for the council (20%) and viability of the business plan 20%). This was agreed in anticipation of bids being received from social enterprises to ensure they were not unfairly disadvantaged.

For the quality and contribution to the Council's priorities mark, each of the Council's five priorities were allocated 10% of the available mark with a further 10% allocated to the proposal's contribution to the Council's aims of:

- Working together with our communities
- Building resilient communities where our people are able to help themselves and support each other
- Value for money – achieving best outcome from the investment made
- Working in partnership – delivering with and through others

The financial viability score was split 20% for income to the Council through lease rent and 20% for the achievability of the proposal.

Submitted Bids

Three organisations submitted bids as summarised below:

Friends of Wolves Lane (FoWL)

- FoWL formed in March 2015 in response to the Council's proposal to cease provision of services at the centre.
- Bid proposes the creation of a not for profit Community Interest Company (CIC) to run WLHC
- Bid focuses on the provision of educational services for young people and those with learning difficulties and mental health issues. In addition the bid proposes increasing the retail opportunities via the site's existing cafe and garden shop, offering a range of evening classes and hosting seasonal events.
- Proposing a minimum lease period of 10 years with a peppercorn rent in years one and two, increasing to £18,000pa from year three. Total rent proposed for first five years equates to £54,000

- Bid anticipates raising start up funds via Tudor Trust, Esmee Fairburn Foundation, Awards for All, Heritage Lottery Fund and Sport England
- Bid proposes the Council will retain ongoing liability for a number of key areas of the site.

Greens and Glass

- Greens and Glass are a start up social enterprise supported by The Mill Co. Project.
- Bid proposes a lease with The Mill Co Project in partnership with Greens and Glass
- Bid combines growing organic vegetables and flowers, an organic cafe, a bespoke wedding event space and therapeutic horticulture.
- Seeking a partner organisation to oversee vegetable production and make specific reference to OrganicLea in their bid.
- Proposing the creation of a cutting garden to promote sales of flowers.
- Bid identifies the creation of 10 jobs by year three.
- Bid anticipates raising start up funds via Opportunity Investment Fund loans, GLA Regeneration Fund and private investment.
- Proposing an initial lease of 20 years with a peppercorn rent in years one and two, increasing to £18,000pa from year three. Total rent proposed for first five years equates to £54,000
- Bid states Greens and Glass would expect to negotiate terms with the Council regarding carrying out repairs on the site.

OrganicLea

- OrganicLea is a community food project that has been running since 2001 and has a track record of delivering successful outcomes similar to those proposed within their bid for WLHC
- OrganicLea have worked successfully with Waltham Forest Borough Council on similar projects
- The bid combines food growing, food distribution, training and volunteering, healthy eating and community activities which incorporate horticultural volunteering opportunities.
- OrganicLea are leading a consortium which also includes London Grown (food growing), Crop Drop (Food distribution) and Deidre Woods (healthy eating, food education).

- Bid anticipates the consortium will generate start up funds via the Network for Social Change, the Big Lottery, City Bridge Trust and OrganicLea's own surplus.
- Proposing an initial lease of at least 25 years with a peppercorn rent in years one and two, increasing to £5,000 in year three. Total rent proposed for first five years equates to £19,300
- Bid proposes to take on WLHC 'as is' with no expectation of Council support.

Initial Evaluation

All three bids were reviewed by two Council officers. Initial scores were awarded and a number of clarification questions were identified for each bid. Bidders were invited to respond to their respective questions in writing and in person at a follow up meeting. All three meetings took place during the week commencing 10th October and where appropriate, scores were amended based on responses given to the clarification questions. (See **Appendix 2** full list of questions and answers).

Scoring

The individual scores (weighted 60% for quality and contribution to the Council's priorities, 20% for income to the Council and 20% for the viability of the business plan) were combined to produce an aggregate score for each organisation shown in the table below. (See **Appendix 3** evaluation score sheets)

	Technical Mark	Technical 60% Max	Financial 20% Max	Viability Mark	Viability 20% Max	Total Score of 100%
Fowl	9	18%	20%	1.5	6%	44%
G+G	20	40%	20%	2	8%	68%
Organic	26.5	53%	7%	3.5	14%	74%

Financial Standing

FoWL and Greens and Glass are brand new organisations, formed in response to the Council's EOI for the future use of WLHC. As such they do not have financial records that can be examined. Greens and Glass are supported by the Mill Co. Project, a social enterprise offering affordable workspace to independent start ups in East London. The Mill Co. Project would be the lead party on the lease and a credit check has been produced for them which shows they are a high risk

company (See **Appendix 4** The Mill Co Project credit check report). A credit check has been produced for OrganicLea (**Appendix 5**) which, in conjunction with three years worth of company accounts they submitted, demonstrates they are a very low risk company.

Further Discussions

Reviewing officers recognised synergies between the three bids. In order to examine the synergies in more detail all three bidders were invited to a round table discussion hosted by Council officers. The meeting took place on October 31st and involved each bidder presenting a 10 minute summary of their vision for the site followed by an open discussion. On November 3rd all bidders were written to asking for further comments on their views of the other bids and whether they envisaged a way of sharing the site with one or both of the other bidders (see **Appendix 6** follow up emails and responses). This process reaffirmed some of the synergies as well as highlighting areas of potential conflict between the bidders.

Conclusion

Based on the evaluation score, low risk financial report and the fact they are an established organisation OrganicLea have demonstrated they offer the option which most closely meets the Council's criteria. Their bid promotes healthy eating, proposes working with Haringey's Pupil Referral Unit, increases the availability of affordable organic food in the borough, reduces food miles, supports existing local businesses enabling them to expand, propose leasing the site for at least 25 years and places no expectation on the Council for ongoing support. However there are merits in the bids from FoWL and Greens and Glass. Therefore we should seek to promote a partnership agreement between OrganicLea and the other two organisations once the lease arrangement has been confirmed.

All appendices can be made available on request via James Hunt james.hunt@haringey.gov.uk

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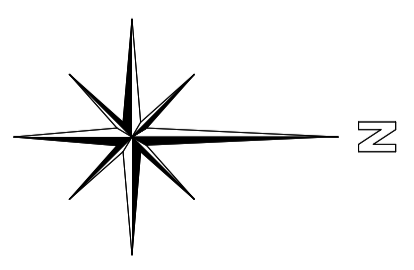
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WOLVES LANE



KEY

- New Depot Site Boundary Line
- Available Land Boundary Line
- Potential available land dependent on retention or relocation of growing element.

OPTION 1 & 2 COMBINED

Combination of Options 1 & 2, showing new and potential available land boundary if it was decided that the growing provision were to move to an alternate site.

NOTES

ALL DIMENSIONS, LEVELS AND CLEARANCES TO BE CHECKED ON SITE PRIOR TO WORKS COMMENCING

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Rev	Date	By	CHK	Comment
A01	27.05.16	SM MB		Issued for Approval

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Project Title:		Client:	
Wolves Lane Horticultural Centre Options Appraisal		London Borough of Haringey	
Drawing Title:		Drawn By: Designed By: Checked By: Approved By:	
Wolves Lane Site Plan Proposed Site Layout Area Combined Options 1 & 2		SM OS MB MB	
Original Issue Date:		Scale @ A2:	
18/05/2016		1:500	
Status:			
ISSUED FOR APPROVAL			
Job No/ File Ref	Originator	Zone	Level
440951	FCG	ST	00
Type	Discipline	Number	Suitability/ Revision
DR	B	1008	S0 AP1

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Report for: Cabinet – 24 January 2017

Item number: 14

Title: Property, Terrorism and Liability Insurance Arrangements

Report authorised by : Bernie Ryan
AD Corporate Governance

Lead Officer: Anne Woods
Head of Audit and Risk Management
Ext: 5973
Email: anne.woods@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non-Key Decision: Key Decision**

1. Describe the issue under consideration

1.1 To inform the Cabinet of the procurement process undertaken, via the Insurance London Consortium (ILC), to appoint a provider for Property Insurance Services (Housing Stock, Education and General Properties); Terrorism Insurance Services (Housing Stock, Education, General and Commercial Properties); and Liability Insurance Services with effect from 1 April 2017, for a period of three years with the option to extend for two further periods of one year each.

2. Cabinet Member Introduction

2.1 I concur with the recommendation of this report. This recommendation is based on cost efficiency and service delivery.

3. Recommendations

3.1 That the Cabinet approves the award of the contracts for the provision of the Insurance Services via the ILC, effective from 1 April 2017, for a period of three years with the option to extend for two further periods of one year each to the following providers: Property Insurance Services (Lot 1) and Liability Insurance Services (Lot 3) to Protector Insurance Limited; and Terrorism Insurance Services (Lot 2) to Charles Taylor Services Limited.

4. Reasons for decision

4.1 The current insurance contracts commenced on 1 April 2014 and were based on a three year agreement with an option to extend by a further two years. The initial three year period will end on 31 March 2017; ILC have decided not to take up the option to extend the contracts and instead to test the market and retender. It is necessary to ensure that the new contracts are in place from 1 April 2017, to avoid any gap in insurance cover for the Council.

5. Alternative options considered

- 5.1 Purchasing stand-alone cover for the Council, using agreed procurement processes. This was not considered appropriate because:
- Haringey Council's membership of the ILC has enabled it to benefit from significant economies of scale in procuring policies for a number of local authorities; these economies of scale would not be available if the Council were to opt for a single authority procurement route;
 - Membership of the ILC has also allowed the Council to share best practice on insurance and risk management practices, which would not be available on a stand alone basis; and
 - The insurance market for local authority risks has historically had a limited number of competitors. Procuring through the ILC has previously increased the number of providers willing to respond and resulted in reduced policy rates.

6. Background information

- 6.1 Haringey, along with eight other London boroughs (Croydon, Camden, Harrow, Islington, Kingston-upon-Thames, Lambeth, Sutton and Tower Hamlets) have continued to work as a formal consortium (ILC) to share best practice in Risk Management and to procure insurance services. The Consortium has a formal s101 agreement in place which allows a local authority to arrange for any other authority to discharge a function on its behalf.
- 6.2 The London Borough of Croydon was selected to be lead authority for this procurement process, and a Memorandum of Understanding was entered into by all members of the ILC to this effect. A project group to manage the tender process was formed by representatives from all authorities within the ILC.
- 6.3 The project group has been meeting on a regular basis to ensure that all Consortium members participate fully in the procurement process including drafting and agreeing all tender documents; the invitation to tender; specification; insurance policy wordings; and the tender evaluation criteria.
- 6.4 Monitoring of the insurance providers will be ongoing following the award of contracts. It is expected that this will include, as a minimum, monthly monitoring reports, together with formal review meetings which will take place with the insurance service providers every 6 months.
- 6.5 Historically, the ILC tenders have been run as open tenders. For the last tender, in 2014, the Crown Commercial Services framework (Pro 5 Insurance framework) was used. The tender process returned only one bidder and the ILC determined that this did not provide an effective competitive process therefore decided to run this tender process as a standard Official Journal of the European Union (OJEU) open process.
- 6.6 The London Borough of Croydon, as lead authority, has managed the procurement process in compliance with their Council Standing Orders. Tenders for the provision of insurance services were invited via the publication of a contract notice in the OJEU on 12 August 2016 (reference 2016/S 155-280470).

- 6.7 The ILC members established a procurement project plan as part of the tender process. This is due to conclude on the 20 February 2017, with the placement of instructions to the selected and approved contractors.
- 6.8 The procurement process was subject to the Standing Orders and procedures of the London Borough of Croydon, acting as the lead authority for the ILC. Each participating authority in the ILC will award its own contracts in compliance with their own Standing Orders.
- 6.9 As part of the tender process, an insurance broker was contracted by the ILC as a 'facilitator' in order to improve market engagement and the number of responses from insurance providers. The broker's activities included:
- Seeking market feedback from all significant insurance providers early in 2016 in order to better understand any issues they experienced with previous ILC tenders;
 - A market presentation at the broker's premises in order for bidders to better appreciate the ILC approach and the reasons for it. No issues were raised by the potential bidders; and
 - Changing the market approach in order to encourage bids from those insurance markets who previously indicated they could not meet the ILC tender specification requirements.
- 6.10 The project group determined that the most effective procurement arrangement would be to arrange the insurance provision requirements into specific 'Lots' for each of the three areas: Property, Terrorism and Liability. This would allow prospective tenderers to submit bids against one, two or all of the Lots. Details of each of the Lots are summarised in Table 1 below:

Table 1

Lot reference	Details of Insurance Cover Required
Lot 1	Property and associated classes Material Damage Business interruption Computer (All Risks) Contract Works Works in Progress
Lot 2	Terrorism
Lot 3	Liability Employers Liability Public and Products Liability Professional Indemnity Libel and Slander Land Charges

- 6.11 The tender evaluation exercise was completed by the project group, which consisted of a representative from each member authority.
- 6.12 The ILC project group determined and agreed the evaluation criteria which would be applied to all compliant bids received. The agreed evaluation criteria is set out in Table 2 below:

Table 2

Lot 1 – Property	
Criteria	Evaluation Weighting
Price	70%
Quality	30%
Lot 2 – Terrorism	
Criteria	Evaluation Weighting
Price	80%
Quality	20%
Lot 3 – Liability	
Criteria	Evaluation Weighting
Price	70%
Quality	30%

- 6.13 Providers were required to return tenders by the deadline of 21 October 2016. All bids received were reviewed initially to confirm that they complied with the tender specification and were therefore able to be formally evaluated.
- 6.14 Bids were received via the Croydon Council's e-tendering portal on 21 October 2016. Details of the number of bids received against each tender Lot by the tender deadline were as follows:
- Lot 1 – Property Insurance: 3 bids received
 - Lot 2 – Terrorism Insurance: 7 bids received
 - Lot 3 – Liability Insurance: 4 bids received
- 6.15 The Value for Money and Quality scores were combined and the winners of each Lot determined. Details of the evaluated scores for each Lot are set out in Tables 3 – 5 below; the evaluation criteria set a maximum combined score available of 1,000 points.

Table 3

Lot 1 Property Insurance	Evaluation Points Awarded
Bidder 1	990
Bidder 2	958
Bidder 3	933

Table 4

Lot 2 Terrorism Insurance	Evaluation Points Awarded
Bidder 1	990
Bidder 2	847
Bidder 3	733
Bidder 4	715
Bidder 5	618
Bidder 6	556
Bidder 7	259

Table 5

Lot 3 Liability Insurance	Evaluation Points Awarded
Bidder 1	975
Bidder 2	692
Bidder 3	583
Bidder 4	514

6.16 The winners of each Lot are those organisations being recommended for contract award and to provide the Corporate insurance service to the members of the ILC. For Haringey Council, the recommended providers are as follows: Property Insurance Services and Liability Insurance Services – Protector Insurance Limited; and Terrorism Insurance Services – Charles Taylor Services Limited.

7. Contribution to strategic outcomes

7.1 Through the combined and focused purchasing power of the Insurance London Consortium, the outcome of the procurement exercise continues to meet the objective of improving value for money.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Chief Finance Officer

8.1.1 The Council's Contract Standing Orders state that a contract for supplies and services exceeding £500k is a key decision which should be included in the Council's Forward Plan and approved by the Council's Cabinet Committee.

8.1.2 The budgets for insurance premium payments are held in ring-fenced budgets which form part of the Council's cash limited budget and are sufficient to cover the costs proposed in this revised contract.

8.1.3 See also Additional Comments of the Chief Finance Officer in the exempt part of the report.

8.2 Head of Procurement comments

8.2.1 Procurement are satisfied a tender process has been undertaken in accordance with the Procurement Contract Regulations 2015 by Croydon Council (lead Authority) and therefore support the recommendation to award the contracts to the Bidders as stated within the report.

8.3 Legal

8.3.1 Haringey Council is a member of the Insurance London Consortium and is identified in the OJEU notice as a contracting authority entitled to use this contract.

8.3.2 This is a key decision and the Service has confirmed this is on the Forward Plan.

8.3.3 The Assistant Director of Corporate Governance is not aware of any legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equality

8.4.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

8.4.2 As contracted providers of Haringey Council, the awarded insurance services will be required to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010

8.4.3 This report deals with the Council's property, terrorism and liability insurance arrangements; improvements in managing insurance policies and risk management will therefore improve services to the Council.

9. Use of Appendices

Appendix A – Tender Evaluation Financial Report (exempt)

10. Local Government (Access to Information) Act 1985

Appendix A – Tender Evaluation Financial Report (exempt)

This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following category: (identified in the amended schedule 12 A of the Local Government Act 1972): paragraph 3.

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Report for: Cabinet- Tuesday 24th January 2016

Item number:

Title: Award of a contract to provide Haringey Community Sexual Health services - Young People and Long Acting Reversible Contraception

Report

authorised by : Dr Jeanelle de Gruchy, Director of Public Health

Lead Officer: Grace Hinde, 020 8489 7041, grace.hinde@haringey.gov.uk

Ward(s) affected: All

Report for Key/

Non Key Decision: Key decision

1. Describe the issue under consideration

1.1 This report seeks agreement from Cabinet to award a contract to Central and North West London NHS Foundation Trust (referred to as CNWL from now onwards) to provide a community sexual health service focussing on young people's sexual and reproductive health, including the provision of health promotion, testing and treatment for sexually transmitted infections (STIs) and access to contraception. The model will also provide open access to long acting reversible contraception (LARC) methods for women over 25.

1.2 The contract will be awarded for 3 years with options to extend for 2 further periods of 1 year starting from April 2017. The value of the contract will be £1,046,939 for the first year and £1m for each consecutive year of the contract to a total value of £5,046,939 inclusive of the 2 year option to extend.

2. Cabinet Member introduction

2.1 Sexual and reproductive health is an area of commissioning that has been vastly improved through being brought into the portfolio of the local authority. Faced with escalating cost and poor outcomes, the public health team has over the last two years implemented a phased local 'step change' programme and more recently worked as part of a London-wide programme of transformation. It's been impressive to see London local authorities working together to find a solution to this health issue.

2.2 Haringey residents have over time moved away from using a local specialist sexual health service, 68% of our residents using a clinic do so outside of Haringey. The local 'step change' programme has used innovative new solutions to establish a local community based offer, with the aim of reducing use of clinics. Residents can now get the majority of sexual health services free in a pharmacy, GP practice or as part of the Embrace outreach service. This service is an element of that strategy, its focus is on offering a service for young people and on continuing to deliver reproductive health services locally.

- 2.3 Having a specialist service for young people is important as they are at high risk of sexually transmitted infections (STIs) and unplanned pregnancy. Pharmacies and online testing will be an option for routine testing and emergency contraception, but we will still need to have a service that offers integrated contraception and testing with the ability to also treat infections. The location of the service is yet to be agreed, but it is anticipated that there will be a number of different settings, with a focus on ensuring access for those most at risk. A requirement of the contract is to co-locate with youth and substance misuse services.
- 2.4 I welcome the proposal contained in this report to implement a community sexual health service incorporating sexual health promotion, STI testing and treatment of infections, as well as provision of all contraceptive methods for under 25 year olds. The service will also be responsible for the provision of LARC methods for women aged 25 and over.

3. Recommendations

- 3.1 That Cabinet agrees to award in accordance with Contract Standing Order (CSO) 9.07.1(d), a contract for a community sexual health service focusing on young people's sexual and reproductive health to Central and North West London NHS Foundation Trust for a period of three years with options to extend for 2 further periods of 1 year at a maximum annual value of £1,046,939 for the first year and £1m for the consecutive years.

4. Reasons for decision

- 4.1 From 1 April 2013, local authorities were mandated to ensure that comprehensive, open access, confidential sexual health services were available to all people in their area (whether resident in that area or not). The London Sexual Health Transformation Programme is a partnership between 29 London boroughs with the purpose of creating a collaborative approach to commissioning sexual health services. As part of this Haringey has joined neighbouring boroughs Barnet, Camden, City of London, Haringey, Hackney, Enfield and Islington to commission the North Central London (NCL) sub-regional sexual health service, due to be implemented in April 2017. As part of this new approach, Haringey will not be providing complex sexual health services within the borough and instead is proposing to offer community based sexual health services to complement the NCL sub-regional provision.
- 4.2 In September 2016 the council undertook a full procurement exercise for this service, inviting bids through the open market. As a result of the procurement exercise, which has been carried out in accordance with the Council's Contract Standing Orders and the Procurement Code of Practice, we will award the contract to the successful tenderer as outlined in paragraph 3.1 in accordance with CSO 9.07.1(d).

5. Alternative options considered

- 5.1 The Public Health team explored providing this sexual and reproductive service through the NCL sub-regional tender process. However, it was decided that as

the NCL service would be based on a full clinical tariff and located outside of the borough, this option would not be financially viable nor meet the needs of the target groups, who prefer to access services locally. Instead it was deemed more suitable to embed the service alongside the existing youth, primary care and community providers in Haringey. This ensures a seamless pathway and collaborative approach towards women and young people's wellbeing in the borough.

6. Background information

- 6.1 **Sexual and reproductive health, what are the issues?** - Although Haringey has moved from having the 4th highest STI rate in England in 2012, to 12th in 2014, STIs¹ continue to be a significant health risk to the population of Haringey. In 2014, 4389 new STI cases were diagnosed in Haringey residents, a rate of 1666.4 per 100,000 compared to London (1366.6 per 100,000) and England (797.2 per 100,000). There has been a national increase in STI diagnosis with London increasing at a faster rate than other regions. Haringey's diagnosis rate has experienced a steady increase however, this increase has been substantially less than London's (figure 1).

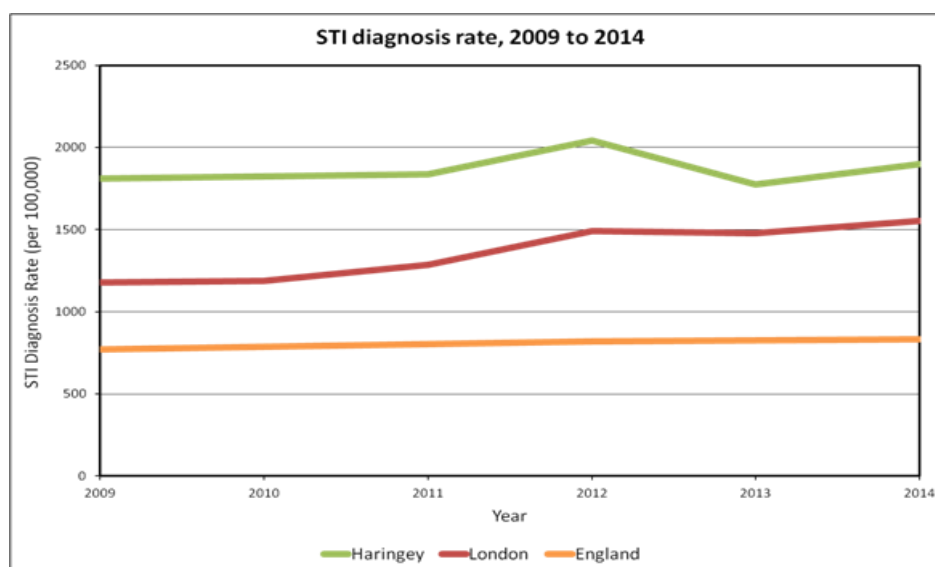


Figure 1: Sexually transmitted infection (STI) diagnosis rate 2009-2014 for Haringey, London and England Source: Public Health England 2016

- 6.2 In 2014, of all new STI diagnoses in Haringey residents, 34% were among young people aged under 25, a drop from 42% in 2012. Young people are more at risk of being infected with chlamydia than any other group. The infection is often asymptomatic but can cause serious reproductive health issues if left untreated. The annual detection rate among the resident 15-24 year old population is used to assess progress in controlling chlamydia in sexually active young adults under 25 years old. Public Health England recommends that local areas achieve a rate of at least 2,300 per 100,000 resident 15-24 year olds, a level which is expected to produce a decrease in chlamydia prevalence. Haringey currently has a detection rate of 2,176 i.e. below that of the recommended 2,300.

¹ Most commonly diagnosed STIs are chlamydia, gonorrhoea, genital herpes, and genital warts.

- 6.3 Between 1998 and 2013, teenage pregnancies in Haringey decreased by 66.4% (see figure 2) with the under 18 conception rate being 20.9 per 1,000 residents, in comparison to 24.3 nationally. In 2013, of those conceptions to women under 18, 64.1% went on to have an abortion, higher than the England average of 51.1%.

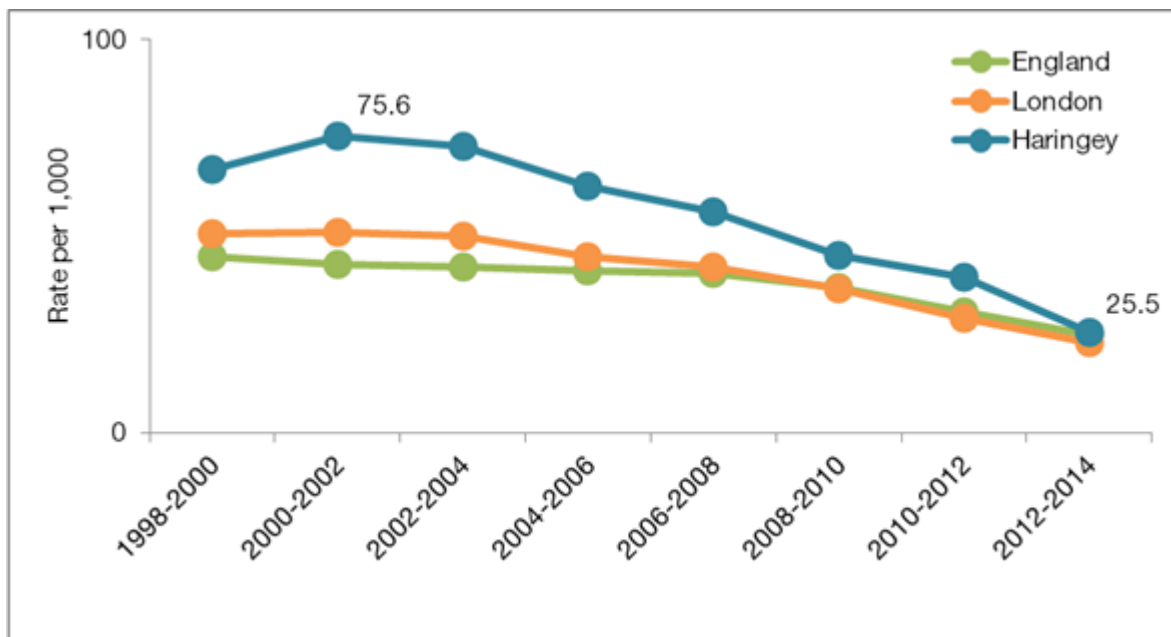


Figure 2: Trend in teenage pregnancy: England, London and Haringey (1998-2014)
Source: Office for National Statistics 2016

- 6.4 **What needs to be offered?** It is important that in order to further reduce the rates of STIs and unwanted pregnancies, we offer the following:

- 6.4.1 Increased access to free condoms - the proposed service will become an integral partner in delivering the Come Correct scheme, a pan-London programme and the Haringey over 25s condom scheme, enabling access to free condoms for both young people and adult populations.
- 6.4.2 To detect more infections and reduce onward transmission - to increase access to chlamydia screening the core services will offer testing and treatment of chlamydia, alongside the pharmacies and Embrace.
- 6.4.3 Offer services to young people locally - a Haringey clinic waiting room survey was conducted by Healthwatch to support the procurement of this service. It showed that service users aged under 25 want a service close to their home (60%) or place of study (26%). And that this age group were more likely to be attending for contraception, demonstrating the need for the proposed service to be an integrated sexual health and

contraception service for young people.

6.4.4 Offer contraception locally – a local service rather than an NCL service is needed because 64.9% of residents using a service currently access services within Haringey.

6.4.5 Increase uptake of long-acting reversible contraception (LARC) - Whilst LARC methods are outlined as the most effective, both in terms of cost and reliability, there is still a low uptake in Haringey, with LARC accounting for only 19.2% of methods prescribed.

6.5 **Sexual health service overview-** Sexual Health commissioning is a complex landscape. There are and will be services available London-wide, in the NCL sub-region and local to Haringey. In addition to the proposed community sexual and reproductive health service, the following will also be available to Haringey residents:

6.5.1 E-service - this online portal will allow patients to be triaged into the appropriate service according to their need. Through this portal, patients will be able to order online screening kits, get treated for some infections and be referred to sexual health services, both locally and sub-regionally.

6.5.2 Specialist genitourinary medicine (GUM) - will be provided by the NCL sub-region. It will consist of two main clinics based in Camden and Islington with an outreach provision for sex workers in Haringey. This service will be predominantly aimed at patients with complex sexual and reproductive needs.

6.5.3 Healthy Living Pharmacies - accredited Haringey pharmacies providing free condoms, emergency hormonal contraception, chlamydia and gonorrhoea screening and treatment for chlamydia. A selected number of pharmacies will also provide point of care HIV tests to those aged 18 and over.

6.5.4 GPs - user dependent methods (such as the contraceptive pill) and open access LARC service to women in the borough.

6.5.5 Community Outreach - this service provides a range of sexual health services in community settings, including access to free condoms, chlamydia and gonorrhoea testing and HIV point of care tests. This service particularly targets black and minority ethnic (BME) residents due to the disproportionate levels of infections experienced by this group. The provider is also commissioned to provide a support service for pregnant mothers who have been recently diagnosed with HIV.

6.5.6 Currently Whittington Health NHS Trust provides an integrated STI and reproductive health service. The GUM provision is part of the NCL sub-region service and the contraception provision has been redesigned into this new service. The new service is targeted to start in April 2017.

6.6 **Procurement Process**

- 6.6.1 A 'Meet the Buyer' event was held on 7th July 2016. The purpose of the event was intended to communicate and share information with potential providers to help them understand the commissioning intentions and offer opportunities to network and forge partnerships.
- 6.6.2 The 'Meet the Buyer' event indicated that this is a specialist service and the nature of the market for this type of service is limited. Therefore, the 'Open' tendering process was selected as the most efficient route to market.
- 6.6.3 The procurement process started with the placing of a contract notice in Official Journal of the European Union (OJEU) and Contract Finder. The tender advert was also published on Haringey's website, CompeteFor and Delta E-sourcing portals.
- 6.6.4 The Invitation to Tender (ITT) and supporting documents were uploaded on Delta (e-tendering portal) where following a registration process, the potential tenderers could access the tender documents and submit their tenders electronically.
- 6.6.5 The procurement process was delayed by 2 months due to difficulties experienced by bidders interpreting information requirements under the Transfer of Undertakings (Protection of Employment) Regulation 2006 (TUPE).
- 6.6.6 By the closing date of 25th October 2016, 8 organisations registered their interest on Delta E-sourcing portal. Tenders were submitted by three organisations. One of the organisations was excluded from the procurement process due to failure to submit a completed pricing schedule. Tenderers who submitted tender(s) are listed in Part B (Exempt Information) of this report.
- 6.6.7 Tenders were evaluated on the basis of the most economically advantageous tender (MEAT) which included a split of 45% Price and 55% Quality as set out in the ITT documentation.
- 6.6.8 The table below details the outcome of the tender evaluations and respective scores of the tenders (see also exempt information report).

Tenderers	Quality Scores (out of 550 points)	Price Scores (out of 450 points)	Total scores (out of 1000 points)	Contract price over 3 years	Contract price for 5 years
Central and North West London NHS Foundation Trust (CNWL)	442	450	892	£3,046,939.00	£ 5,046,939.00

Company A	293	411	704	£3,446,260.00	£ 5,524,800.00
Company B	Supplier was excluded from procurement process due to failure to submit completed pricing schedule.				

6.6.9 Contract management will be incorporated into the contract. Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.

7. Contribution to strategic outcomes

7.1 This service is linked to the Corporate Plan, in particular Priority 1: 'Enable every child and young person to have the best start in life and Priority 2: 'Empower adults to lead healthy, long and fulfilling lives'. Plus the cross-cutting themes: fair and equal borough; prevention and early help; and working with communities.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1 Finance

The award of this contract is part of a strategy involving a pan-London agreement for the management of sexual health services, described in the report above. The £1.047m cost in 2017/18 and £1m cost in each of the subsequent 2 years is affordable within the current budget of £2.582m. The expectation is that, once all the elements of the new strategy are in place, the planned saving of £0.742m for this service will be delivered.

8.2 Procurement

8.2.1 The procurement process was carried out in line with the requirements of the Public Contracts Regulations 2015 under the Light Touch Regime, which requires that the tender is formally advertised in the Official Journal of European Union (OJEU) the process is transparent and parity of treatment of bidders.

8.2.2 Tenders were therefore evaluated with criteria, method of evaluation and supporting information accessible to all bidders

8.2.3 The contract award represents best value for the Council in the current market and will facilitate anticipated savings of some £742,000 under the new service configuration

8.2.4 Regular service monitoring has been woven into the contract to ensure that key performance indicators are delivered, measured and reported.

8.2 Legal

8.3.1 The report relates to services which are subject to the Light Touch Regime under the Public Contract Regulations 2015. As such they are required to

be advertised in the Official Journal of the European Union (OJEU) although there is greater flexibility in the tender procedure followed than under the standard EU tender regime.

8.3.2 The Council undertook a tender process in accordance with CSO 9.01 and now wishes to award the contract to the provider identified in paragraph 3.1 of this report.

8.3.3 Cabinet has power to approve the award under CSO 9.07.1 (d) (contracts of £500,000 or more).

8.3.4 The award is a Key Decision and has therefore been included in the Forward Plan in accordance with CSO 9.07.1(e).

8.4 Equality

8.4.1 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Tackling discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advancing equality of opportunity between people who share those protected characteristics and people who do not;
- Fostering good relations between people who share those characteristics and people who do not.

8.4.2 An equality impact assessment accompanies this report and is attached in Appendix 1.

8.4.3 The contract to provide local Community Sexual Health Services for under 25s and long acting reversible contraception (LARC) for women of all ages, aims to address known health inequalities for these two groups. Young people, both locally and nationally, are more adversely affected by sexually transmitted infections (STIs) demonstrated by the high levels of infections amongst this group. Haringey also experiences comparatively higher rates of unwanted pregnancies amongst women of all ages (although this rate has been falling). This demonstrates the need for more accessible contraceptive services locally for women, particularly those providing LARC methods that are shown to be one of the most reliable forms of contraception.

8.4.4 As a contracted provider, Central and North West London NHS Trust will be expected to demonstrate a strong commitment to equality and fairness in their actions and work practices, and adherence to the Equality Act 2010.

8.4.5 The EqIA puts forward actions to enhance opportunity to access sexual health services, including:

- Outreach and communication of changes to local sexual health services, including targeted awareness raising of the new services for young people and LARC services for women in this report.
- Contract management and monitoring – as a commissioner, Haringey Council will actively monitor and evaluate the take-up and success of the new community sexual health services among different groups, working with the provider to maximise accessibility and find opportunities for continued improvement.

8.4.6 The community sexual health services for young people and LARC for women are just one part of a wider reorganisation of the sexual health service landscape that includes the commissioning of GUM specialist services and an online portal at a sub-regional level and the local commissioning of BME targeted sexual health outreach. We will continue to assess gaps in service provision and accessibility among different groups as part of a holistic review of the new landscape for sexual health services going forward.

9 Use of Appendices

Appendix 1 Equality Impact Assessment

10 Local Government (Access to Information) Act 1985

This report contains exempt and non exempt information. Exempt information is contained in the exempt report and is not for publication. The exempt information is under the following categories: (identified in the amended schedule 12 A of the Local Government Act 1972 (3)):

(3) Information in relation to financial or the business affairs of any particular person (including the authority holding that information).

Information within this report is sourced from:

<http://www.haringey.gov.uk/social-care-and-health/health/joint-strategic-needs-assessment-jsna>

Cabinet reports linked to this report:

[London Sexual Health Transformation Programme](#)

[Pharmacies Enhances Services Framework](#)

[Community Sexual Health Service- Outreach and Health Promotion](#)

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Haringey Council

Equality Impact Assessment

Name of Project	Level 2	Cabinet meeting date <i>If applicable</i>	24 January 2017
Service area responsible	Public Health		
Name of completing officer	Grace Hinde	Date EqIA created	26/05/2016
Approved by Director / Assistant Director	Susan Otiti	Date of approval	12 January 2017

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
i. Project Lead Grace Hinde	5.
ii. Equalities / HR Ben Ritchie	6.
iii. Legal Advisor (where necessary)	7.
iv. Trade union	8.

Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

Equality impact assessments (EIAs) are our chosen way for working out the effect our policies, practices or activities (the word activity will be used throughout this form as an umbrella term) might have on different groups before we reach any decisions or take action. They are an important service improvement tool, making sure that our services are as effective as they can be for everyone Haringey serves. They also help to prevent us from taking action that might have outcomes we did not intend.

A. Description of the proposal - This document is assessing the impact the proposed level 2 sexual health service for young people and provision of LARC in Haringey will have on residents who are defined as having protective characteristic under the Equality 2010 Act and identifies any possible inequalities identified and an action plan to address or narrow them.

This Level 2 model will be commissioned by Haringey local authority and be provided for the sexual health needs of young people in the borough (<25 years old) and as an open access provision of LARC for all women in Haringey. In addition to this service, Haringey will be commissioning a GUM and CaSH service along with other local authorities in the North East Sub-region, as part of the London Sexual Health Services Transformation Programme (LSHTP). However, due the burden of sexual ill health in the borough amongst certain groups, Haringey understands the need for more localised provision of services; particularly for young people who may be limited in their ability to travel to the sub-regional service. This has led to further development of commissioned community services in the borough provided by community organisations and pharmacies and the aforementioned level 2 sexual health service.

The proposed elements of the level 2 services will consist of:

1. ***Provision of Integrated Genito-Urinary Medicine (GUM) and Contraception and Sexual Health Services (CaSH) to under 25s***
2. ***Provision of Long Acting Reversible Contraception (LARC) to all women in the borough through an open access service***

B. Relevance of the proposal to the general equality duties and protected groups – this section explores who is at risk of an STI with a focus on those with protective characteristics

- i. **In terms of STIs** - Haringey has high levels of STI's - 4389 new STI were diagnosed in Haringey residents in 2014, which is a rate of 1666.4 per 100,000 (compared to 797.2 per 100,000 in England) it ranks Haringey 12th in England. Whilst this is a vast improvement on the previous ranking of 4th the rising diagnoses of STIs on a national and local level, shows that there is a continued need for sexual health services. Haringey is ranked 10th highest for rates of Gonorrhoea, there were 112 HIV diagnosis, 5th highest in London, 42% of HIV diagnosis were diagnosed at a late stage which has a negative impact on treatment outcomes, 31% MSM and 59% heterosexual residents were diagnosed late. Haringey is below the 2,300 detection rate standard for Chlamydia. In 2014, 34% of STI diagnoses in Haringey were amongst young people.
- ii. **In terms of unwanted pregnancies**- Since 2012 the abortion rates in Haringey have declined significantly, however, they remain higher than both England and London averages. In 2014 total abortion rate per 1,000 female population in Haringey was 22.3 amongst 15-44 year olds, higher than England's rate of 16.5. In 2015 abortion was highest in the 20-24 age group at 42.6 per 1,000, with 18-19 years following at 41.6 per 1,000. Whilst rates of repeat abortions have declined from 40% (in 2014) to 39% (in 2015), this is not substantial decrease and improvements are needed to reduce

this number further.

Of residents using GUM services, 67.2% choose to use do so outside of Haringey. In comparison 64.9% of residents using contraception services choose to use a local service. Despite high usage of out of borough GUM services amongst residents, it is acknowledged that travelling to the Sub-Regional sexual health service (combining services Camden, Islington, Barnet and Haringey boroughs) will be much harder for young people and might result in them not accessing needed services and support. Looking at the recent figures for GUM attendances in Haringey, the 13-24 year old age group use the local services more than any other age group and therefore highlights the need for a local sexual and reproductive health service for the under 25s.

In terms of contraception services, residents are more likely to use services within the borough therefore the proposed level 2 service will incorporate LARC provision. As many female residents access LARC methods through Haringey GUM services, the decommissioning of the current service in Haringey, will provide a gap in provision as we understand that women prefer to access contraception locally and therefore may not be willing to travel to the new sub regional service. In addition, GP providers will be unable to absorb the levels of LARC fitted by the decommissioned provider and patients may prefer not to use a primary care service for their contraception needs. Therefore in order to meet current demand for the method plus increase uptake, there needs to be a local sexual health provision of LARC to complement that provided by GPs. Given that LARC is the most effective form of contraception and the high rates of unwanted pregnancies in the borough, it is important to offer women a choice as to where they can access the method. The level 2 service will provide non-LARC methods to under 25s; given the difficulties they can face accessing services due to travel and also their reluctance to visit a family GP for contraception. However, over 25s will continue to access their GP for non-LARC provision, as this is contracted to GPs to provide and not usually prescribed by GUM apart from in exceptional circumstances.

Currently GUM and CaSH provision in Haringey comprises of the main St Ann’s site, with satellite clinics in 3 locations in the borough, provided by the Whittington Heath NHS Trust. The table below illustrates the age distribution of those attending this service. Young people 13-24 years are the main uses of the satellite clinics in the borough, followed by women aged 25-34 years. The proposed service is designed to serve these two particular populations- young people and women in the borough. Looking at attendances at the current service, 62% is for female reproductive health and this service will aim to complement GP provision of contraception with an open access LARC service. Currently all women registered with a GP in Haringey can use the Open Access service, meaning they are able to obtain contraceptive provision from any GP in the area, meaning that opening hours and appointment availability does not restrict access to contraception.

Clinic	Age Group								Grand Total
	<13	13-14	15-19	20-24	25-34	35-44	45-64	>64	
Lordship Lane	1	5	278	612	699	239	118	3	1955
Female	1	4	191	443	494	184	80	0	1397

Male	0	1	87	169	205	55	38	3	558
Tynemouth Road	0	5	293	565	550	227	71	0	1711
Female	0	4	252	402	418	179	48	0	1303
Male	0	1	41	163	132	48	23	0	408
Hornsey Central	0	4	381	598	492	196	75	2	1748
Female	0	4	307	431	354	154	51	1	1302
Male	0	0	74	167	138	42	24	1	446
St Ann's	1	52	1472	3677	6097	3086	2228	198	16811
Female	1	46	1122	2449	3177	1456	838	29	9118
Male	0	6	350	1228	2920	1630	1390	169	7693
Total	2	66	2424	5452	7838	3748	2492	203	22225

Figure 1 data from Whittington GUM services

Young people:

- STIs- Young people carry the burden of STI diagnoses in Haringey, with 34% of new STI in GUM services were in young people aged 15-25 years (compared to 46% in England). Girls are at higher risk, especially around age of 20-24 years' who accounted for 63% (57,558/91,901) of Chlamydia diagnoses, 55% (8,722/15,814) of gonorrhoea, and 42% (12,223/29,240) of genital herpes. The Chlamydia detection rate in Haringey per 100,000 15-25 year olds in Haringey was 2174.8 (compared to 2012 per 1000,000 in England) young people are more likely to become re-infected with STI's 16.5% of 15-19 year old females and 15% of 15-19 year old males presenting to GUM. All young people need to have the knowledge and ability to seek help and guidance. Activities should promote and enable access to appropriate contraception screening for STI (especially Chlamydia via the National Chlamydia Screening Programme) and condom use. In terms of use of services of the 40% using the local service GUM service 3037 13% were under 25 years (figure 1)
- Teenage Pregnancies- Teenage Pregnancies- whilst these have fallen they remain challenging with Haringey. Pregnancies among 16 to 19 year olds accounted for 7.5% of the total number of pregnancies, but 21.2% of the total number that were unplanned. In 2015 there were 100 teenage conceptions, of which 62% ended in abortion.

Women

Although women aged 15-44 make up just 20% of the population of England they experience the greatest burden of poor reproductive health. This includes unplanned pregnancy, which is associated with poor maternal and child outcomes. In 2014 15,615 residents attended SRH, 18% were men most attended for regular contraceptive care and sexual health advice

- Unplanned pregnancy – the highest numbers of unplanned pregnancies occur in the 20-34 year age group. Unplanned pregnancies can end in abortion or a maternity. Many unplanned pregnancies that continue will become wanted. However, unplanned pregnancy can cause financial, housing and relationship pressures and have impacts on existing children.
- Abortions – the total number of abortions in Haringey was 1,458 rates 1,000 15-44 was 22.3 compared to England at 16.5. Abortion was highest in the 20-24 age group at 42.6 per 1,000. Of those under 25 having an abortion, 27% had had a previous abortion whilst in England this was 29%. In those aged over 25 years this was 46.6% compared to England at 45%
- Contraception – LARC is the most effective and cost efficient method of contraception. The rate of LARC prescribed in sexual and reproductive health services per 1,000 women aged 15-44 years was 48.6 for Haringey, 33.0 for London and 31.5 for England. LARC prescribing by GPs has been falling. Figure 2 below shows GPs would need to substantially increase levels to reach the England rate.

Based on Haringey's 2014 GP prescribed LARC performance and 2-14 resident populations aged between 15-44 years Haringey GPs would need to provide the following in order to match the England and London rates:

- **2123** LARC to match the England rate
- **1058** LARC to match the London rate

Year	Area Name	Rate per 1000	Number of LARC prescribed by GP	Resident Female Population (aged 15-44)
2014	London	16.12	32440	2012730
2014	Haringey	15.07	989	65635
2014	England	32.34	343855	10631532

Figure 2 LARC performance Haringey

By having the proposed service as the main provider of LARC, we can work towards increasing the numbers of women accessing LARC and by doing so decrease the levels of unplanned pregnancies and abortions, thus improving wellbeing of women in Haringey. GPs in Haringey would not

Distribution of New STIs and Deprivation Socio-economic deprivation (SED) is a known determinant of poor health outcomes and data from GUM clinics show a strong positive correlation between rates of new STIs and the index of multiple deprivations across England. The relationship between STIs and SED is probably influenced by a range of factors such as the provision of and access to health services, education, health awareness, health-care seeking behavior

and sexual behavior. Figure 3 shows that new diagnoses of STIs in Haringey are concentrated in the east of the borough which suffers from higher rates of social deprivation.

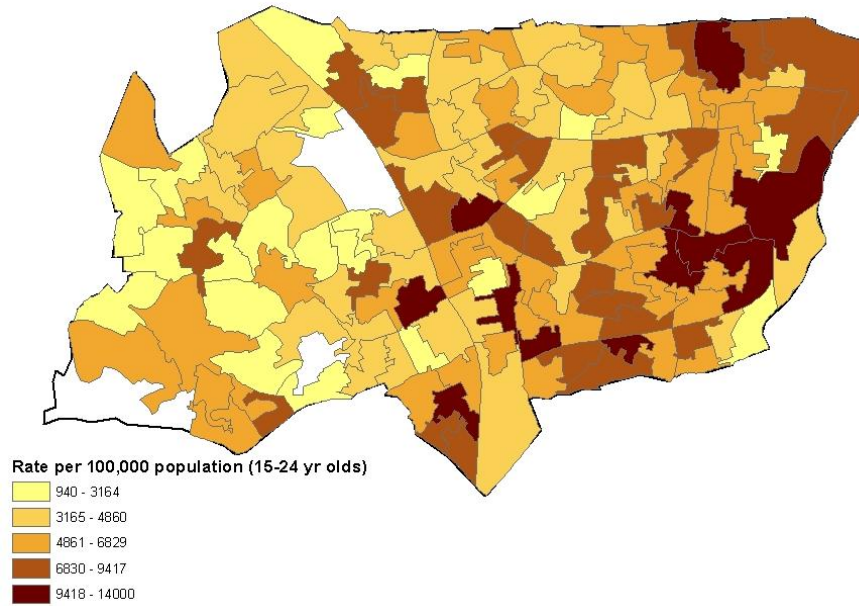


Figure 3: rates of new STIs in 15-24 year olds in Haringey by LSOA, 2014

Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment
 Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
NA	

Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment
 This section to be completed where there is a change to the service provided

Data Source (include link where published)	What does this data include?
JSNA	Prevalence of sexual health infections, contains information broken down by Age, gender, ethnicity, for the Borough
London sexual health transformation programme business case	Data analysis showing the case for change Focus group and survey responses Awaiting results of focus group with MSM and BME service users
Haringey Local Authority HIV, sexual and reproductive health epidemiology report 2014v (LASER)	Local data on sexual and reproductive health
Haringey Sexual Health Services: User Feedback Report	A waiting room survey completed by Healthwatch Haringey

**Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:
Positive and negative impacts identified will need to form part of your action plan.**

	Positive	Negative	Details	None – why?
Sex	<p>The majority of Haringey’s male residents accessing a sexual health service use one located outside the borough. The service redesign will mean that they will continue to be able to do so through the sub-regional service.</p> <p>Women will have increased access to contraceptive care through the LARC service. Women will continue to access free emergency contraception from the pharmacies and user dependant methods from their GP.</p> <p>Data tells us that young men are less likely to access sexual health services, but more likely to access pharmacies for free condoms than young women. Therefore by having a specialist</p>	<p>The major users of CaSH are women and the majority of visits are within Haringey and any change in provision will have most impact on them. We will need to support women to access user dependent methods through their GP and LARC from either the new service or their GP.</p> <p>Haringey has a dedicated project for female sex workers which has recently been integrated into the main GUM provider, this allows testing in indoor premises and an STI clinic within the project drop in, the plan is to integrate this service into a sub region and this will need to be carefully managed to ensure those using the service remain engaged</p>	<p>Number of young women getting tested were over double that of young women (young women=5,248 ,young men= 2,225), whereas young men were twice as likely to register for c-card in Haringey in 2014 (young men= 1,151 and young women= 587)</p> <p>The rate per 1,000 women of long acting reversible contraception (LARC) prescribed in primary care was 15.1 for Haringey, 16.1 for London and 32.3 per 1,000 women in England. The rate of LARCs prescribed in sexual and reproductive health (SRH) services per 1,000 women aged 15 to 44 years was 48.6 for Haringey, 33.0 for London and 31.5 for England.</p>	

	<p>young people service that combines both free condoms and SRH services, it is hoped that this will increase young women accessing condoms and young men accessing testing.</p>			
Gender Reassignment	<p>Young transgender service users will be able to get advice and support through the new service. Staff will be aware of signposting opportunities to specialist services for this group.</p>	<p>While it is estimated that the number of Tran's people in England is relatively low, it is a group that often has particular health needs and that can face discrimination.</p> <p>Young people in particular, may find it a barrier to accessing services, therefore it is important that the new service is inclusive of young people who identify as trans.</p>	<p>Little data available on the number of young people going through gender reassignment.</p>	
Age	<p>There are clear inequalities in the sexual health of younger people. It has been shown that they have relatively high rates of unintended pregnancies and sexually transmitted diseases (STIs) with the</p>	<p>There is data to suggest that the incidence of STIs in older people in increasing although current numbers remain low. This service is targeted at young people's sexual health; therefore, it</p>	<p>34% of STI diagnosis in Haringey was young people 15-24 (compared to 55% in England)</p>	

	<p>exception of HIV. The new specification is specifically for this age group.</p> <p>The highest numbers of unwanted pregnancies are in women aged 20-34; therefore the new service will allow increased access to effective LARC methods for this age group. Women will be able to benefit from flexible opening hours, which will enable them to access the service around childcare and work responsibilities.</p> <p>Convenient opening hours that fit in around education will ensure that the service is accessible to young people. An online booking system, will likely appeal to younger audiences who are more technology savvy.</p> <p>Older groups that are unable to access the new service will be continue to be able to use the pharmacy services, in addition to the new sub regional</p>	<p>is important that older groups do not miss out on vital services.</p>		
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	service.			
Disability	<p>Young people will be able to access a disability-friendly service through the new proposed service.</p> <p>A range of booking options will be available to cater for young people and women wanting to access the service, including online and via telephone.</p> <p>Promotional material will need to take into consideration learning disabilities, and be written in a way that is easily understood.</p>	<p>There appears to be limited data and research available on the needs of people living with learning or physical disabilities.</p>		

<p>Race & Ethnicity</p>	<p>Haringey commissions an outreach services to deliver services to BME communities. By adopting a new sexual health model and making subsequent savings, it allows public health to continue to fund this service.</p> <p>The new service will be able to signpost those aged over 25 to either pharmacy services or the sub region for sexual health service.</p> <p>Those aged under 25 will have a new young people friendly service.</p> <p>Women will be able to use the open access LARC service regardless of age, which will contribute towards lowering the number of unwanted pregnancies amongst this age group.</p>	<p>The majority of those people attending GUM services in Haringey are from BME groups. With the new service being aimed at young people and women for LARC, there will be some gaps in service provision for this group.</p>	<p>Haringey continues to have a specialist BME service outside of this contract</p> <p>39% of females attending the GUM service in Haringey were white and 37% black or black British, 7% mixed and 12% other ethnic groups, 2% Asian</p> <p>Of males attending the GUM service in Haringey were 38% were black or black British, 34% white, 18% other ethnic group, 4% mixed and 4% Asian</p>	
<p>Sexual Orientation</p>	<p>14% of those using the</p>	<p>The 14% using Haringey</p>	<p>More likely to have an STI,</p>	

	<p>local service in Haringey are MSM, suggesting that most MSM Haringey residents use services outside of Haringey. Therefore this group will be able to take advantage of the new sub-regional service.</p> <p>Young people regardless of sexual orientation would be able to access the new service. However, it may be deemed more suitable for them due to their specific sexual health need for them to access the sub-regional service, but they can be supported by the new service to do so.</p>	<p>services would be affected by any changes in local provision if aged 25 and over.</p>	<p>advised to test more regularly, more likely to use an out of area service, pilot studies show good uptake of this group for home sampling.</p> <p>Of males attending the GUM service in Haringey 86% were heterosexual</p> <p>Of females attending the GUM service in Haringey 98% were heterosexual.</p> <p>This demonstrates that those who identify as a sexual orientation other heterosexual are accessing services outside Haringey, so can continue to do so through the new sub-regional service.</p>	
<p>Religion or Belief (or No Belief)</p>	<p>It has been specified that the sexual health services should allow people to make informed decisions about their own sexual health and these decisions may or may not be influenced by their religion or beliefs, the specification intends</p>	<p>Sexual health services should allow people to make informed decisions about their own sexual health and these decisions may or may not be influenced by their religion or beliefs and the specification for the service will ensure the</p>	<p>Haringey will continue to work with faith leaders through its BME community based sexual health service</p>	

	<p>to ensure the service respect peoples religious beliefs.</p> <p>It may be required that the service produces extra or specific information or “tool kits” if there is a relatively high prevalence of a particular religion using services serve and where this would be useful.</p>	<p>service respect peoples religious beliefs.</p> <p>It may be required that the service produces extra or specific information or “tool kits” if there is a relatively high prevalence of a particular religion using services serve and where this would be useful.</p>		
Pregnancy & Maternity	<p>There is a need for maternity services to work closely with services offering contraception, especially LARC. The new service will allow referral pathways to be established between them and maternity services. The increased provision of LARC in Haringey will mean women are able to access contraception more easily.</p>	<p>None identified.</p>		
Marriage and Civil Partnership	<p>At present there is a lack of data on any specific sexual health needs of people who are married or in a civil partnership; however, we don't anticipate any negative</p>	<p>We expect this impact on this group to be neutral.</p>		

	impact on this group from this procurement.			
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Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex				
Gender Reassignment				
Age				
Disability				
Race & Ethnicity				
Sexual Orientation				
Religion or Belief (or No Belief)				
Pregnancy & Maternity				
Marriage and Civil Partnership				

Stage 6 - Initial Impact analysis

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<ol style="list-style-type: none"> For all groups with protective characteristics the EQIA has identified gaps in data collection Sex - males and females use the services in different ways for different purposes. Women will benefit from the new service as it will increase access to LARC methods. Young women in particular will benefit from the integrated GUM and SRH service, offering a 'one-stop shop' model. Young men will be encouraged to test through the new service, enabling them to access free condoms at the same time. Gender reassignment – literature suggests that this group is open to discrimination. Age –Young people need to have access to local sexual and reproductive services, as they are less likely to leave the borough in order to access these. The proposed service will ensure that young people have a local provision suitable to their needs. 	<ol style="list-style-type: none"> Gender reassignment – EQIA needed at a London level. The new service needs to be inclusive for young people going through gender reassignment, with specialist training offered to staff. Age – young people and women should be involved in the co-designing of the new service prior to implementation. Disability – publication materials and service location should ensure that they are user friendly for women and young people with disabilities. Race and ethnicity – Haringey will continue to offer community testing for BME residents and will use its expertise to feed into the marketing of on line home sampling. Sexual orientation - robust pathways should be implemented to ensure that young people who need specialist services are catered

<ul style="list-style-type: none"> 5. Disability – people can suffer from a range of disabilities and more information is needed on how sexual health services can be made more accessible to these groups. 6. Race and ethnicity – the new service will be inclusive to all BME groups, alongside the existing community outreach provider. 7. Sexual orientation – Haringey’s MSM are predominately using services outside of Haringey. However, younger MSM may choose to access the new young people’s service and should be supported in doing so and where necessary referred to the sub regional service. 8. Religion and belief – data is not currently collected. 9. Marriage – no impact 	<p>for,</p> <ul style="list-style-type: none"> 6. Religion - Haringey will continue to provide an outreach provision to faith groups through the BME outreach service.
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Stage 7 - Consultation and follow up data from actions set above

Data Source (include link where published)	What does this data include?
<p>1. Patient Waiting Room Survey:</p> <p>Further to the brief survey questionnaire was developed by the LSHTP team and service users were asked to complete paper copies in waiting rooms in GUM/integrated services. In addition, posters and leaflets were given out and displayed in reception areas to encourage users to complete the survey online. Between 20 April and 8 May 2015 the LSHTP undertook the paper and online survey for service users in the following GUM (Genitourinary Medicine) clinics, receiving a total of 1,437 responses across all clinics.</p> <p>The 12 clinics approached to participate represented both inner and outer London boroughs and a range of sexual health service provision.</p> <p>Of particular note, out of the 1,437 returns, only 15 people completed the survey online - preference for paper copy submissions were</p>	

overwhelming.

2. User Feedback Report:

As an addition to the LSHTP survey that was completed in 2015, Haringey commissioners wanted to gather more data from the users of the local GUM services, regarding their views and opinions of the sexual health services on offer in Haringey. The information gathered supported the proposed service design, highlighting that those choosing to remain in the borough were young people and women wanting to access contraception.

Stage 8 - Final impact analysis

The analysis of the data and completion of this document suggests that there is unlikely to be any negative impact to any of the protective groups, and there will be a positive impact on those protective groups that are relevant to this project.

Robust pathways will be needed to support previous users of the decommissioned St Ann's service to access the new sub-regional service.

Stage 9 - Equality Impact Assessment Review Log

Review approved by Director / Assistant Director

Date of review

Review approved by Director

Jeanelle de Gruchy

Date of review

12 January 2017

Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.

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**MINUTES OF THE MEETING OF THE CABINET MEMBER
SIGNING HELD ON MONDAY, 12TH DECEMBER, 2016, 3.30 -
4.00 pm**

PRESENT:

Councillors: Alan Strickland (Chair)

19. FILMING AT MEETINGS

The Chair drew attention to the notice regarding filming at meetings on the agenda.

20. URGENT BUSINESS

None.

21. DECLARATIONS OF INTEREST

None.

22. MECHANICAL IMPROVEMENT WORKS PHASE 1 (2016/17)

The Cabinet Member noted the report, which sought his approval for the award of contract to Purdy Contracts Limited for the refurbishment and upgrading of the centralised mechanical ventilation services to six tower blocks listed in the report.

RESOLVED

1. To approve the award of contract to Purdy Contracts Limited for the refurbishment and upgrading of the centralised mechanical ventilation services for the sum of £948,907 (rounded up) and contract period of 28 weeks.
2. To approve the total professional fees of £89,388, which represents 9.42% of the contract sum. That the total project cost of £1,038,295 be noted.
3. To authorise Haringey's Legal Department to issue a letter of Intent up to and not exceeding £94,890, being 10% of the contract sum as allowed under the Council's Contract Standing Orders.

Reasons for decision

Approval of the successful competitive tender scheme is required to allow the contract to be awarded and the planned refurbishment and upgrading of the centralised mechanical ventilation services work to be ordered.

The new system will protect residents within their properties in the event of a fire, as smoke will be detected as it is drawn into the vicinity of the extract grille by the negative pressure in the or bathroom or toilet. The air flow valve will shut down isolating the remainder of the riser within 5 seconds and an audible alarm will be activated.

The current systems do not perform to the requirements of the Building Regulations Part F1. An historic combination of double glazing and draughtproofing and the deteriorated condition of the roof fans and ducts has caused a critical reduction of the ventilation rates to dwellings and this could lead to a consequential increase in dampness-related repairs. Restoring the ventilation schemes to beyond their original design performance will greatly reduce these issues and lead to reduced repair costs over the life of the system.

The new system will be a smart, digital solution that has smart air terminals that have Bluetooth technology embedded which enables each terminal to be interrogated, cycle tested and validated as fully functional without access to the property itself and in real time. Further, data from the air terminal can be downloaded via this wireless link to detect instances in which the terminals alarm functions have been activated, the status of the standby battery and whether the device has been disconnected from the mains supply. All of this data is date and time stamped to aid analysis and compliance checking.

Alternative options considered

The alternative option to repair the existing system which could result in ongoing maintenance issues and not addressing the potential fire risk.

23. NEW ITEMS OF URGENT BUSINESS

None.

24. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the remainder of the meeting as the items below contained exempt information, as defined under paragraph 3, Part 1, schedule 12A of the Local Government Act 1972.

25. MECHANICAL IMPROVEMENT WORKS PHASE 1 (2016/17)

The Cabinet Member noted the exempt section of the report.

26. NEW ITEMS OF EXEMPT URGENT BUSINESS

None.

CHAIR: Councillor Alan Strickland

Signed by Chair

Date

MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 13TH DECEMBER, 2016, 12:00

PRESENT:

Councillor Alan Strickland (Chair)

27. FILMING AT MEETINGS

The Cabinet Member referred those present to Agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

28. URGENT BUSINESS

None

29. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

30. APPROVAL FOR THE VARIATION OF THE COUNCIL'S EXISTING CONTRACT WITH GVA BILFINGER FOR THE PROVISION OF COMMERCIAL ADVICE FOR THE HIGH ROAD WEST REGENERATION SCHEME

The Cabinet Member considered a report which sought approval for a variation of contract with GVA Bilfinger for the provision of commercial advice for the High Road West scheme from £499k to £679k. The increased sum was due to the complexity of the scheme and the procurement process taking longer than originally envisaged when GVA were appointed.

RESOLVED

That the Cabinet Member for Housing, Regeneration and Planning:

To grant approval for the variation of the Council's existing contract with GVA Bilfinger for the provision of commercial advice for the High Road West scheme by increasing the maximum contract sum from £499k to £679k.

Reasons for decision

GVA have to date led commercial and property negotiations for the Scheme on behalf of the council, as well as preparing the business case considered by Cabinet in December 2015 for the preferred delivery structure and detailed financial model. This

proved instrumental in securing £62m of Housing Zone funding for North Tottenham. As such, they are the best fitted organisation as they have the detailed knowledge and understanding to support the progression and completion of the procurement in a timely fashion. Therefore, it is recommended that the existing contract be varied to ensure that there is consistency of commercial advice as procurement, land assembly and business relocation work progresses.

Alternative options considered

The current maximum contract sum for the GVA contract does not provide sufficient cover to support the procurement process and concluding the development agreement nor could it provide funding for the further ad hoc work closely related to the Housing Zone.

An alternative would be for the Council to commence a new procurement process for a commercial advisor. This could take a minimum of three months from commencement to appointment, which would cause delay to the procurement process for the Scheme. The successful tenderer, if not GVA, would not have GVA's in-depth familiarity with the commercial advice already received and even with a detailed handover from GVA on all of the work to date, it would be very difficult to ensure consistency in the ongoing advice. The OJEU procurement process for a development partner was launched on 31 May 2016, with the preferred bidder due to be selected by Cabinet in summer 2017. Procurement of a commercial advisor would divert officer resources from evaluation of bidder submissions and would risk delay to the development partner procurement. The handover would also incur additional costs for the Council in a climate of significant cost pressure. This was not considered a viable option or one that delivers value for money.

A second option was for the current contract to remain as is without variation. Currently the amount left in the contract will not cover the work required to take the procurement to completion and therefore represents a risk to the process.

Both options were discounted in consultation with Procurement and Legal.

31. NEW ITEMS OF URGENT BUSINESS

None.

32. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

33. APPROVAL FOR THE VARIATION OF THE COUNCIL'S EXISTING CONTRACT WITH GVA BILFINGER FOR THE PROVISION OF COMMERCIAL ADVICE FOR THE HIGH ROAD WEST REGENERATION SCHEME

As per Item 4.

34. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per Item 2.

CHAIR: Councillor Alan Strickland

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE CABINET MEMBER SIGNING HELD ON TUESDAY, 10TH JANUARY, 2017, 10:30

PRESENT:

Councillor Alan Strickland, Cabinet Member for Housing, Regeneration & Planning

35. FILMING AT MEETINGS

The Cabinet Member referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

36. URGENT BUSINESS

None.

37. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

38. ELECTRICS PACKAGE 5 (2016-17 ROCHFORD/MARTLESHAM) LATERAL & RISING MAINS REPLACEMENT WORKS

The Cabinet Member noted the report, which sought approval for the award of contract for lateral & rising mains replacement work at Martlesham & Rochford housing blocks.

RESOLVED

- I. That the Cabinet Member approved the award of the contract to Raytell Electrical Co. Ltd for the installation of the electrical lateral and rising mains system and associated works for the Lump Sum tendered Price of £521,045.
- II. That the Cabinet Member approve the total professional fees of £54,272 which represents 10.416% of the contract sum and notes the total project cost of £575,317.
- III. That the Cabinet Member authorise Haringey's Legal Department to issue a letter of intent for the amount of up to and not exceeding £52,104, being 10% of the contract sum.

Reasons for decision

Approval of the award of contract to Raytell Electrical Ltd to undertake the replacement of the electrical rising and lateral mains and for the issue of a letter of intent pending conclusion of the formal contract is required to allow the planned work to start on site.

Alternative options considered

The option of doing nothing was considered but ruled out because the landlord electrical supply needs to be brought up to the current regulations.

39. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under paragraphs 3 & 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

40. ELECTRICS PACKAGE 5 (2016-17 ROCHFORD/MARTLESHAM) LATERAL & RISING MAINS REPLACEMENT WORKS - EXEMPT APPENDIX A

The Cabinet Member noted the exempt section of the report.

CHAIR:

Signed by Chair

Date

Report for: Cabinet 24th January 2017

Item number: 17

Title: Delegated Decisions and Significant Actions

Report authorised by : Nick Walkley, Chief Executive
Bernie Ryan AD Corporate Governance

Lead Officer: Ayshe Simsek

Ward(s) affected: Non applicable

**Report for Key/
Non Key Decision: Information**

1. Describe the issue under consideration

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions (decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

2. Cabinet Member Introduction

Not applicable

3. Recommendations

That the report be noted.

4. Reasons for decision

Part Three, Section E of the Constitution – Responsibility for Functions, Scheme of Delegations to Officers - contains an obligation on officers to keep Members properly informed of activity arising within the scope of these delegations, and to ensure a proper record of such activity is kept and available to Members and the public in accordance with legislation. Therefore, each Director must ensure that there is a system in place within his/her business unit which records any decisions made under delegated powers.

Paragraph 3.03 of the scheme requires that Regular reports (monthly or as near as possible) shall be presented to the Cabinet Meeting, in the case of executive functions, and to the responsible Member body, in the case of non executive functions, recording the number and type of all decisions taken under officers' delegated powers. Decisions of particular significance shall be reported individually.

Paragraph 3.04 of the scheme goes on to state that a decision of “particular significance”, to be reported individually by officers, shall mean a matter not within the scope of a decision previously agreed at Member level which falls within one or both of the following:

- (a) It is a spending or saving of £100,000 or more, or
- (b) It is significant or sensitive for any other reason and the Director and Cabinet Member have agreed to report it.

5. Alternative options considered

Not applicable

6. Background information

To inform the Cabinet of delegated decisions and significant actions taken by Directors.

The report details by number and type decisions taken by Directors under delegated powers. Significant actions) decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

Officer Delegated decisions are published on the following web page <http://www.minutes.haringey.gov.uk/mgDelegatedDecisions.aspx?bcr=1>

7. Contribution to strategic outcomes

Apart from being a constitutional requirement, the recording and publishing of executive and non executive officer delegated decisions is in line with the Council’s transparency agenda.

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Where appropriate these are contained in the individual delegations.

9. Use of Appendices

The appendices to the report set out by number and type decisions taken by Directors under delegated powers. Significant actions (Decisions involving expenditure of more than £100,000) taken during the same period are also detailed.

10. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Delegated Decisions and Significant Action Forms

Those marked with ♦ contain exempt information and are not available for public inspection.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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Chief Executive

Significant decisions - Delegated Action - For Reporting to Cabinet on 24th January 2017

◆ denotes background papers are Exempt.

No	Date approved by Chief Executive	TITLE	Decision
1.	23.12.2016	Haringey Council attendance at MIPIM 2017 (property investment trade show)	For the council to participate in MIPIM 2017 and therefore incur related expenditure (expected to be a maximum of £45,000)
2.			
3.			
4.			

Delegated Action

Type	Number

Chief Executive Signature: *N Walsh* Date: 16/01/17

DIRECTOR OF ADULT SOCIAL SERVICES**Significant decisions - Delegated Action – December 2016**

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.			

Delegated Action

	Number
161201 Approval under CSO 9.06(c) for award of contract for provision of disabled adaptations with contractor Richwell Construction Ltd. Value £251,183.62.	
161201 Implementation of CSO 10.02.1a to extend & vary Council contract with Voicability for care act advocacy for 3mths. Value £27,500.	
161206 Approval under CSO 9.06(c) award of contract for provision of disabled adaptations with Effectable Construction Services Ltd. Value £288,721.94.	
161206 Waiver & Award of Contract to Acorn Day Ops for provision of day ops to people with and LD currently accessing in-house day centres. Value £250,000.	
161206 Waiver & Award of Contract to HALL for provision of day ops to people with and LD currently accessing in-house day centres. Value £250,000.	
161221 Batch 14 Approval under CSO9.07.1c award of contract to facilitate provision of disabled adapts with contractor Effectable Construction Services Ltd. Value £148,863.56.	
161221 Batch 15 Approval under CSO9.07.1c award of contract to facilitate provision of disabled adapts with contractor Effectable Construction Services Ltd. Value £166,094.52	
161222 OGNH Request to waive contract order 8.30 and 9.01 as allowed under CSO 10.01.1b for external Staff Nurse Agencies. No value.	

Submission authorised by:

B. F. Tarka

Beverley Tarka – Director of Adult Social Services

Date: 3rd January 2017

DIRECTOR OF Commissioning

Significant decisions - Delegated Action - For Reporting to Cabinet on 24th January 2017

◆ denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	22/12/2016	Extension to the contract with HALL for the current Support Service for Unpaid Carers.	A seventeen month extension to the current Support Service for Unpaid Carers with HALL, as allowed under CSO 10.01b, the total additional value is £44,625. The contract extension shall commence from 1 st May 2016 to 31 st September 2017.
2.	05/01/2017	Project HE:RO – Tri Partnership Supply of Services Agreement	A Service Agreement was made on 5 September 2016 with Evolve for the period 01 September 2016 to 31 July 2017 and a value of £50,000 (plus VAT) Evolve Health Mentors can perform the following duties during a Project HE:RO Assignment with the Customer: This list is non exhaustive and additional duties may be included upon separate discussion a) Breakfast Clubs b) Classroom Support c) Lunchtime Playground Animation d) Small Group Mentoring e) Individual Mentoring f) After School Club Provision
3.	05/01/2017	Award of contract for the Provision of Alternative Education Services to COHENEL.	The Council has a statutory duty to provide appropriate education for all children and young people in the borough, as well to support their health, safety and welfare. This duty is generally discharged through school, but there are some students who need to be educated at alternative institutions. This education outside of mainstream schools is generally known as "alternative education provision". This contract has been awarded to the College of Haringey Enfield and North East London (COHENEL) for 1 year, commencing 07.09.16 and completing 07.07.2017.
4.	22.11.2016	Handy Person Service	New contract awarded to Homes for Haringey for the provision of Handy Person Service (following the liquidation of Haringey Age UK) for a period of 7 months under the Teckal exemption. The new contract shall commence from 5 th Sep 2016 to 31st March 2017 and the maximum costs of the service for the duration of the contract will be £37,041.67, of which £22,166.67 will be funded by the CCG.
5.	30.11.2016	Extension to Art and Night Club for Adults with LD	To extend the Art Sessions and Friday Night Club for adults with learning disabilities contract with Markfield for a further six months form 01/10/16 – 31/03/2017.

Delegated Action

Type	Number

Director/Assistant Director Signature:

Chloe Kate Feavery

Date 16 January 2017

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

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